

**Establishing the Education
and Skills Authority:
A Strategy for Taking
Forward the Change**

EXECUTIVE COMMITMENT TO ESA

- **Executive support for ESA implementation – July 2007**
- **Draft Programme for Government**
‘We will establish a Library Authority and an Education and Skills Authority by 2009’.
- **Investment Strategy for Northern Ireland**
‘Going forward we expect education communities to work together so that decisions by the Executive on future phases of the schools’ estate modernisation programme are grounded firmly on cross-sectoral area-based plans’.
- **Legislation proceeding as planned**
Clearance of 1st Bill with Executive and Committee planned for February 2008.

Creation of ESA

- On appointed day (1 April 2009):
 - ESA will be established
 - Legacy organisations will be dissolved (5 ELBs, CCEA, CCMS, Youth Council, Staff Commission)
- ESA will have responsibility for:
 - Functions performed currently by the 5 ELBs, CCEA, Youth Council, Staff Commission and RTU
 - All front-line services performed currently by CCMS, CnaG and NICIE
 - Operational services currently in DE

Priorities for ESA

- **Clear focus on improving educational outcomes for all pupils**
- **New responsibilities:**
 - **Strategic and area planning**
 - **Procurement and delivery of entire schools' estate**
 - **Children's services**
- **Streamlining back office functions and improving support services**
- **Releasing resources to the front-line**

Planning for ESA

- Major Change Programme to manage transition and establish ESA successfully
- Requires:
 - Clear leadership and direction
 - Input from stakeholders
 - Support and contribution from existing organisations
 - Strong project management

MANAGING THE CHANGE

CURRENT SERVICES

Transport

School Meals

Finance & Accounts

Payroll

Education Standards

Children's Services

Estates Planning &

Procurement

etc



TRANSFER



TRANSFORM



INNOVATE

SERVICES TO “TRANSFER”

Predominant Features:

- Services unlikely to yield significant, readily realisable, early savings
- Tend to have direct interface with customer
- A number are high risk in terms of service delivery

SERVICES TO “TRANSFER”

Arrangements

- Come into ESA largely in line with current arrangements but with streamlined management to create regional structure

SERVICES TO “TRANSFORM”

Predominant Features:

- Existing functions that can or must be radically changed to produce enhanced services and generate significant savings
- Tend to have limited direct contact with customers
- Mainly back office services

SERVICES TO “TRANSFORM”

Arrangements

- Will change significantly
- Move to common, integrated systems and arrangements
- Removal of duplication
- Grouping of functions

SERVICES TO “INNOVATE”

Predominant Features:

