

**Council for Catholic Maintained Schools
Annual Report and Accounts
For the year ended 31 March 2017**

*Laid before the Northern Ireland Assembly
under paragraph 17 of Schedule 8 of The Education Reform (Northern Ireland) Order 1989
by the Department of Education*

on

5 July 2017

© CCMS Copyright 2017

You may reuse this documentation / publication (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, please visit <http://www.nationalarchives.gov.uk/doc/open-government-licence>. For further details about the re-use of CCMS information please write to CCMS, 160 High Street, Holywood BT18 9HT.

This documentation is also available on our website at <http://www.onlineccms.com>.

Enquiries regarding this document should be sent to CCMS Lisburn, Linen Hill House, 23 Linenhall Street, Lisburn, BT28 1FJ

Year Ended 31st March 2017

CONTENTS	Page
Overview	
Chairperson's Foreword	1-2
Strategic Report	3-5
Performance Analysis	
Raising Standards for All	6-12
Closing the Performance Gap, Increasing Access and Equality	13
Developing the Education Workforce	14-16
Improving the Learning Environment	17-21
Transforming the Governance and Management of Education	22
Accountability Report	
Directors' Report	23-28
Statement of Accounting Officer's Responsibilities	29
Governance Statement for the year to 31 March 2017	30-43
Remuneration and Staff Report	44-50
Certificate of the Comptroller and Auditor General	51-52
Financial Statements	
Statement of Comprehensive Net Expenditure	53
Statement of Financial Position	54
Statement of Cash Flows	55
Statement of Changes in Taxpayers' Equity	56
Notes to Financial Statements	57-73

CHAIRPERSON'S FOREWORD

The sense of renewal which permeated my foreword in 2015/16 has continued and indeed accelerated during the past year. The optimism emanating from the Organisational Review conducted by KPMG, as commissioned by the Department in 2015, has been somewhat tempered by the cold realities of further budget constraints both in education and across the public sector. The full impact of the outworkings of the report's recommendations have yet to be entirely realised as a number of newly appointed staff have not yet taken up post and the relocation of offices has not yet occurred. The decisions have been taken and the processes are underway. This period of transition has been unsettling to staff and to members who have overcome the frustration of false starts and delays, particularly relating to the proposed relocation of Council offices to Lisburn.

Change of personnel is always difficult for the individuals, their colleagues and for the business connectivity that has built up over many years with stakeholders and other interests. In September Gerry Lundy, Deputy Chief Executive, retired after a long and distinguished career in CCMS and as a teacher and leader in Catholic managed schools. His contribution to Building and Development, particularly in relation to Area Based Planning has been immense. A number of other staff have left under the voluntary severance scheme and while their commitment and expertise is a loss to the organisation they have helped create the means towards the re-balancing of the workforce recommended by KPMG. In August the Chief Executive informed me of his intention to retire. A competition was launched to find a replacement but in February 2017 this process was aborted because the panel did not believe that it would have a sufficient number of applicants at the final stage of the process to give them a sufficient choice. I am grateful that the Chief Executive has agreed to remain in post to allow for an amended competition to be put in place to find a successor.

I am delighted that the Council has appointed two new officers to the Senior Leadership Team; Ms Eve Bremner as Director of Planning and Development and Mrs Gillian McGrath as Director of Education. Both have blended smoothly into the organisation and they have advanced the population of new posts within their directorates. Some staff have already taken up post, including two permanent Senior Advisers and a Programme Manager within Planning and Development. We look forward to other officers taking up appointment and for the final range of posts being advertised early in the next financial year.

The Council has engaged the Business Consultancy Service (BCS) of the Department of Finance to review the effectiveness of its governance structures and mechanisms to assess performance of members. This external assistance has been of significant benefit to me and my fellow Council members in enhancing our contribution to the work of CCMS. There is a greater depth and range to Council and Committee business and members have become more engaged with officials in promoting the Council's Business Plan.

I am pleased that the vast majority of the elements in the 2016/17 Business Plan have been successfully delivered despite the changes in personnel. I recognise, however, that major challenges lie ahead in our continuous efforts to improve the educational outcomes for our children and young people. Area Planning is becoming increasingly important to ensuring full access to a modern, skills-based, motivating and relevant curriculum. In some cases this means the re-organisation of the schools' estate to reflect demographic changes within areas. This often places teachers and governors in a difficult position of trying to preserve schools with a long history of service to the community with the demands of ensuring that every child has access to the best possible curriculum offer. The Council is fully engaged with Trustees and local Trustee representatives ensuring that any Department Proposals take into account the full range of services and educational objectives.

The Catholic Maintained Sector continues its outcomes for our children and young people despite the uncertainty over funding, ongoing teacher union action and political instability. This progress rests firmly with the teachers, principals and governors in our schools who are selfless and determined in ensuring that every child and young person is valued as an individual and nurtured as a learner. The value added of our teachers and leaders is incalculable. CCMS recognises this and will continue to do all it can to support those endeavours.

John McAreavey

26th June 2017

Bishop John McAreavey
Chairperson
26 June 2017

STRATEGIC REPORT

Established under the Education Reform (NI) Order 1989, the Council for Catholic Maintained Schools (CCMS) is a strategic organisation the primary focus of which is to raise standards in Catholic maintained schools and to provide an upper tier of management for that system. The decision by the Northern Ireland Executive to establish the Education Authority has left the Council's status as a non-departmental public body unchanged. The Council's responsibilities are outlined in Articles 142-146 and Schedule 8 of the Order.

The 1989 Order cites the following as Council responsibilities to:

- employ all such teachers as are required on the staff of Catholic maintained schools;
- advise the Department or a board on such matters relating to Catholic maintained schools as the Department or board may refer to the Council or as the Council may see fit;
- promote and co-ordinate, in consultation with the trustees of Catholic maintained schools, the planning of the effective provision of such schools;
- promote the effective management and control of Catholic maintained schools by the Boards of Governors of such schools;
- with the approval of the Department, provide or secure the provision of such advice and information to the trustees, Boards of Governors, principals and staff of Catholic maintained schools as appears to the Council to be appropriate in connection with the Council's duty;
- exercise such other functions as are conferred on it by the Education Orders;
- subsequent bodies have conferred additional responsibilities on the Council.

This Annual Report for the Council covers the year from 1 April 2016 to 31 March 2017.

Under the Education Reform (Northern Ireland) Order 1989, as amended by the Education and Libraries (Northern Ireland) Order 2003, the Department of Education (DE) has directed CCMS to prepare for each financial year, a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of CCMS. In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual.

CCMS is wholly funded by the Department, therefore the Council's financial risk in terms of managing liquidity, funding, investment and including risk from volatility in currency, interest rates, commodity prices and counterparty credit risk is not material.

There were no post Balance Sheet events which would have had a material impact on this report.

CCMS is awaiting approval from the Department on its 2017-18 initial Financial Plan. The 2017-18 Budget process is ongoing with the NI Assembly. CCMS recognises that there may be the potential for further in-year budget reductions during 2017-18. In that event, CCMS will continue to liaise with the Department in agreeing available resource allocations and will reassess service delivery against statutory obligations and business priorities. As a strategic organisation the potential for savings is limited and in the first instance CCMS will initially review all temporary and contracted out staff. It is very difficult at this time to quantify how these cuts might affect the range and quality of the service delivery offered by CCMS.

As per DAO/DFP 12/08 there is a commitment to pay suppliers in respect of valid invoices from the invoice date or from the date of receipt of goods/services (whichever is the later) as promptly as possible. Refer to Note 16 to the Financial Statements.

The Council for Catholic Maintained Schools' Business Plan 2016/17 was based on five 'Education Priorities' set by the Department of Education. These have been changed to six for 2017/18. The 49 targets and sub-

targets were agreed with the Department after negotiation on an initial list set by the Department. The final list included several identified by the Council to reflect its own priorities.

The report is therefore presented under the five 'Education Priorities' of:

- Raising Standards for All
- Closing the Performance Gap, Increasing Access and Equality
- Developing the Education Workforce
- Improving the Learning Environment
- Transforming the Governance and Management of Education

The development and delivery of the Business Plan 2016/17 was this year heavily influenced by the decision to establish a new Education Authority (EA) by bringing the five existing education and library boards and the Staff Commission together. It was confirmed that CCMS would remain, retaining its statutory functions and that an external review would be progressed into CCMS, governance, staffing and structure to inform future development of the organisation. Staff continue to perform in an environment characterised by uncertainty about job security and the nature of the work which they are required to do.

The Council has continued its focus on raising standards in all aspects of its own work and its work with schools. It prioritised its work into the key areas of standards and area planning. In respect of the latter a particular strand of the work focussed on the provision of support into the development and delivery of Shared Education projects and the embedding of a new model to deliver major capital projects.

Of the 46 targets in the 2016/17 Business Plan 41 were fully or substantially achieved. Four targets were likely to be achieved with some delay. Two of these related to the piloting of a new recruitment process for principals. One target referred to an intention to align CCMS arrangements for Occupational Health referrals with a new contract recently let by the Education Authority around which discussion is on-going. One concerns implementation of some aspects of the re-structuring of the staff compliment in CCMS and to office relocation.

Only one target was not achieved; this related to teacher absence rates. CCMS has set in place a range of measures to address this matter which is a challenge to the entire public sector. An officer has been appointed to specifically address this issue with all schools but particularly with those which have existent or emerging patterns. Two workshops have been held for those schools exhibiting the highest levels of absence over the previous year. In addition this is a standing item on the monthly Senior Leadership Team agenda and regular reports are made to Council.

CCMS has again ended the financial year within budget. There was a nominal underspend on the Resource Budget Allocation of less than £100.

Employment Policies

As the largest employer of teachers in Northern Ireland, CCMS continues to work in partnership with the other employing authorities and teacher unions to develop fit for purpose employment policies which reflect best practice.

CCMS is an Equal Opportunities Employer and seeks to employ staff on merit while reflecting the denominational make-up of the community. The lifting of Vacancy Control and the opportunities to recruit staff as a consequence of the re-balancing of staff has allowed CCMS to engage in recruitment through open competition. CCMS has developed closer working relationships with both the Equality Commission and with Disability Action so that going forward CCMS can address equality and diversity in a much more proactive manner.

The community representation of the workforce directly employed by CCMS at 31 March 2017 was: -

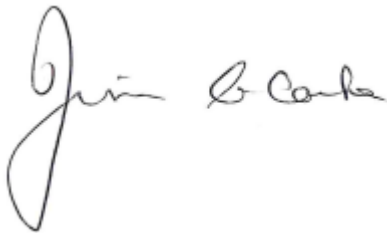
Protestant males	2
Protestant females	11
Roman Catholic males	8
Roman Catholic females	37
Unknown males	2
Unknown females	3
Total	63

Equality Statement

CCMS, in carrying out its functions, has a statutory responsibility to have due regard to the need to promote equality of opportunity:

- between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- between men and women generally;
- between persons with disability and persons without; and
- between persons with dependants and persons without.

In addition, without prejudice to the above obligation, CCMS should also, in carrying out its functions, have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.



Jim Clarke
Accounting Officer

RAISING STANDARDS FOR ALL

CCMS continues to meet the majority of its targets under this priority and works towards successfully achieving all. The work associated with some of the targets, in particular supporting schools through the inspection process, is on-going and will extend from one business year to the next. However, the overall assessment is that Catholic maintained schools continue to improve and have significantly better educational outcomes than schools in other comparable sectors in Northern Ireland. Of particular interest is the improvement which continues to be made in relation to outcomes for children entitled to Free School Meals (FSM). This has been a particular focus for CCMS in its dealings with schools in 2015/16. The tables below show how the standards in the Catholic maintained sector have improved in recent years, within the sector and in comparison to other sectors.

Year 12 pupils achieving 5+ GCSEs grades A*-C (including equivalents), 2012/13, 2013/14, 2014/15, 2015/16

		Controlled non-grammar schools	Catholic Maintained schools	All non-grammar schools
% year 12 pupils achieving 5+ GCSE A*-C (Inc. equivalents)	2012/13	59.2	73.7	67.2
	2013/14	63.0	76.7	70.6
	2014/15	64.6	77.8	72.0
	2015/16	64.4	79.2	72.2

Year 12 pupils achieving 5+ GCSEs grades A*-C including English & Maths 2012/13, 2013/14, 2014/15, 2015/16

		Controlled non-grammar schools	Catholic Maintained schools	All non-grammar schools
% year 12 pupils achieving 5+ GCSE A*-C including English and Maths	2012/13	33.5	41.0	37.7
	2013/14	38.0	49.2	44.0
	2014/15	42.1	50.8	46.8
	2015/16	40.6	52.2	47.0

Year 12 pupils entitled to FSM achieving 5+ GCSEs grades A*-C (including equivalents), 2012/13, 2013/14, 2014/15, 2015/16

		Controlled non-grammar schools	Catholic Maintained schools	All non-grammar schools
% year 12 pupils entitled to FSM achieving 5+ GCSE A*-C (Inc. equivalents)	2012/13	43.3	64.2	56.9
	2013/14	47.0	66.2	59.0
	2014/15	53.2	70.2	63.8
	2015/16	52.6	71.3	60.0

Pupils in the final year of an A-level achieving 3+ A-levels grades A*-E (including equivalents), 2012/13, 2013/14, 2014/15, 2015/16

		Controlled non-grammar schools	Catholic Maintained schools	All non-grammar schools
% of pupils achieving A-level 3+ A-levels grades A*-E (Inc. equivalents)	2012/13	39.8	48.6	45
	2013/14	43.8	50.2	47.7
	2014/15	45.4	50.1	47.8
	2015/16	49.9	52.9	51.5

Pupils in the final year of an A-level achieving 2+ A-levels grades A*-E (including equivalents), 2012/13, 2013/14, 2014/15, 2015/16

		Controlled non-grammar schools	Catholic Maintained schools	All non-grammar schools
% of pupils achieving A-level 2+ A-levels grades A*-E (Inc. equivalents)	2012/13	95.7	96.0	95.7
	2013/14	94.8	96.5	95.4
	2014/15	96.3	95.9	95.8
	2015/16	96.5	95.8	96.1

It is worth noting that the percentage of children, within the Catholic Maintained sector, leaving school at the end of Year 12 without any qualifications is less than 1%.

SCHOOL INSPECTIONS

CCMS continues to provide support for schools which have had inspections with a team of education associates and Senior Education Advisors working closely with the schools to ensure that they are maintaining an appropriate focus on the range of policies and practices that contribute to the raising of standards. This work combines challenge with support and has as its key objective the building of robust self-improvement processes. In the reporting period, CCMS staff supported 16 schools in the Formal Intervention Process. During the period, three schools exited the process.

It is important to note that the inspection schedule has been impacted greatly since January 2017, by the action short of strike taken by the members of the four main trade unions in Northern Ireland.

Number of Inspections by Type – 1 April 2016 to 31 March 2017

Inspection Type	Number of Inspections
Nursery (Pre-school)	4
Primary (two days)	19
Primary (three days)	21
Primary (four days)	4
Primary Follow Up	8
Primary Monitoring	15
Primary Sustaining Improvement	32
Post Primary	5
Post Primary Follow Up	0
Post Primary Monitoring	3
Post Primary Sustaining Improvement	7
Total	118

Inspection Outcomes 1 April 2016 to 31 March 2017

	CONCLUSION 1	CONCLUSION 2	CONCLUSION 3	CONCLUSION 4	UNGRADED (due to strike action)
Nursery School (Pre-school)	2	-	-	-	1
Nursery Unit *	1	7	1	-	-
Primary (two days)	10	2	2	3	2
Primary (three days)	13	3	2	1	1
Primary (four days)	2	-	-	-	1
Primary Follow Up	2	6	-	-	-
Post Primary	2	1	-	1	-
Post Primary Follow Up	-	-	-	-	-
TOTAL	32	19	5	5	5

Conclusions

1. The school/organisation has a high level of capacity for sustained improvement in the interest of all the learners. ETI will continue to monitor how the organisation sustains improvement.
2. The school/organisation demonstrates the capacity to identify and bring about improvement in the interest of all the learners. ETI will continue to monitor how the school/organisation sustains improvement.
3. The school/organisation needs to address (an) important area(s) for improvement in the interest of all the learners. ETI will continue and report on the organisation's progress in addressing the area(s) for improvement which include the need to *(area(s) for improvement listed)*. There will be a formal follow-up inspection in 12-18 months.
4. The school/organisation needs to address urgently the significant areas for improvement identified in the interest of all the learners. It requires external support to do so. The ETI will monitor and report on the organisation's progress in addressing the need to *(areas for improvement listed)*. There will be a formal follow-up inspection in 18/24 months.

Monitoring Inspections April 2016 to March 2017

	CONCLUSION 1	CONCLUSION 2	CONCLUSION 3	UNGRADED (due to strike action)
Primary	3	-	-	5
Post Primary	2	-	1	-
TOTAL	5	0	1	5

*** Reports for Monitoring Inspections only began to be published in January 2017.**

Conclusions

5. The school/organisation is identifying and bringing about the necessary improvements in the quality of education. This will be reflected in future inspection arrangements.
6. The school/organisation has not been able to demonstrate sufficiently that it is bringing about the necessary improvements in the quality of education. This will be reflected in future inspection arrangements.
7. The inspection has identified important areas for improvement particularly in for example learning and teaching (including safeguarding if required). This will be reflected in future inspection arrangements.

Sustaining Improvement Inspections April 2016 to March 2017

	Conclusion 1	Conclusion 2	Conclusion 3	Conclusion 4	UNGRADED (due to strike action)
Primary	11	1	-	1	9
Post Primary	3	2	-	-	-
TOTAL	14	3	0	1	9

*** Reports for Monitoring Inspections only began to be published in January 2017.**

Conclusions

1. The school continues to demonstrate a high level of capacity for sustained improvement in the interest of all the learners. The ETI will continue to monitor how the school sustains improvement.
2. The school has not demonstrated sufficiently the capacity for sustained improvement; this will be reflected in the future arrangements for inspection of the school.
3. The school continues to demonstrate the capacity to identify and bring about improvement in the interest of all the learners. The ETI will continue to monitor how the school sustains improvement.
4. The school has not demonstrated sufficiently the capacity to identify and bring about improvement in the interest of all the learners; this will be reflected in the future inspection arrangements for the school.

CCMS continues to work with schools and the Education Authority in supporting the formulation of appropriate action plans, whether for internal school use or submission to the Department of Education, in order to effectively and efficiently address areas identified for improvement.

CLOSING THE GAP

CCMS continued its work to help raise attainment in schools where the statistical outcomes and information about the school indicate that standards are unacceptably low or falling. Following the annual review of school performance data, provided by the Department of Education the education associates linked to the schools were asked to discuss the performance issues with the school principals and to provide reports of their work. In particular, principals are being challenged to indicate how they are focussing on pupils entitled to free school meals in their efforts to improve outcomes for these pupils. CCMS will continue to monitor the work of these schools, to provide support as required and to keep the performance of all Catholic Maintained schools under regular review.

SCHOOL DEVELOPMENT PLANNING

CCMS has continued to promote high quality planning within its schools and has worked with the Education Authority in ensuring that the plans and associated targets have been submitted.

The high quality of School Development Plans continues to be identified in inspection reports.

ENTITLEMENT FRAMEWORK

Council officers continue to work on the maintenance and further development of Area Learning Communities with a clear focus on promoting the interdependence rather than the independence of schools. While there are still schools which have not yet reached full compliance with the Entitlement Framework, the focus of the work of our education associates continues to include discussions with principals about how they may work towards full compliance. Our aim remains ensuring that every child has access to the full range of appropriate courses, irrespective of which post-primary school they attend.

CCMS has used the area planning process and Shared Education initiatives to promote collaboration within and across sectors to ensure that all children have equal access to the full range of subjects. The announcements in late March 2016 in relation to funding for a range of Shared Education initiatives and campuses was greatly encouraging and will enable further steps to be taken in relation to the Entitlement Framework.

Data provided by the Education Authority in March 2017 shows the level of compliance by schools within the Catholic maintained sector, to the Entitlement Framework targets of 24 courses at KS4 and 27 courses at post-16. The information is provided in the following tables.

SUMMARY OF ANALYSIS for 2016-17 (last year in brackets)	No. of Schools	% of Schools
Total Schools Included in Analysis 16-17 Only Maintained and Other Maintained Included	63 (65)	100% (94)
Total Schools FULLY Compliant 16-17 Includes schools with no 6th form provision.	38 (26)	60% (40)
Schools KS4 Compliant 16-17 Includes schools with no 6th form provision.	50 (45)	79% (69)
Schools Post-16 Compliant 16-17 Excludes schools with no 6th form provision.	33 (21)	65% (41)

SUMMARY OF REASONS for non-compliance for 2016-17 (last year in brackets)	No. of Schools	% of Schools
KS4 Insufficient Applied Courses	1 (0)	0 (2)
KS4 Insufficient General Courses	5 (8)	8% (12)
KS4 Insufficient Course Count	12 (19)	19% (29)
Post-16 Insufficient Applied Courses	3 (18)	6% (35)
Post-16 Insufficient General Courses	11 (29)	22% (57)
Post-16 Insufficient Course Count	17 (44)	33% (86)

The information shows that the number of schools who are fully compliant has increased from 40% to 60% of all schools. When broken down into key stages the most significant increase has been at post-16, where the compliance rate has increased from 41% to 65%.

Despite the reduction in the number of schools providing insufficient courses, it still remains a concern that 13 schools are still non-compliant with their curriculum offer at KS4 and 18 are non-compliant at post-16. Notably, at least 8 of these schools are currently subject to on-going area planning processes which has as a key aim, the need to provide the pupils with access to the entitlement framework.

The reasons for continued non-compliance include;

- Schools with small 6th forms where high levels of collaboration are required; this collaboration remains a work in progress.
- Very limited collaboration at KS4.
- Funding issues related to the provision of collaborative courses and other new courses.

The Director of Education has written personally to each school underlying their responsibility to work towards full compliance as individual schools, in collaboration with other schools and FE Colleges.

The Minister's announcement of January 2017 reduces the specified number of qualifying courses to 21 at both KS4 and post 16; on the basis of these numbers 5 schools will not be compliant at KS4 and 5 at post-16. Most of these are subject to on-going area planning processes.

CCMS, through its educational staff will be emphasising that the new total of 21 subjects is not a target, but a minimum threshold and will be expecting schools to continue to exceed this. CCMS will continue to support and challenge schools to provide a curriculum that is economically relevant and meets the needs and career aspirations of all young people.

CLOSING THE PERFORMANCE GAP, INCREASING ACCESS AND EQUALITY

This area remains a key priority for CCMS and all indications are that the collaborative approach taken by CCMS in working with schools, government departments, a range of statutory, non-statutory and community organisations is beginning to pay dividends. While the progress is not perhaps as swift as might be hoped it is nevertheless encouraging given the significant barriers to learning which continue to exist and which are the responsibility of many departments, not just the Department of Education.

CCMS continued its support for and participation in the Extended Schools initiative and has worked with the Education Authority to ensure that Extended Schools activities were sufficiently structured and appropriately targeted to focus on raising standards and involving parents in the life of the school.

CCMS officers continued to challenge schools which are in receipt of funding allocated under various Targeting Social Needs (TSN) headings, to tackle low and under-achievement. CCMS firmly believes that schools must be able to demonstrate that this additional funding or other external resources are used for the purposes intended and have the result of improving pupil outcomes.

CCMS participated fully with the EA and DE in taking forward the area-based planning process. CCMS continued to focus on the educational benefits for all pupils of area planning proposals.

The lack of availability of Capital resources continues to pose a serious challenge to the effective implications of Area Planning both at consultation stage and implementation stage.

DEVELOPING THE EDUCATION WORKFORCE

There were ten specific targets on this theme. Six were fully achieved. Three are likely to be achieved with some delay and one was not achieved.