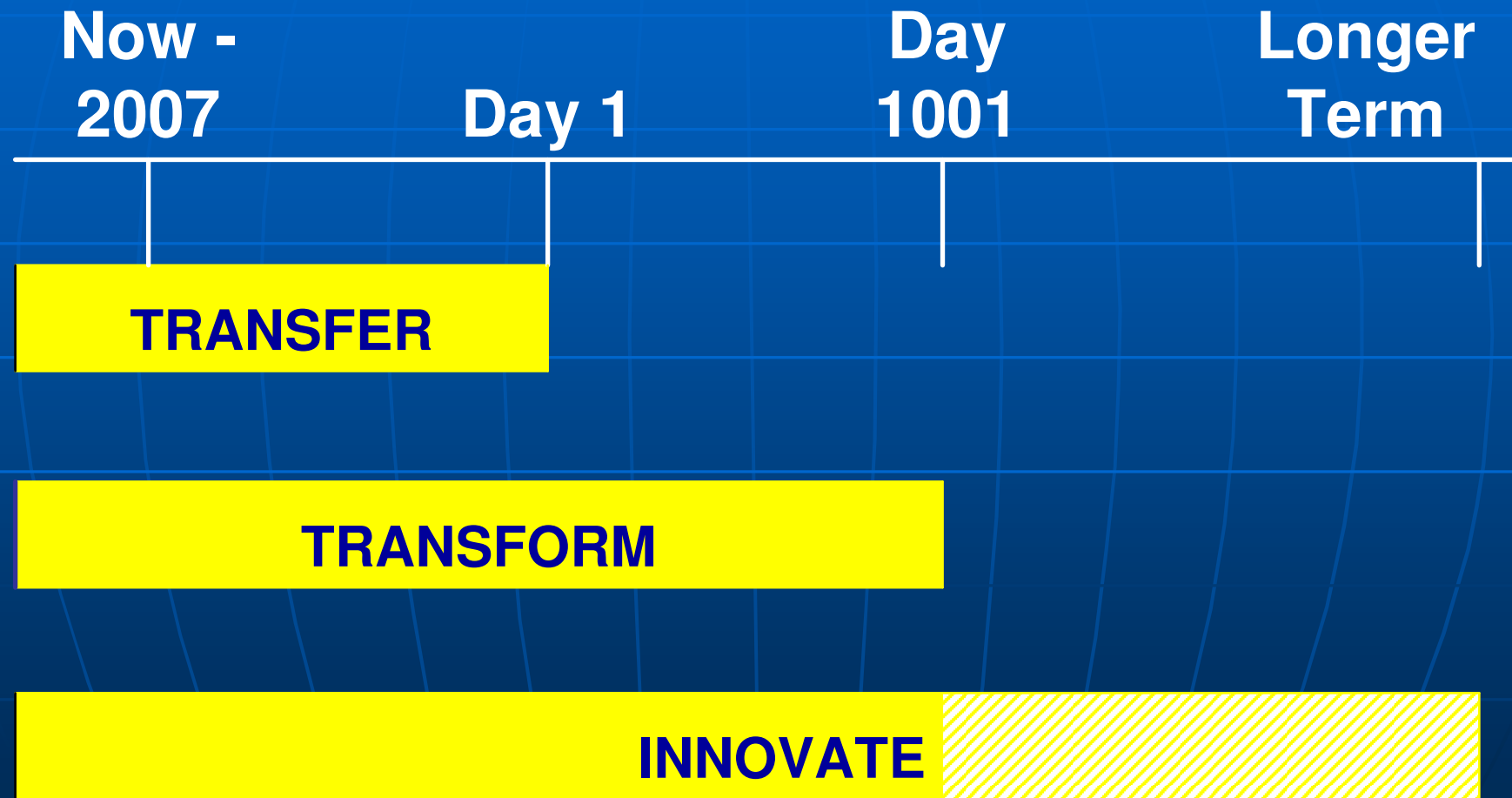
New services or new responsibilities which will yield significant benefits in service enhancement and may also yield substantial savings

SERVICES TO “INNOVATE”

Arrangements

- Radical change
- Focus on education outcomes
- Enhanced responsiveness, effectiveness and flexibility
- Greater integration of service delivery
- Strong area dimension