Target 3.4 (a) in relation to reducing teacher sickness absence was not achieved. The Department of Education set the Council a target of reducing the rate to an average of 6.4 days per annum and disappointingly, there continued to be a higher than average rate of absence amongst teachers in the Catholic maintained sector. Council has implemented a robust and challenging intervention strategy focussed on schools and on individual teachers where absence rates have been consistently high. CCMS staff continue to raise the importance of this issue at every opportunity. Better information systems are in place and the Council has conducted a thorough review of its own intervention strategies and processes. During the year CCMS embarked on an internal restructuring of resources to support schools in the management and promotion of teacher attendance and as a consequence has nominated a named officer who will be responsible for the development and implementation of a robust and challenging policy.

The number of ill-health retirement cases (26) continues to be a concern and again this year a significant number (17) were for reasons of stress/anxiety/depression and cancer related illnesses.

Sadly, this year has again seen a number of critical incidents involving the death of eight children who attended Catholic Maintained schools and six members of staff employed in our schools. Support was provided by Carecall (now called *'Inspire'*) and by the Critical Incident/Pupil Support Teams from the Education Authority.

The Council, as the employer of approximately 6,500 teachers in Northern Ireland, undertook a number of other activities consistent with its employing authority responsibilities. The following details reflect some aspects of that work.

APPOINTMENTS 2016/17

OVERALL APPOINTMENTS

DIOCESE	Principal	Vice Principal	Teacher	Total
Armagh	13	6	85	104
Clogher	4	0	17	21
Derry	12	5	85	102
Down and Connor	13	10	178	201
Dromore	8	4	43	55
TOTAL	50	25	408	483

PRINCIPAL/VICE PRINCIPAL/TEACHER APPOINTMENTS/2YR LITERACY AND NUMERACY POSTS

Appointments	Primary	Post Primary	Total
Principal	40	10	50
Vice Principal	21	4	25
Teacher	208	200	408
Total	349	214	483

REDUNDANCY FIGURES IN CATHOLIC MAINTAINED SECTOR 2016/17

The table below illustrates the figures for each diocese.

Diocese	Nature of Redundancy			Total Redundancies
	Voluntary	Compulsory	Transfer	
Armagh	11	2	6	19
Clogher	0	0	1	1
Down & Connor	14	2	8	24
Dromore	0	0	0	0
Derry	16	0	7	23
Total	41	4	22	67

TEACHERS RECRUITMENT AND SELECTION APPEALS

Total No. Received	11*
Upheld	2
Not Upheld	9
Withdrawn	0

*Six of these were submitted in a single application by one candidate

SCHOOL LEGAL CASES

Judicial Reviews	5 ongoing
Unfair Dismissal	1 ongoing
Sex/Age Discrimination	1 ongoing
Disability Discrimination	2 (1 settled and 1 ongoing)

IMPROVING THE LEARNING ENVIRONMENT

The Council achieved or substantially achieved each of the targets under this priority.

A major element of the Council's work continued to be strategic Area Planning aimed at re-organising post-primary provision to extend access to the Full Entitlement Framework and primary provision to increase the number of sustainable and viable primary schools by re-organisation or closure as appropriate. There was a continued focus on the removal of excessive surplus places in line with the Department of Education's Sustainable Schools policy. Alongside the EA, the Council also led a cross-sectoral approach to the development of the new regional, strategic Area Plan for 2017-20 "Providing Pathways" and associated Action Plan for 2017-18.

However, while progress continues to be made, the pace of change is significantly impacted by limited resources to facilitate stakeholder engagement and consultation. Moreover, limited dedicated capital funding remains a challenge both at the consultation and delivery stages. CCMS however is working pro-actively with the Department to identify capital implications at an early stage of area planning proposals and also to ensure that minor works and schools enhancement schemes are aligned with area planning priorities.

CCMS consulted on the following proposals:

1. Closure of St Mary's High School, Brollagh.
2. Closure of St Brigid's Primary School, Augher.
3. Expansion of enrolment numbers at St Ita's Primary School, Carryduff; St Catherine's Primary School, Strabane and St Joseph's College, Belfast.
4. Expansion of enrolment numbers in Irish-medium at St Brigid's Primary School, Tirkane.
5. Establishment of Learning Support and Autism classes at Lismore Comprehensive.
6. Future primary provision in North Belfast in line with implementation of the post-primary area plan.
7. Phase 1 of the West Belfast area project; namely the creation of a new co-educational all-ability school through amalgamation of St Rose's, Christian Brothers' School and Corpus Christi College and for St Louise's College to become co-educational.
8. The establishment of a shared post-16 provision in Ballymoney alongside Ballymoney High School.

Development proposals were published in relation to:

1. Proposal to close Anamar Primary School, Crossmaglen and St Brigid's Primary School, Augher.
2. Expansion of enrolment numbers at St Patrick's Primary School, Crossmaglen.
3. Expansion of enrolment numbers at Clonalig Primary School, Crossmaglen.

Publication was deferred to enable a review of the Case for Change for:

1. The proposal to transform St MacNissius' Primary School, Tannaghmore to Irish-medium.

Ministerial approval was not given for:

1. The proposal to close Altayeskey Primary School.
2. The proposal to close St James's Primary School, Mullaghbrack.
3. The proposal to expand both St Brigid's Primary School and St Colmcille's Primary School, Ballymena
4. The proposal to change a Learning Support Centre (LSC) to an Autism Centre in St Joseph's Primary School, Bessbrook.

CCMS assisted Trustees in initiating strategic, area based dialogue in relation to:

1. Post-primary provision in the Downpatrick area.
2. Post-primary provision in the Enniskillen area.
3. Post-primary provision in the Kilkeel area.

Minor Works

Due to budget restraints there was no new call for minor works and Council only progressed to DE those requests received that met Ministerial priorities. A total of 288 applications were processed to the Department of Education for approval. DE engages the Education Authority to scope and provide estimates of costs for all maintained school schemes. Once approved the EA remains responsible for progressing the works.

Diocese	Number of Applications Processed to DE
Armagh	55
Clogher	39
Derry	58
Down & Connor	119
Dromore	17
Total	288

The new process for the payment of grant aid continues to work well and has been of major benefit to Trustees.

CCMS notes that following the restructuring of CCMS the Minor Works section lost further staff and is now reduced to less than half its former size. CCMS therefore intends to initiate discussions with the DE in relation to potential business process re-organisation to reflect current resources and organisational priorities.

Major Works

CCMS continued to provide support to Trustees and schools on projects awarded funding for major works. Due to organisational restructuring the staff team supporting this work was severely diminished and therefore arrangements have been put in place that enables CCMS and the EA to work collectively to delivery capital projects in the project sponsor, project manager and SRO roles as appropriate.

School	Status 11 April 2017
St Teresa's Primary School, Lurgan	Complete
St Joseph's Convent Primary School, Newry	Complete
St Clare's Convent & St Colman's Abbey Primary School [St Clare's Abbey Primary School]	Complete
Tannaghmore Primary School, Lurgan	Complete
St Mary's Primary School, Banbridge	Due to complete 30 June 2017 but there will be a 6 week delay.
St Bronagh's Primary School, Rostrevor	Due to complete in May 2017 although there will be a delay of some weeks.
Holy Evangelist's Primary School, Twinbrook	Awaiting planning approval (RIBA stage 2)
St Patrick's Primary School, Belfast	Out to tender
Lismore Comprehensive, Lurgan	Awaiting stage 2 approval (RIBA stage 2)
St Joseph's High School, Crossmaglen	RIBA stage 3
Our Lady of Fatima Primary School	Out to tender
Mary Queen of Peace School	Awaiting outcome of revised feasibility with business case due to be completed by the end of April 17.
St Josephs' & St James' Primary School, Poyntzpass	Site search
St Killian's College, Carnlough	At Feasibility stage, reviewing VAT implications on possible sites
St Vincent de Paul Primary School,	Out to tender for ICT
Amalgamation of St Mary's Primary School, Annalong, St Joseph's Primary schools, Kilkeel & Moneydarragh Primary School	Site search
St Peter's Primary School, Dungannon	Site search
St Malachy's Primary School, Armagh	Site search
Edendork Primary School	DE are considering vesting land for the prepared option.
Holy Trinity College	Out to tender for the ICT
St Ronan's College, Lurgan	RIBA stage 2

School Enhancement Programme

CCMS provided support to the development of the business cases for the 45 projects submitted under the call for applications in February 2017.

CCMS also provides ongoing support to SEP schemes under way including:

School	Status	On Site	Contract Sum	Anticipated Completion	Actual Completion
St Bernard's Primary School, Newtownabbey	COMPLETE - New Classroom annexe and refurbishments.	07/03/2016	£854,009.96	12/12/2016	23/12/2016
St Joseph's Primary School, Carnacaville, Newcastle	COMPLETE - Multi-purpose hall, new classrooms and refurbishments	19/01/2015	£1,428,678.95	30/06/2016	16/11/2016
St Mark's High School, Warrenpoint	COMPLETE - Three storey extension and refurbishments	04/05/2015	£2,419,468.46	30/09/2016	28/10/2016
Anahorish Primary School, Toome	UNDER WAY - Multi Purpose Hall and Classrooms Annexe & Refurbishment.	25/07/2016	£1,403,897.20	18/05/2017	
John Paul II Primary School, Belfast	UNDER WAY - New Annexe and Refurbishment.	31/08/2016	£964,862.00	15/06/2017	
Killean Primary School, Newry	UNDER WAY- Multi-purpose hall/refurbishments	06/10/2016	£1,086,350.00	20/10/2017	
St Patrick's Academy, Lisburn	UNDER WAY - Standalone annex with multi-purpose hall, classrooms and ancillary accommodation	05/12/2016	£3,189,777.00	26/10/2018	
De La Salle College, Belfast	PENDING - Sports Hall, pitch and ancillary accommodation. Land ownership/lease arrangements with BCC and NIHE to be confirmed.	TBC	TBC	TBC	
Broadbridge Primary School, Eglinton	CONTRACTOR IN ADMINISTRATION - NEW TENDER BEING ACTIONED. Multi-purpose hall, replacement of modular accommodation and internal refurbishment Hall extension school funded.	25/07/2016	TBC	24/07/2017	

Open Enrolment

Council has continued to provide advice and guidance to primary and post-primary schools in the setting and application of admissions criteria.

Diocese	Primary No. of Requests	Post-Primary No. of Requests
Armagh	54	5
Clogher	13	4
Derry	49	20
Down & Connor	60	10
Dromore	35	0
Total	211	39

Shared Education Campus Programme (SEC)/Strule Shared Education Campus Project

CCMS contributed significant resources to these major initiatives both in those schemes awarded funding previously and those schools seeking to bid for resources in the 3rd SEC call. A total of 6 schemes involving CCMS schools were endorsed.

In respect of Strule, CCMS sits on the Project 2 Board and also participates in a number of associated working groups including the Vacated Sites Group and Education Group.

Significant progress has also been made on schemes approved in previous rounds. Outcomes include:

1. Ballycastle - High level agreement for land ownership arrangements at Ballycastle and draft terms in place with Causeway Coast and Glens Council for community use and reciprocal investment. Advanced designs also in place in anticipation of procurement.
2. Limavady - Draft Licence agreement and Service Level Agreement (SLA) in place for Limavady SEC and planning application in progress. Advanced designs also in place in anticipation of procurement.
3. Moy – Business Case due for submission April 2017
4. Duneane/Moneynick – Site search stage
5. Brookeborough- Site search has identified a preferred site and detailed investigation is ongoing

TRANSFORMING THE GOVERNANCE AND MANAGEMENT OF EDUCATION

The period of this Business Plan continued to be challenging for all staff in CCMS. However, I am pleased to report that once again, the Council has been successful in delivering the majority of its Business Plan.

The Council has met its target for the production of accurate and timely accounts in accordance with the accounts direction from the Department.

The Council has met its target for prompt payment to its suppliers; it has lived within budget and (excluding non-cash allocations) limited under-spending to within 1% of the overall budget.

The Council has ensured that the monthly cash drawdown has remained within 5% of forecasts and that the total annual cash drawdown has not exceeded the limit agreed at the Spring supplementary estimates.

CCMS staff has fully engaged with all relevant bodies and personnel in the EA and will continue to seek opportunities for synergies in service development.

Key Performance Targets

The following key financial performance targets have been agreed with the Department of Education and achieved by CCMS as reported in the annual accounts.

1. To live within budget allocation and to contain expenditure within the budgetary limits with an underspend of not more than 1%
2. To produce accurate and timely accounts.
3. To pay 97% of all non-disputed invoices within 30 days and to maximise the payment of all non-disputed invoices within 10 days:

	% paid within 30 days	% paid within 10 days
Quarter 1	100	100
Quarter 2	100	100
Quarter 3	100	100
Quarter 4	100	100



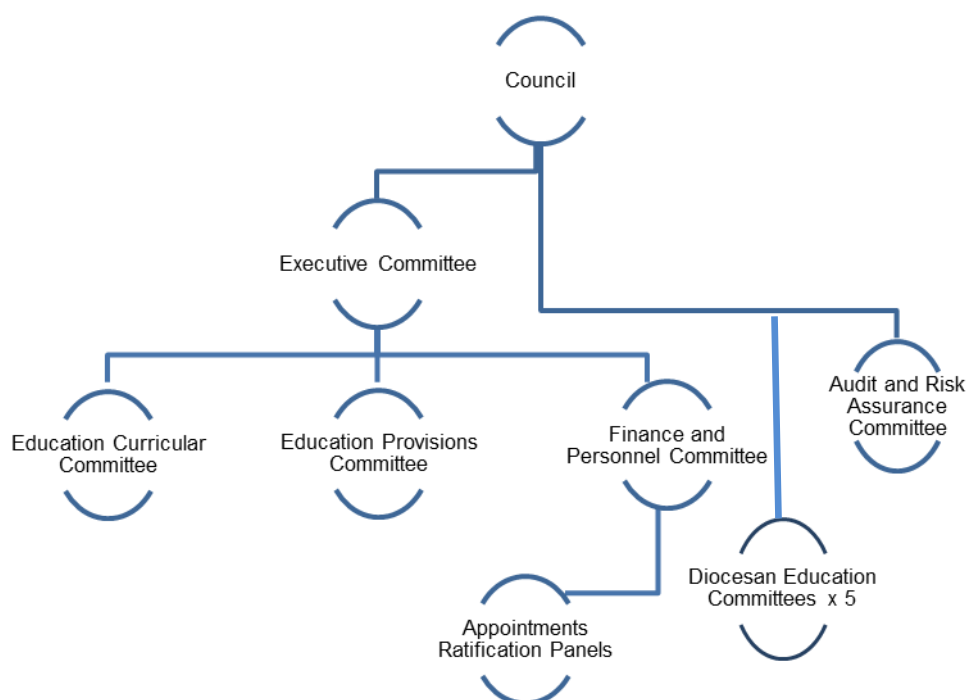
Jim Clarke
Accounting Officer



Date

DIRECTORS' REPORT

COUNCIL STRUCTURE



The Council consists of 36 members made up as follows:

- Trustee representatives
- Department of Education representatives
- Parent representatives
- Teacher representatives

At 31 March 2017 there was a complement of 35 members.

COUNCIL MEMBERS

The Council members who acted during the year are shown below and overleaf.

TRUSTEE REPRESENTATIVES

Most Reverend John McAreavey DD, Bishop of Dromore *(Chair of Council)*
Dame Geraldine Keegan, Retired Principal of St Mary's College, Derry *(Vice-Chair of Council)*
Sr Eithne Woulfe, Education Co Director, CORI
Mrs Pat Carville, Retired Principal of St Patrick's College, Dungannon
Rev Kevin Donaghy, Retired Principal of St Patrick's Grammar School, Armagh
Very Reverend Sean Emerson PP, Chair Down and Connor DEC
Most Rev Donal McKeown DD, Auxiliary Bishop of Down and Connor
Rev Aidan Mullan PP, Longtower Parish
Ms Paula Sheils, Assistant Director – Retired Family Practitioner Services, BSO *(Member Audit and Risk Assurance Committee)*
Mr Stanley Smith, Retired Head of Division, DE
Most Rev Eamon Martin DD, Archbishop of Armagh
Bro Pat Collier, De La Salle Order *(resigned Sept '16)*
Mr Tony McCusker, Retired Head of Division, DE

Mr Martin Donnelly, Retired CCMS Officer
Committee)

(Chair Audit and Risk Assurance

Rt Rev Mgr Peter O'Reilly PP VG, Clogher Diocese

Mr Matt Trolan, Retired Principal of St Mary's Primary, Draperstown

Mr Pat McCartan, Chair of IFRP, NIA

Professor Peter Finn, Principal St Mary's University College

Rev Timothy Bartlett, Episcopal Vicar for Education, Down and Connor Diocese (replaced by Fr Fox Dec '16)

Fr Gerard Fox, Associate Episcopal Vicar for Education, Down and Connor Diocese

Mr John Keenan, Director, Construction Company (resigned Feb '16)

DE REPRESENTATIVES

Mr Anthony Rasdale, Company Director of MacNeary Rasdale Co Ltd Chartered Accountants
(Vice-Chair of Audit and Risk Assurance Committee)

Mrs Maxine Murphy-Higgins, NASUWT Representative

Mr Hugh Cox, former Union Administrator

Mr John-Joe McAlinden, former Banker

Mrs Mary Woods, self-employed Consultant

Mrs Donna O'Connor, School Support Officer, CSSC

Ms Patricia Corrigan, Senior Lecturer in Business and Enterprise at Stranmillis University College

Mr Thomas Gerard O'Hanlon, Councillor at Armagh City, Banbridge and Craigavon Borough Council

(Member Audit and Risk Assurance Committee)

PARENT REPRESENTATIVES

Ms Aurla McLoughlin

Mrs Ann McCorry *(Member Audit and Risk Assurance Committee)*

Mrs Clare Caulfield

Mrs Janice McCamley *(Member Audit and Risk Assurance Committee)*

TEACHER REPRESENTATIVES

Ms Petronilla O'Connor

Ms Clare Sloan

Mr Stephen Austin

Mrs Catherine O'Neill *(Member Audit and Risk Assurance Committee)*

REGISTER OF INTERESTS

A Register of Interests of all Council members is held at the headquarters of the CCMS in Hollywood and is available on request.

COUNCIL PROCEDURES FOR APPOINTMENTS AND INDUCTION

Trustee representatives are appointed by the Trustees. Department of Education representatives are appointed by DE through a process of public advertisements followed by interview and selection. Parent and teacher representatives are appointed through a self-nomination and interview process conducted by a sub-committee of Council. At the outset of their term of office Council members go through a formal induction scheme and an approved training package on good governance in public office. Members are generally restricted to two terms of office or a maximum of 10 years.

COMMITTEE STRUCTURE

Operation and Delegation of Committees

The work of CCMS is assisted by a system of formal and informal committees, working groups and panels – each supported by Council officers. The formal committees approve, monitor and evaluate the relevant aspects of the Corporate and Business Plans. Final decisions on all matters of policy formulation in all areas will remain, of course, with the Council itself.

Given the on-going changes in education, the responsibilities of the committees are subject to periodic review. Presently they are as follows:

Education Curricular Committee (ECC)

The main purpose of the Education Curricular Committee is to review strategies and structures with a view to improving standards within Catholic maintained schools.

Education Provisions Committee (EPC)

The Education Provisions Committee maintains a strategic overview of the school network within the Catholic maintained sector with a view to ensuring that the network of schools matches the needs of the community.

Finance and Personnel Committee (FPC)

The main purpose of the Finance and Personnel Committee is to provide detailed challenge and scrutiny to the CCMS Business Plan, the use of resources and HR policies.

Audit and Risk Assurance Committee (ARAC)

The Audit and Risk Assurance Committee supports the Accounting Officer and Council by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control environment and the integrity of financial statements and the annual report.

Diocesan Education Committees (DECs)

The five Diocesan Education Committees offer a diocesan perspective on strategies, policies and performance. They also play an important quality assurance role in the appointment to prescribed posts, i.e. principal and vice-principal, and advise Council on matters of area planning.

BUSINESS CONSULTANCY SERVICE – BOARD EFFECTIVENESS REVIEW

In line with the requirements for Ministerial public appointees, the Department requires the Chairperson to conduct an annual review of Council members appointed by the Department. It includes a review of attendance, participation, and an overall assessment of contribution to the work of the Council. The CCMS Council has recently been fully reconstituted and during the last financial year the Council, via the Chairperson, has commissioned an outside body, Business Consultancy Services (BCS), to carry out evaluations on the performance of members. The results of this evaluation will be known in the early part of 2017/18 and moving forward, any recommendations emanating from the report will be fully supported by the Chairperson and Council Members. Following this, further consideration may be given to an evaluation process for all Council members.

EXECUTIVE ORGANISATION

CHIEF EXECUTIVE

Mr Jim Clarke

The Senior Leadership Team (SLT) consists of four executives, each with delegated areas of responsibility.

The Chief Executive (CE) is responsible for the strategic direction of CCMS and welfare.

The CE is supported by three senior executives responsible for a designated diocesan education team and:

- Raising standards
- School estate planning and development, business planning and delivery
- Human resources, finance and governance

ARRANGEMENTS FOR THE EVALUATION OF SLT'S PERFORMANCE

The SLT is subject to an annual Performance Related Pay Scheme.

OFFICE BASES

CCMS has three office bases. The Headquarters is located in Holywood, County Down. Services for the Diocese of Dromore, Clogher and Armagh are delivered from offices in Dungannon; the office in Derry City supports schools in the Derry Diocese. Services for the Diocese of Down and Connor are delivered from the headquarters offices in Holywood.

PENSIONS

The CCMS pension fund is a defined benefit scheme which is part of the pension fund operated for the Northern Ireland Local Government Officers Superannuation Committee (NILGOSC) with benefits up to 31 March 2015 being linked to final salaries, benefits after 31 March 2015 will be based on a career average revalued earnings scheme. The costs of the scheme are detailed in Note 2 of the Accounting Notes.

RELATED PARTIES

Related parties with whom CCMS dealt during the year are recorded in Note 12 to the Financial Statements. No member of Council, employee of CCMS or members of their immediate families have had any commercial dealings with CCMS during the financial year.

RISK MANAGEMENT

The principal risks and uncertainties facing CCMS are described in the Governance Statement. The Council's financial risk management depends on strong financial controls which are necessary to ensure the integrity and reliability of financial and other information on which CCMS relies on for day-to-day operations, external reporting and for longer term planning. CCMS exercises financial control through a combination of qualified and experienced personnel, detailed performance analysis, monthly management reporting, budgeting and clearly defined approval limits. Internal auditors have tested the effectiveness of selected financial controls.

CCMS has in place a Risk Management Process and Risk Register which has been aligned with that of the Department of Education.

All relevant officers within CCMS have been involved in the process of identification of risks pertaining to their areas of responsibility. They have looked at the causes, the likelihood of the risk occurring and the measurement of the risks in order of priority. Further to this, senior managers have together identified major risks to the organisation.

This group of senior managers, referred to as the Risk Strategy Group (RSG), continually reviews all inherent risks and the controls in place to manage these risks. Following a review of the current actions to mitigate the risks a residual risk matrix is scored and key risks are identified and reported to the Audit Committee via a strategic Risk Register.

The Corporate Risk Register was established in March 2007 and is updated on a quarterly basis. At each review the RSG assesses the risks in light of current information and prepares Statements of Assurance in respect of the Risk Management Process for Senior Leadership Team.

EXTERNAL AUDIT

The financial statements are audited by the Comptroller and Auditor General for Northern Ireland (C&AG) in accordance with the Education Reform (Northern Ireland) Order 1989 as amended by the Education and Libraries (Northern Ireland) Order 2003. As Head of the Northern Ireland Audit Office he and his staff are wholly independent of the Council. He reports his findings to the Northern Ireland Assembly and to Parliament.

The audit of the financial statements resulted in an audit fee of £9,750 for 2016/17 which is included within operating costs.

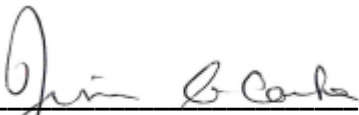
As far as I am aware, there is no relevant audit information of which the Council's auditors are unaware. I have taken all the steps that ought to have been taken to make myself aware of any relevant audit information and to establish that the Council's auditors are also aware of that information.