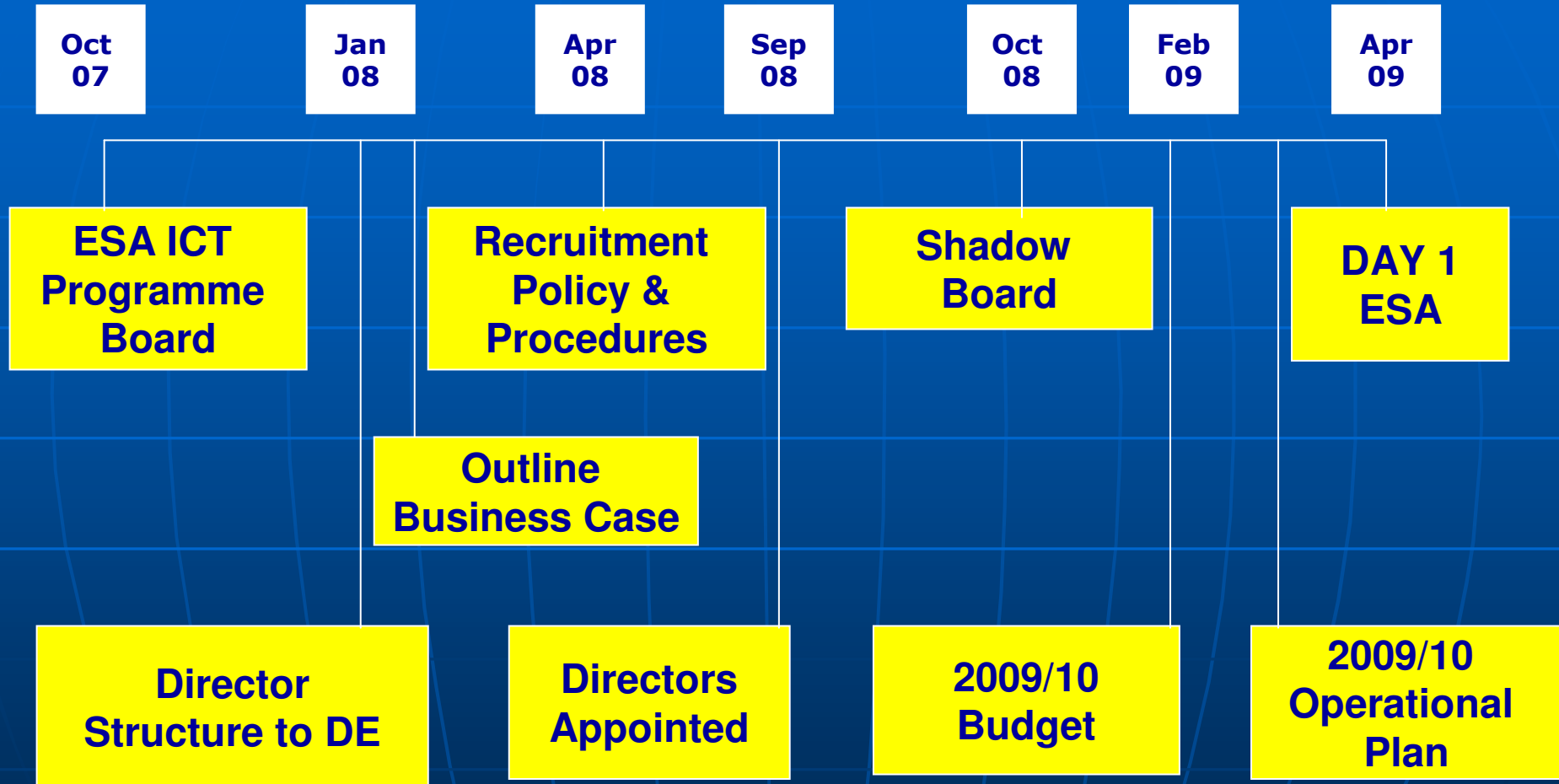
TIMEFRAME FOR CHANGE



Progress to Date

- **Projects established in:**
 - **HR**
 - **Financial Planning**
 - **Finance and Accounting**
 - **Communications**
 - **ICT**
- **ESA ICT Programme Board in place**
- **Vacancy Control**
- **Contractual Commitments**
- **Cost and Savings (OBC)**
- **Website (esani.org.uk)**

Key Milestones



**ENGAGING
EDUCATION BODIES
ON THE CHANGE
MANAGEMENT
STRATEGY**

COMMUNICATION OF CHANGE MANAGEMENT STRATEGY

- **Presentations:**
 - **Chairs – 15 November**
 - **Chief Executives – 21 November**
 - **2nd Tier Officers – 29 November**
 - **DE RPA PMB – 3 December**
 - **Unions and HR Managers – 4 December**
 - **CAOs and PCCG – 7 December**
 - **SEOs – 10 December**
 - **CFOs – 17 December**
 - **DE Directors and Heads of Branch – 20 December**
- **Website (www.esani.org.uk) early January**

ENGAGEMENT

- **Critical to success of the change management process**
- **Timing and nature of engagement will be tailored to each service area**
- **Programme of engagement on service re-configuration (Transfer, Transform, Innovate) will be ongoing to April 2009**

ENGAGEMENT

- **Discussions with senior managers (CEs/CAOs/CFOs/SEOs)**
- **Detailed and ongoing engagement with trade unions**
- **Workshops with service delivery managers (middle management)**
- **Consultative groups for each ESAIT project**
- **Working groups (eg education quality and children's services)**
- **Draw on internal and external knowledge and expertise**
- **Ongoing communication at all levels**