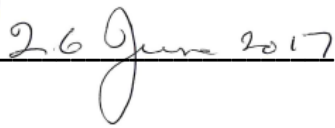
PERSONAL DATA

There were no personal data related incidents during the year.

CCMS STAFF ABSENCE

	2016/17	2015/16	2014/15	2013/14
Total working days	13,705	13,162	13,832	12,532
Number of days absence due to illness	542	383	581	539
Average number of days absence per employee	9.2	6.6	9.8	10.7
Percentage of working days lost due to illness	3.95%	2.91%	4.2%	4.3%



Jim Clarke
Accounting Officer


Date

STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITIES

The Chief Executive of CCMS, as Accounting Officer, is accountable for proper management of the resources of CCMS. The responsibilities of an Accounting Officer, which include responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the CCMS assets are set out in the Accounting Officers' Memorandum issued by the Department of Finance and Personnel. While the Chairperson and Council members have a general responsibility for financial matters, it ultimately rests with the Chief Executive to:

- ensure propriety and regularity of public finances, including the keeping of proper records;
- ensure that all resources are used economically, efficiently and effectively;
- ensure that appropriate personnel management policies are developed and observed;
- ensure that adequate internal expenditure controls are introduced and maintained;
- ensure that financial considerations are taken fully into account at all stages by the Council in framing and reaching decisions and in their execution;
- make appropriate written representation to the Chairperson (copying it to DE) if he receives instructions which he regards as conflicting with his duties;
- be associated with the Accounting Officer of the Department of Education on matters relating to the grant-in-aid which arise before the Public Accounts Committee or other Assembly Committees.

Detailed responsibilities of the Chief Executive's accounting responsibilities are set out in the Accounting Officers Memorandum issued by the Department of Finance and Personnel and published in Managing Public Money in Northern Ireland.

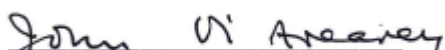
The Chief Executive is responsible for establishing organisational and management systems to support the work of the Council and the management of staff, in accordance with the Council's policies. He advises the Council on the staff necessary to put the work programme into effect.

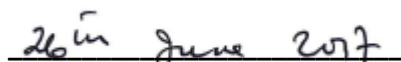
Under the Education Reform (Northern Ireland) Order 1989 as amended by the Education and Libraries (Northern Ireland) Order 2003, DE has directed CCMS to prepare for each financial year, a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of CCMS.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Departmental Accounting Officer, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis.

On behalf of the Council members


Chairperson


Date

GOVERNANCE STATEMENT FOR THE YEAR TO 31 MARCH 2017

Scope of Responsibility

CCMS is a Non Departmental Public Body (NDPB) of the Department of Education (DE). It was established under the auspices of the 1989 Education Reform (Northern Ireland) Order with the primary objectives of raising standards, employing teachers and ensuring effective human resource polices and improving the schools' estate in the Catholic Maintained Sector. It covers almost five hundred nursery, primary and secondary schools with 6,474 teachers providing for approximately 121,733 young people. CCMS provides services to, and on behalf of, the Catholic Maintained Sector and its Trustees.

Both the Chair of Council and I have delegated responsibilities from the Permanent Secretary of DE. The Chair of Council and I, along with senior staff, meet the Permanent Secretary and senior Departmental officials to discuss progress, performance and key risks on a regular basis. As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of Council's policies, aims and objectives, whilst safeguarding public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland.

The ownership and identification of the organisation's risks have been delegated to a risk group comprising the Senior Leadership Team (SLT) and the Chief Finance Officer (CFO). Internal control issues which are causing concern are highlighted and future action to resolve the issues are identified and, where appropriate, actioned. The risks are identified and discussed at regular risk group meetings. The CCMS Risk Register is updated through a risk assessment process leading to the deleting and adding risks where applicable. The strategic risks identified are reported to the Audit and Risk Assurance Committee as a standing agenda item at their meetings. It is accepted that there may be some risks which are outside the Council's direct control.

The Council Structure

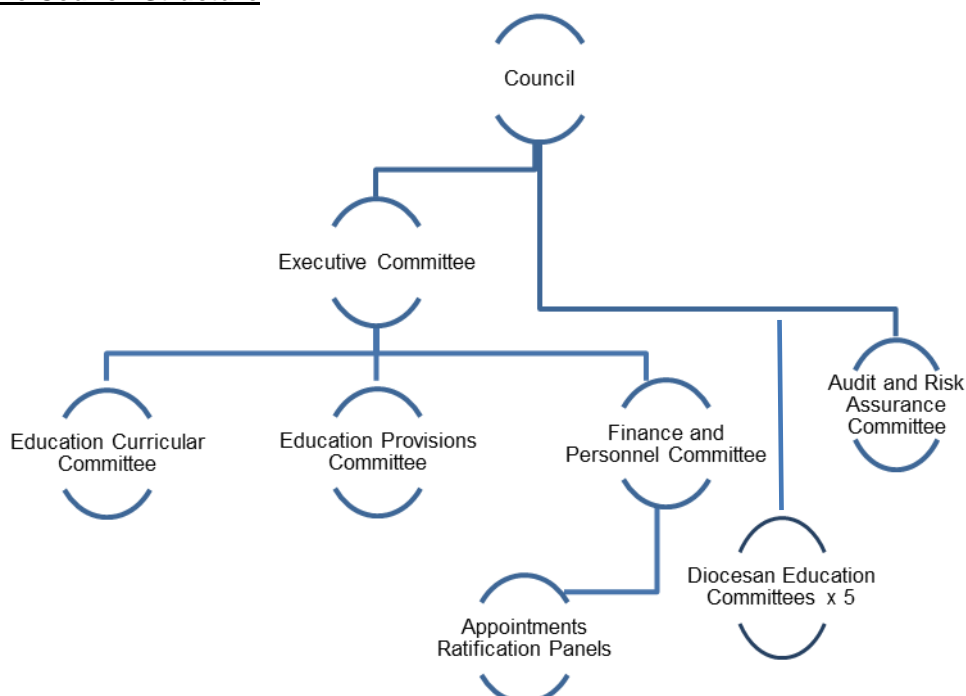


Fig 1: Current Council and Committee Structures

The work and vision of the CCMS committee structures is to support schools to optimise educational opportunities and outcomes for all pupils in support of the common good and a shared future. During this financial year the process of reconstitution for the Council and Committee structures was completed. During the last year three Council Members resigned/retired and one Council Member temporarily stepped down, so the Council now has a membership of thirty five members and there were two members co-opted without voting rights, one [following retirement during the year] to the Audit & Risk Assurance Committee and one to the Finance & Personnel Committee.

Members of Council, in consultation with the Senior Leadership Team, formulate and oversee the development of Council Policy. Council members, cognisant of the Council's Business Plan, lead the development and implementation of strategic planning and policies designed to meet statutory obligations, to support school leadership, improve standards and advocate for the Catholic Maintained Schools Sector. The Council strives to foster and promote the faith, vision and character of Catholic education in Catholic maintained schools.

Council members lead the drive to raise standards in the Catholic Maintained Sector through the promotion of policies and strategies to aid the effective management and control of Catholic Maintained schools by their Boards of Governors, best practice in the employer function and the support of Trustees with respect to the planning and development of the schools estate.

The table on the following page provides details of the individual attendance of members at Council and Committee meetings through 2016/17.

Member		Council Attendance 2016/17	Sub-Committee Attendance (N.B. Total possible attendance is shown in brackets)				
			Executive	Audit & Risk	Finance & Personnel	Education Provision	Education Curriculum
Mr Stephen Austin		3 (6)			2 (5)		
Rev Tim Bartlett	1	3 (4)				0 (6)	
Mrs Pat Carville		5 (6)	6 (6)				5 (5)
Ms Clare Caulfield		2 (6)					
Br Pat Collier	1	3 (3)	3 (4)			2 (2)	
Ms Patricia Corrigan		5 (6)					2 (5)
Mr Hugh Cox		6 (6)			3 (5)		
Rev Kevin Donaghy		3 (6)				1 (7)	
Mr Martin Donnelly		6 (6)	6 (6)	6(6)			
V Rev S Emerson PP VF		3 (6)	1 (1)			7 (7)	
Prof Peter Finn		2 (6)			5 (5)		
Rev Gerard Fox		2 (2)				2 (2)	
Dame Geraldine Keegan		6 (6)	3 (4)		4 (5)		
Mr John Keenan		4 (5)				3 (4)	
Archbishop Eamon Martin		1 (6)					
Rev A Mullan		4 (6)				5 (7)	
Mr John Joe McAlinden		6 (6)					5 (5)
Most Rev John McAreavey DD		6 (6)	6 (6)				
Mrs Janice McCamley		5 (6)		4 (5)			
Mr Brian McCargo	2				5 (5)		
Mr Pat McCartan		4 (6)			4 (5)		
Ms Ann McCorry		2 (6)		4 (5)			
Mr Tony McCusker		5 (6)			5 (5)		
Most Rev Donal McKeown DD		1 (6)					
Ms Aurla McLoughlin		1 (6)			1 (5)		
Mrs Eleanor McWilliams	1	0 (1)					
Mrs Maxine Murphy-Higgins		2 (6)				4 (7)	
Mr Adrian Nugent	1	1 (1)		1 (1)			
Mrs Donna O'Connor		5 (6)					3 (5)
Ms Petronilla O'Connor		5 (6)					2 (5)
Mr Thomas Gerard O'Hanlon		3 (6)		0 (6)			
Mrs Catherine O'Neill	3	3 (3)		4 (5)			5 (5)
Monsignor Peter O'Reilly		4 (6)				2 (7)	
Mrs Grainne Perry	1	1 (1)					
Mr Anthony Rasdale		1 (6)		5 (6)			
Ms Paula Sheils		1 (1)		0 (0)			
Ms Clare Sloan		2 (6)				5 (7)	
Mr Stanley Smith		5 (6)	5 (6)		4 (5)		
Mr Matt Trolan		0 (6)					1 (5)
Mrs Mary Woods		1 (6)			0 (5)		
Sr Eithne Woulfe		5 (6)	1 (2)			2 (7)	

- 1 End of membership/service
- 2 Co-opted members
- 3 Co-opted member [following retirement]

The Council is accountable through the Chief Executive, to the Permanent Secretary of the Department of Education for matters pertaining to propriety and regularity in the management of public finances and members play an important role in ensuring scrutiny.

The Council

In the current financial year the Council met on six occasions. In line with best practice, the Council has completed a reconstitution of its members in this financial year.

There are now 35 Council members who oversee and authorise the strategic and operational policies and procedures of CCMS and who take an overview of the work undertaken by the other sub-committees. There was a 61% attendance rate for all Council meetings.

During the last financial year the Council in addition to its oversight role in governance matters:

- Reviewed the Appointment Scheme for School Leaders
- Reviewed the Annual Report to Council on Appointment and Redundancies 2015/16
- Received Area Planning Updates
- Received CCMS Risk Register updates, Inspection updates,
- Considered School Budgets, CCMS Standing Orders, Draft Programme for Government
- Approved the Annual Report and Accounts 2015/16
- Received Organisational Review Update – Accommodation updates,
- Accepted the retirement of the Deputy Chief Executive, approved the appointment of two new Directors, received notification from the Chief Executive of his decision to retire and agreed a recruitment process for a new Chief Executive
- Considered the Report of the Department of the Independent Panel Appointed to Investigate the circumstances in De La Salle College, Belfast
- Received reports on Academic Selection, Guidance on Withdrawal from RE Lessons and/or Religious Celebrations, Trends in International Mathematics and Science Study (TIMMS) Report, Programme for International Student Assessment (PISA) 2016 Northern Ireland Regional Report, reports on Schools in the Formal Intervention Process (FIP) and Blue, Red, Amber, Green (BRAG) System
- Consideration was given to a Memorandum of Understanding between CCMS and Catholic Schools Trustees Support Service
- Approved the Financial Memorandum and Management Statement
- Approved a CCMS Board Effectiveness Review
- Received a presentation by Derek Baker, Permanent Secretary Designate
- Scrutinised a Draft response to the Children and Young People's Strategy 2014/2027
- Reviewed Governance and Accountability Review Meeting Minutes with DE
- Scrutinised the CCMS draft Business Plan 2017/18
- Approved a Complaints Handling procedure

The Executive

The Executive comprises the Chair and Vice-Chair of Council, along with the Chairs of each of the Committees, and it exercises overall responsibility for determining the priorities and the direction of Council. It also has an overarching view in setting the agenda for all Council business.

In the current financial year the Executive met on six occasions. There was a 89% attendance rate for all Executive meetings.

The Audit & Risk Assurance Committee (ARAC)

The Audit & Risk Assurance Committee (ARAC) is chaired by an independent non-executive member of the Council. Members are independent and competent and are required to exercise a high degree of objectivity. The role of the ARAC is to provide:

- assurance on risk management;
- assurance and scrutiny on governance arrangements;
- scrutiny on the internal and external audit functions;
- approval of the Annual Report;
- advice to the Accounting Officer; and,
- an effective challenge to the Executive.

In the current financial year the ARAC met on six occasions. The Committee had the following membership:

Mr M Donnelly (Chair)

Ms P Sheils

Mr A Nugent (Membership ended 20 April '16)

Mr A Rasdale (Vice-Chair)

Mr T O'Hanlon

Mrs A McCorry

Mrs J McCamley

Mrs C O'Neill (co-opted on 11 May 2016)

There was an 71% attendance rate for all ARAC meetings.

During the last financial year the ARAC reviewed the following matters as standing agenda items:

- Risk Register
- Report to those charged with governance
- Mid-year Governance Statement and
- Conflict of Interest

The Audit & Risk Assurance Committee also:

- Scrutinised and approved the Management Statement and Financial Memorandum
- Scrutinised and approved the Annual Accounts for the period ended 31 March 2016
- Scrutinised and approved the Internal Audit Report 2016/17
- Considered the Business Plan 2016/17
- Agreed the Internal Audit Programme for 2016/17
- Reviewed the draft NIAO Audit Strategy for 2016/17
- Agreed an Internal Audit Strategy (4 years)

The Finance and Personnel Committee (FPC)

The Finance and Personnel Committee provides a detailed challenge and scrutiny of the organisation's progress on the following:

- Management Statement and Financial Memorandum
- Approval for the Annual Accounts 2015/16
- Equality Training for Council and DEC members
- Approving the Business Plan 2016/17
- Approving the tender for Legal Services
- Financial and performance management, reviewing the operational Budget Plan for 2016/17 presented to the Department, responding to DE on a proposed Budget Scoping Exercise
- Ratification of teaching and core staff appointments and promotion outcomes including the Annual Report to Council on Appointment and Redundancies 2015/16
- Draft Scheme for the Appointment of Principals and Vice Principals including a competency framework for School Leaders
- Governance Reviews: Standing Orders/Terms of Reference/Evaluation Framework, Safeguarding policy and practice, Council effectiveness review, draft complaints procedure
- Development and implementation of strategies to promote attendance at work including the introduction of workshops
- HR Management including issues arising from industrial relations, reviews of new job descriptions and starting salary scales
- Reviewing updates on the Organisation Review
- Liaising with the Department regarding the recruitment process for a new CEO

In the current financial year the FPC met five times. The Committee had the following membership

Mr S Smith (Chair)

Mr T McCusker (Vice-Chair)

Mr H Cox

Prof P Finn

Dame G Keegan

Mr P McCartan

Mrs A McLoughlin

Mrs M Woods

Mr B McCargo (co-opted on from Diocesan Education Committee)

There was a 66% attendance rate for all FPC meetings.

The Education Curricular Committee (ECC)

The Education Curricular Committee's main purpose is to review strategies and structures with a view to improving standards within the Catholic maintained schools.

In the current financial year the ECC met on five occasions. The Committee had the following membership:

Mrs P Carville (Chair)
Mrs P Corrigan
Mr M Trolan
Mr J J McAlinden
Mrs D O'Connor
Mrs C O'Neill (Vice-Chair)
Ms P O'Connor

There was a 66% attendance rate for all ECC meetings.

The Education Provisions Committee (EPC)

The Education Provisions Committee maintains a strategic overview of the schools network within the Catholic maintained sector ensuring that the network matches the needs of the community.

In the current financial year the EPC met on seven occasions (two of these meeting where special meetings to discussion Area Planning). The Committee had the following membership:

Very Rev S Emerson PP VF (Chair)
Bro Pat Collier (resigned September 2016)
Fr G Fox
Rev K Donaghy
Mr J Keenan (resigned January 2017)
Rev A Mullan PP (Vice-Chair)
Mgr P O'Reilly
Sr E Woulfe
Mrs C Sloan
Mrs M Murphy-Higgins

There was a 52% attendance rate for all EPC meetings.

The Council, like other education bodies, has faced significant and increasing challenges during 2016/17 largely related to the ongoing implementation of proposed new structures for the organisation and funding for CCMS going into 2017/18.

Given the circumstances outlined above the Council believes that it has performed beyond reasonable expectations in the nature and quality of its works, its support to stakeholders and its contribution to the wider education and public sectors. The quality of education in Catholic maintained schools as a sector continues to improve despite the constrained resources available to the Council to challenge and support underperformance.

The Council believes that its officers corp has contributed beyond reasonable expectation in the delivery of its Business Plan. Given the challenges of restructuring and re-balancing the workforce to comply with the recommendations of the KPMG Organisational Review commissioned by the Department in 2015. It is concerned, however, by the dual pressures of delivering a Business Plan while losing experienced staff and Associates and inducting new staff. This has added to pressure on staff and Council is mindful about the welfare of staff, particularly those in senior positions.

Diocesan Education Committees (DECs)

At local level five Diocesan Education Committees function as committees of the Council established under Schedule 8 of the Education Reform Order 1989.

Each DEC brings a diocesan perspective to the strategic work of the Council and some of the main responsibilities of the committees include:

- To oversee and advise on decisions in relation to:
 - School provision
 - Area planning
 - Rationalisation
 - Substantial changes in enrolment

Within the diocesan area the DEC:

- Provides advice, from a diocesan perspective to the Council, in particular through its Education Provisions Committee;
- Provides the independent chairmanship of all principal and vice-principal appointments to nursery, primary and post-primary schools within the diocese;
- Receives reports and provides a strategic overview of educational standards within the diocese including monitoring the outcome of general and focused inspections undertaken by the Education Training Inspectorate.

Acceptability of data used

All the Committees above are supported by the Senior Leadership Team (SLT) and appropriately experienced senior officers from CCMS. The Committees rely on the following data to inform their deliberations.

- Financial information produced internally
- HR information, mainly data on attendance management, produced by the Department of Education
- Statistical information, data relating to enrolments, attainment, attendance, workforce, provided by the Department of Education
- Inspection evidence, mainly data used to compile the Chief Inspector's report

The finance data presented to the Committees is prepared from internal finance systems, which are supported by internal control frameworks. These are subject to both internal and external audit scrutiny.

Human Resource information from the Department is sourced from official reports provided by the Northern Ireland Statistics and Research Agency (NISRA).

All statistical information provided by the Department is designated as 'Official Statistics' and accordingly, the Committees consider that they can take assurance as regards quality of the statistical data they use to monitor performance and inform decision-making.

The inspection data from the Department is prepared from the ETI's management and recording systems (MARS). A MARS record is completed for each inspection and is subject to internal scrutiny and annual audit.

Committee members regularly seek clarification from officers on the information presented to them. It is the considered view of the Committees, on the basis of this on-going engagement, that the quality of data used by the Council and its Committees is of an acceptable standard.

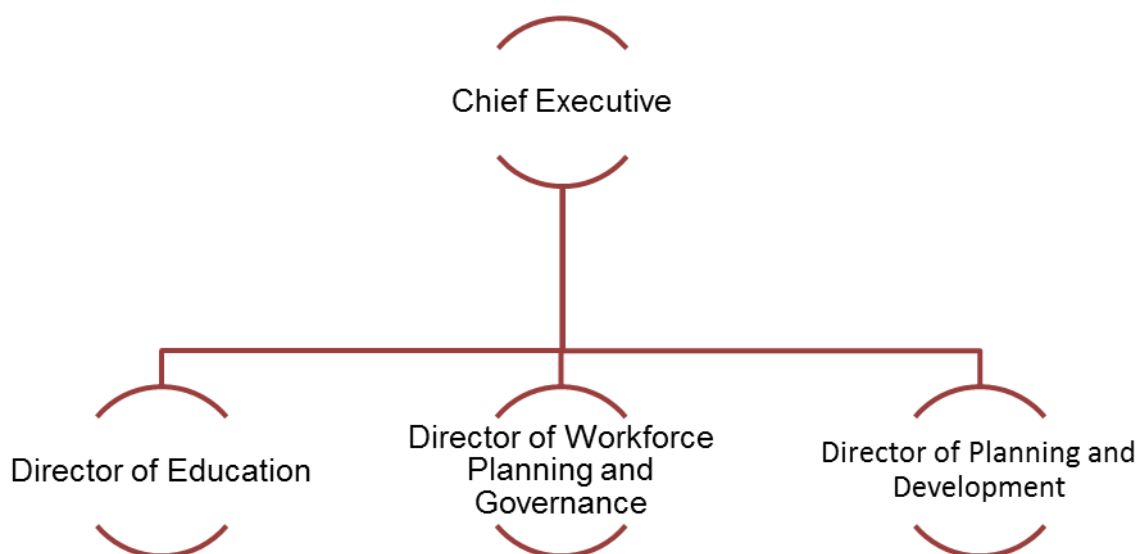


Fig: 2 Current Senior Leadership Team

Compliance with the Corporate Governance in Central Government Departments: Code of Good Practice

Corporate Governance is ‘the way in which an organisation is directed and controlled’. This code represents guidance on good practice. Its principles should be applied flexibly in the context of the organisation’s own circumstances. While the code does not formally apply to Non Departmental Public Bodies, CCMS’s view is that it is desirable for the organisation to consider and adopt the practices set out in the Code wherever it is relevant, practical and suits business needs.

CCMS believes it has complied with the Code of Good Practice, apart from the issue noted below:

Board Effectiveness – the code states that “evaluations of the performance of individual Board Members should show whether each continues to contribute effectively and corporately and demonstrates commitment to the role”

In line with the requirements for Ministerial public appointees, the Department requires the Chairperson to conduct an annual review of Council members appointed by the Department. It includes a review of attendance, participation, and an overall assessment of contribution to the work of the Council. The CCMS Council has recently been fully reconstituted and during the last financial year the Council, via the Chairperson, has commissioned an outside body, Business Consultancy Services (BCS), to carry out evaluations on the performance of members. The results of this evaluation will be known in the early part of 2017/18 and moving forward, any recommendations emanating from the report will be fully supported by the Chairperson and Council Members. Following this, further consideration may be given to an evaluation process for all Council members.

An external review of CCMS, commissioned by DE, was conducted back in 2015 to assess the role and organisational structure of CCMS. Revised structures are nearing completion and final additions to revised staffing structures should be completed by the summer of 2017. There is some uncertainty about the future in that the Executive is not sitting and a new Programme for Government has not yet been agreed. The Council is committed to ensuring the organisation delivers on its core responsibilities and the current Business Plan. While essential services have been assured, some desirable developmental and strategic plans remain less developed.

The Council believes that it has been effective in directing and controlling the organisation.

Ministerial Directions

There were no Ministerial Directions given for the year to 31 March 2017.

The Risk and Control Framework: Managing Risk

A Risk Group, comprising the officers of the Senior Leadership Team and the Chief Finance Officer (CFO), manages risks in accordance with guidance issued by the Department of Finance and the whole process is supported by the Audit Committee. Risk Management is embedded in and owned by the Council and its senior officers and all activities within the Business Plan are assessed on the basis of risk.

There were no newly identified strategic risks for the year 2016/17 however there were amendments to the risk evaluation of some of the current strategic risks due primarily to the ongoing funding uncertainty, the delays in the recruitment strategy based on the recommendations made by KPMG following their organisational review of CCMS in 2015 and ongoing industrial action by Teachers’ Unions. The following strategic risks (inherent risk scores >12) have been highlighted by the Risk Group:

- **Risk 001:** 'Resources (particularly internal staffing resources) are not appropriately aligned to ensure the delivery of strategic priorities within budget'. There was no change to this risk score but it was accepted that the pressure remains on this risk. Part of this risk has been mitigated in previous years by the continuing use of self-employed Associates but there has been an acceptance that this was restricting the Council's ability to deliver on the Business Plan. An ongoing structural review process has seen CCMS move towards a more stable staffing model with the engagement of permanent contracted staff from professional disciplines. This work was ongoing throughout 2016/17 and should be completed in the early part of 2017/18. This will ensure that CCMS staff resources are aligned to meet the demands placed upon the organisation. There has been a temporary suspension of the recruitment process for the CEO who announced his retirement in 2016. It is expected that this process will resume shortly. The CEO is currently in discussions with the Department to have Area Planning earmarked funds reallocated to the core recurrent budget to allow forward planning and full time staff recruitment for Area Planning.
- **Risk 002:** 'Improvements in educational standards and access to the full curriculum in Catholic Maintained Schools are not achieved'. There was an increased pressure on this risk during this financial year. There was a reduction in the number of Maintained Schools placed in special measures. The new Director of Education has undertaken work to improve the organisation's database around schools and to improve the ability of staff to target 'at risk' schools. CCMS continues to interact with Boards of Governors, the Department and the new Education Authority to develop planning, data analysis, school support, guidance and strategic intervention when required and to build closer relationships with schools, and to engage with the Department and EA in ensuring a more collaborative and effective way of resolving issues in schools at an early stage. The new Director's team have agreed that the three parts of the organisation – Education, HR and Planning – should continue to collaborate strongly together, especially in the current climate of reduced resources. While the new staff structures are helping, CCMS acknowledges that external factors such as the pressure on school budgets and the ongoing industrial action by teacher unions may have a detrimental impact on education standards
- **Risk 003:** 'The education infrastructure is not planned and delivered to support the delivery of desired educational outcomes'. This risk remained static during this financial year. In September, it was recognised that there was a significant loss of corporate knowledge with the retirement of the Deputy Chief Executive. The two directorates – Education and Planning – have been collaborating together to maximise limited resources. It was recognised that an internal senior resource in capital was required for Area Planning and a Programme Manager was recruited and took up post in Feb 2017. There are continuing discussions at departmental level regarding capital requirements to deliver on Area Planning, CCMS continues to engage positively with the Department and in particular Schools Admission Team on the identification of adjustment to admissions and enrolments to allow implementation of Area Planning.
- **Risk 004:** 'DE targets to reduce teacher absence levels are not met in the Catholic Maintained Sector'. This risk remained static during this financial year. In Nov '16 workshops were held focusing on the 40 schools where absence levels were highest. The workshops were well attended and feedback was very positive. CCMS continues to review HR structures and oversight processes to ensure that this target is prioritised. A HR Adviser has been nominated to lead on Attendance Policy across all schools and CCMS will continue to roll out a workshop based approach to raising the issue amongst principals and governors. It is too early to assess the impact of these changes.
- **Risk 007:** 'Uncertainty around Public Sector constraints on budgets which could result in CCMS failing to deliver a balanced resource budget'. The pressure on this risk has been increasing during the year. A special project group was set up by the Finance & Personnel Committee to prepare for potential budget reduction scenarios. The pressure has been exacerbated by the impending office relocation strategy which will invariably increase the organisation's cost base. Budget plans are in place depending on the location outcome and the Council will continue to liaise closely with the Department in its decision making around staffing and service delivery.

CCMS continues to adopt a low risk appetite. This will remain the position given a reduction in staff and a slight increase in the employment of temporary workers and Associates during this financial year. As noted above, this loss of personnel has been identified in our Risk Register as a major risk to the quality of service delivery. The Department and CCMS have agreed new structures to take the organisation forward and CCMS is awaiting confirmation of funding for 2017/18. It is hoped that all temporary staff and the majority of self-employed Associates will be replaced by permanent contracted staff by the summer of 2017. A recruitment process to progress this matter has nearly been completed.

Information Risk

During this last financial year there were no major data loss incidents, breaches or major non-compliance issues to report. As part of the restructuring process a full review of all policies and processes has been initiated to ensure CCMS meets best practice guidance. This review of policies will be completed shortly.

Fraud Risk

CCMS has zero tolerance in respect of fraud and is proactive in its approach to fraud awareness, prevention, detection and investigation. There were no instances reported of any suspected fraud within CCMS during the reporting period.

CCMS continues to participate in the National Fraud Initiative (NFI). During the most recent exercise, information was supplied to the Audit Office in November '16. When the matches were returned in February 2017 the Finance department confirmed to the NFI that there were no data matches of concern to this organisation.

Lapses of Security

There were no lapses of security during this financial period.

The Control Regime: Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of that system is informed by the work of the Chief Finance Officer, internal auditors and the executive managers within the Council who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and through other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Council, the Audit and Risk Assurance Committee and the Risk Group and a plan to address weaknesses and ensure continuous improvement of the system is in place. The work of Council is underpinned by a system of committees, working groups and panels each supported by CCMS officers. Together they approve, monitor and evaluate the relevant aspects of the Corporate and Business Plans. Final approval in all areas does, however, remain with the Council and, thereafter, the Department.

The Audit and Risk Assurance Committee Chairman and I meet when necessary and I attend the Audit and Risk Assurance Committee by invitation as is recommended best practice. The Audit and Risk Assurance Committee Chairman is a member of the CCMS Executive and full Council and makes an annual report to the full Council each year on the work of the Committee. I am grateful to the Chairman and members of the Audit and Risk Assurance Committee for their contributions to sound internal controls.

The Internal Audit Unit of the Education Authority (North Eastern region) was commissioned to provide an Internal Audit service to Council. In the year 2016/17 they were contracted to carry out 18 days operational work. The work was carried out in accordance with an Internal Audit Strategy Plan prioritised according to risk assessments. The audit plan was agreed by the Audit and Risk Assurance Committee as part of an agreed four year audit strategy.

The Audit Opinion was based on a three tiered system of opinion [Satisfactory – Limited – Unacceptable], in line with the Government Internal Audit Standards, which was devised in order to promote consistency across the public sector. On the basis of the review carried out it was the opinion of the Internal Auditors that a ‘**satisfactory**’ assurance could be given in respect of CCMS.

Significant Internal Control Issues

The Council continued to implement the recommendations of the KPMG Organisational Review commissioned last year by the Department of Education. There were two principal strands to this work; recruiting permanent staff and re-balancing the workforce to secure more educational and planning and development officers and to improve the procedures for effective governance of the Council.

The recruitment of staff had to be on a managed basis with the most senior officers being appointed first and integrated into the organisation before the post holders at lower levels were recruited. New Directors of Education and of Planning & Development took up post in September 2016. A number of senior education advisers and education advisers, HR advisers and a project management professional have been appointed since. Further recruitment is underway but some elements may be delayed or postponed due to uncertainty over budget allocations.

In August 2016 I informed the Chair of my intention to retire in December. This date was later extended to March 2017. A recruitment process was instigated with the professional support of an officer from the Strategic Investment Board and advice from senior officials from the Department. The appointment panel however has decided that the initial process would be halted and the post re-advertised. After discussion with the Chair I agreed to remain in post until an appointment is made.

The Council engaged the Business Consultancy Service to carry out a Board Effectiveness Review. This process is on-going and it has generated significant interest and input from Council members. The BCS has also assisted in recrafting the terms of reference of the Council’s committees, including the Diocesan Education Committees. This work is continuing with completion expected in late spring.

The Council has become used to operating in a flexible and responsive manner to discharging its roles and responsibilities in an environment of structural uncertainty and budget reductions. There was genuine hope that the acceptance by the Department of the KPMG recommendations would, over time, bring a degree of stability. Regrettably further reductions in funding and the retention of an ‘earmarked’ approach to funding significant resources required for area based planning have constrained progress towards the structures and working practices to which the Council aspires. The officer team, fully supported by the Council, has, however, succeeded in delivering the Council’s Business Plan and increasing its profile within schools, particularly those experiencing significant challenges. In April 2016, the then Minister for Education commissioned an independent investigation to determine the circumstances in regard to a serious situation at De La Salle College where there were very high absence rates amongst teaching staff and concerns had been raised about the impact on teaching and learning within the school. An independent panel undertook the investigation and subsequently submitted its report to the Minister in August 2016. The Panel’s report contains some 40 recommendations, implementation of which is being taken forward by the Board of Governors of De La Salle College, CCMS and the EA. Twenty two of the 40 recommendations are due to be implemented no later than 1 September 2017, with the remaining 18 implemented no later than 1 September 2018. A small Project Board comprising representatives from the Department, CCMS and the EA was set up to monitor and report on the implementation of the Panel’s report. The Project Board met on three occasions during 2016/17 and will continue to meet during 2017/18. CCMS officers have, throughout the year, supported the governors and staff in the school to address many exceptional and extreme challenges and I am happy that there is increasing evidence of a more normal situation in the school.

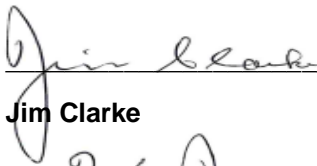
A further challenge which had the potential to negatively impact on staff morale was the protracted nature of negotiations to secure alternative premises for the Council. All of the three existing offices were on short term leasing or renewal agreements. The Diocese of Down and Connor has shown considerable flexibility and generosity by continually extending the occupation of the Hollywood headquarters. I am pleased that

the position has now been resolved. New offices in Omagh and Lisburn will be occupied in the spring and summer. I have no doubt that those moves will inconvenience many of the current officers and it is important that relocation is carefully and sympathetically managed to ensure that the high morale and commitment of officers is retained.

The re-balancing of the staff and the reduction in resources have contributed to several of the experienced staff accepting redundancy through the Voluntary Exit Scheme. In addition the Deputy Chief Executive (Director of Planning and Development) retired on 30 September. His expertise within CCMS and across the education sector was a considerable loss. All of those officers individually and collectively have contributed to the effectiveness of CCMS and their loss will have a residual effect on our stakeholders. However, I am confident that the re-organised service delivery, the revised job descriptions and the influx of new permanent officers will invigorate the organisation and allow CCMS to continue to deliver a high quality service with the aim of raising standards within our schools.

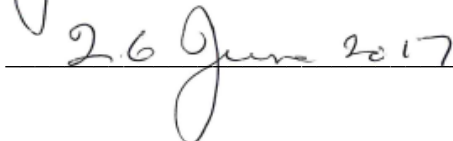
Every day is a day of challenge. I am confident, however, that the Council members and officers regard change as an opportunity more than a challenge. It is with that optimism that we acknowledge but manage the risks to ensure that the services provided by CCMS will help our schools educate our children and young people to be as well prepared as is possible to positively contribute to society and the economy.

Signature of Accounting Officer



Jim Clarke

Date of Signature



REMUNERATION AND STAFF REPORT

The remuneration of the Senior Leadership Team (SLT) is set by the Remuneration Committee and approved by the Department of Education.

The purpose of the Performance Related Pay Scheme (PRP) is to reward members of the SLT according to their achievement of agreed performance objectives in the preceding year. To this end, Council has delegated to its Executive Committee, the authority for making recommendations on PRP to the Department.

The current Members of the Remuneration Committee are:

The Most Reverend John McAreavey	Chair of Council
Very Rev S Emerson PP VF	Chair of EPC
Mr Stanley Smith	Chair of FPC
Mrs Pat Carville	Chair of ECC
Mr Martin Donnelly	Chair of AC

The Remuneration Policy for current and future years is outlined in the Performance Review Pay Scheme. The scheme includes methods of assessment of performance conditions and the relative importance of the proportion of remuneration which is subject to performance conditions.

CONTRACTS

Contracts are permanent, notice period is three months, and there is no provision for termination payments.

The Chairperson of Council is not a member of the Northern Ireland Local Government Officers' Superannuation Scheme and emoluments, therefore, do not include pension contributions. The emoluments of each of the other Council Members fall into the range of £Nil to £5,000.

SENIOR MANAGEMENT REMUNERATION (AUDITED)

Officers	2016 - 2017					2015 - 2016				
	Salary Including Performance Related Pay (PRP) and Benefits in Kind £000					Salary Including Performance Related Pay (PRP) and Benefits in Kind £000				
	Salary	PRP up to 2016/17	Benefits in Kind	Pension Benefits° to nearest £K	Total to nearest £K	Salary	PRP up to 2015/16	Benefits in Kind	Pension Benefits° to nearest £K	Total to nearest £K
Jim Clarke Chief Executive	85 - 90	0 - 5	Nil	(6)	79 - 89	85 - 90	0 - 5	Nil	222	307 - 312
Gerry Lundy Deputy Chief Executive (Apr-Sept)	35 - 40	0 - 5	Nil	0	35 - 45	70 - 75	0 - 5	Nil	147	217 - 222
Eugene O'Neill Director of Workforce Planning and Governance	55 - 60	0 - 5	Nil	0	55 - 65	55 - 60	0 - 5	2	63	118 - 123
Malachy Crudden Director of Education (Apr-Aug)	20 - 25	0 - 5	Nil	(1)	19 - 29	55 - 60	0 - 5	Nil	48	103 - 108
Eve Bremner Director of Planning and Development (Sept-Mar)	30 - 35	-	Nil	10	40 - 45	-	-	-	-	-
Gillian McGrath Director of Education (Sept-Mar)	30 - 35	-	Nil	11	41 - 46	-	-	-	-	-
Band of Highest Paid Director's Total Remuneration	85 - 90					85 - 90				
Median Total Remuneration	28,745					24,472				
Ratio	3.05					3.58				
Range	14.5 – 54.9					13.6 – 54.4				

° E Bremner and G McGrath joined part way through the year (05/09/16), G Lundy retired on 30/09/2016, M Crudden left the Senior Leadership Team on 31/08/16.

SALARY

'Salary' refers to gross salary only. It does not include overtime, performance related pay or any other emolument.

PERFORMANCE RELATED PAY (PRP)

Details of PRP payments accrued in 2016/17 for each senior post holder are provided in the table above. These PRP accruals are for the 2016/17 financial year and refer to performances during the period 2015/16. No actual payments are made until approval has been received from DFP through a pay remit process. PRP is not a bonus but assists progression up the pay scale for the individual as determined by their performance.

EXPENDITURE ON CONSULTANCY

There was no expenditure incurred on consultancy during the financial year.

RETIREMENT OF DCEO

A decision was ratified by the Finance & Personnel Committee, having taken legal advice on the issue, to award the Deputy Chief Executive early payment of retirement benefits under regulation 19 of the local government pension scheme regulations 2009. This resulted in a charge of £3,464 to CCMS from the local government pension scheme. Approval has been sought from the Department and while the above charge has been reflected in the annual accounts it remains unpaid while CCMS awaits Departmental approval

BONUSES

Bonuses are not currently paid to CCMS directors.

BENEFITS IN KIND

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument.

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest paid director in CCMS in the financial year 2016/2017 was £87.6k. This was 3.05 times the median remuneration of the workforce, which was £28,745. Salary ranges were based upon NJC scale points 6 and 62

Total remuneration includes salary, non-consolidated performance – related pay, benefits in kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

PENSIONS OF SENIOR MANAGEMENT (AUDITED)

Officer	Total accrued pension at 31/3/17 and related lump sum (£k)	Real Increase in pension and related lump sum at 31/03/17 (£k)	CETV at 31/03/17 (nearest £k)	CETV at 31/03/16 (nearest £k)	Real increase in CETV (nearest £k)
Jim Clarke Chief Executive	£50 - 55 Lump Sum £115 - 120	£10 – 12.5 Plus (£2.5 – 5.0)	£1,014	£1,005	(£10)
Gerry Lundy Deputy Chief Executive	£35 - 40 Lump Sum £75 - 80	£0 – 2.5 Plus (£0 - 2.5)	£785	£759	£19
Eugene O’Neill Director of Workforce Planning & Governance	£20 - 25 Lump Sum £45 - 50	£0 – 2.5 Plus (£0 – 2.5)	£391	£378	£4
Eve Bremner Director of School Planning & Development	£0 – 5 Lump Sum £0	£0 – 2.5 Plus £0	£5	£0	£3
Gillian McGrath Director of Education	£0 – 5 Lump Sum £0	£0 – 2.5 Plus £0	£8	£0	£5
Malachy Crudden Head of Education Standards	£20 - 25 Lump sum £50 - 55	£0 – 2.5 Plus (£0 - 2.5)	£445	£444	(£3)

CASH EQUIVALENT TRANSFER VALUES

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries.

REAL INCREASE IN CETV

This reflects the increase in CETV effectively funded by the employer. It does include the increase in accrued pension due to inflation [the CPI increase for September '16 was 1%], contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

NORTHERN IRELAND LOCAL GOVERNMENT SUPERANNUATION SCHEME (NILGOSC)

Pension Benefits are provided through and administered by the Northern Ireland Local Government Superannuation Scheme (NILGOSC). Employee contributions for 2016/17 are variable, depending on salary, ranging from 5.5% to 10.5% of pensionable earnings and employer contributions are set at a rate of 20%. Benefits accrue at the rate of 1/49th of pensionable salary for each year of service. In addition, members can choose to commute some of their pension to provide a tax free lump sum of up to 25% of the capital value of their pension assets.

STAFF REPORT

A breakdown of staff costs can be found in Note 2 to the Council’s Accounts

	2016-17			2015-16		
AVERAGE NUMBER OF PERSONS EMPLOYED	O	P	Total	O	P	Total
Average Number of whole time equivalent persons employed (including senior management) during the period was as follows:						
Management	0	25	25	0	23	23
Administration Staff	0	30	30	0	30	30
Manual Staff	0	0	0	0	0	0
Agency Staff	1	0	1	0	0	0
	1	55	56	0	53	53

O = Other

P = Permanent Staff

Staff Composition	M	F	Total	M	F	Total
The number of persons of each sex who were Directors and Employees was:						
Director	2	2	4	4	0	4
Management	6	15	21	4	15	19
Administration Staff	2	28	30	2	28	30
Manual Staff	0	0	0	0	0	0
Agency Staff	0	1	1	0	0	0
	10	46	56	10	43	53


AUDITED COUNCIL MEMBERS' AND CHAIRPERSON'S EMOLUMENTS

The total emoluments of the Council Members were:

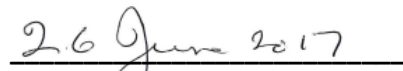
		2016/17 £	2015/16 £
Chairperson	Fees Taxable Benefits	6,534 57	6,500
Vice-Chair	Fees Taxable Benefits	Nil Nil	Nil Nil
Other Council Members	Fees Taxable Benefits	17,092 25,402	12,446 17,976
Totals		49,085	36,922

Note:

Fees – Attendance Allowance for attending a Council or Committee meeting
Taxable Benefits – travel allowance



Jim Clarke
Accounting Officer



Date

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

I certify that I have audited the financial statements of the Council for Catholic Maintained Schools for the year ended 31 March 2017 under Schedule 8 of the Education Reform (Northern Ireland) Order 1989. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Assembly Accountability Disclosures that is described in that report as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Board and Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with Schedule 8 of the Education Reform (Northern Ireland) Order 1989. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Council for Catholic Maintained Schools' circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Council for Catholic Maintained Schools; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate and report.

I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of Council for Catholic Maintained Schools' affairs as at 31 March 2017 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with Schedule 8 of the Education Reform (Northern Ireland) Order 1989 and Department of Education directions issued thereunder.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Assembly Accountability disclosures to be audited have been properly prepared in accordance with Department of Education directions made under Schedule 8 of the Education Reform (Northern Ireland) Order 1989; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the remuneration and staff reports to be audited are not in agreement with the accounting records; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with Department of Finance's guidance.

Report

I have no observations to make on these financial statements.



KJ Donnelly

*Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU*

Date 29 June 2017

FINANCIAL STATEMENTS
COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2017

		2016-17	2015-16
	Note	£	£
Expenditure			
Staff Costs	2	2,423,509	2,796,176
Other Expenditures	3	1,558,965	1,458,936
Depreciation	5 / 6	3,892	4,210
Total Expenditure		3,986,366	4,259,322
Income			
Other Income	4	0	(62)
Total Income		0	(62)
Net Expenditure before financing		3,986,366	4,259,260
Net Return on Pension Finance	2	100,000	117,000
Net Expenditure after Financing		4,086,366	4,376,260
Other Comprehensive Expenditure			
Actuarial (gain)/loss in respect of pension liability		2,035,000	(822,000)
Net loss on revaluation of Property Plant and Equipment		0	0
Net loss on revaluation of Intangibles		0	0
Total Comprehensive Expenditure for the year ended 31 March 2017		6,121,366	3,554,260

All amounts above relate to the continuing operations of the Council.

The notes on pages 57 - 73 form part of these Financial Statements.

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

STATEMENT OF FINANCIAL POSITION

As at 31 March 2017

	Note	2017 £	2016 £
Non-current assets:			
Property, plant and equipment	5	7,818	11,710
Current assets:			
Trade and other receivables	7	53,348	47,518
Cash and cash equivalents	8	176,520	103,662
Total current assets		229,868	151,180
Total Assets		237,686	162,890
Current liabilities:			
Trade and other payables	9	(428,835)	(379,435)
Provisions	10	0	0
Total current liabilities		(428,835)	(379,435)
Non-current assets plus/less net current assets /liabilities		(191,149)	(216,545)
Non-current liabilities			
Pension Liabilities	2	(5,463,000)	(3,231,000)
Provisions	10	0	0
Total non-current liabilities		(5,463,000)	(3,231,000)
Assets less liabilities		(5,654,149)	(3,447,545)
Taxpayers' Equity			
General Reserve		(5,654,149)	(3,447,545)
		(5,654,149)	(3,447,545)

The Financial Statements on pages 55 - 75 were approved on 26 June 2017 on behalf of the Council by

Chairperson, Bishop John McAreavey

John McAreavey 26th June 2017

Chief Executive, Jim Clarke

Jim Clarke

Date

26 June 2017

Date

The notes on pages 57 - 73 form part of these Financial Statements.

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2017**

		2016-17	2015-16
	Note	£	£
Cash flows from operating activities			
Net expenditure after financing		(4,086,366)	(4,376,260)
<u>Adjusted for:</u>			
Depreciation	5 / 6	3,892	4,210
Result on disposal of non-current assets		0	0
Pension Costs	2	197,000	236,000
Decrease in Inventories		0	0
Increase/(Decrease) in Trade and other receivables	7	(5,830)	6,317
Decrease/(Increase) in Trade and other payables	9	49,400	20,906
Use of Provisions	10	0	(12,067)
Net cash outflow from operating activities		<u>(3,841,904)</u>	<u>(4,120,894)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	5	0	0
Purchase of intangible assets	6	0	0
Disposal proceeds of property, plant and equipment		0	0
Net cash outflow from investing activities		<u>0</u>	<u>0</u>
Cash flows from financing activities			
Recurrent grants received		3,914,762	4,206,295
Capital grants received		0	0
Capital element of payments in respect of finance leases and on-balance sheet PFI contracts		0	0
Net financing		<u>3,914,762</u>	<u>4,206,295</u>
Net increase in cash and cash equivalents in the year		72,858	85,401
Cash and cash equivalents at 01/04/2016		103,662	18,261
Cash and cash equivalents at 31/03/2017		<u>176,520</u>	<u>103,662</u>

The notes on pages 57 - 73 form part of these Financial Statements.

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS
STATEMENT OF CHANGES IN TAXPAYERS' EQUITY
FOR THE YEAR ENDED 31 MARCH 2017

	2016-17	2015-16
	General	General
	Reserve	Reserve
	£	£
Balance at 1 April 2016	(3,447,545)	(4,099,579)
Changes in Reserves:		
Net expenditure cost	(4,086,366)	(4,376,260)
Actuarial Gain/ (loss) in respect of pension liability	(2,035,000)	822,000
Recurrent funding	3,914,760	4,206,295
Capital funding	0	0
Balance at 31 March 2017	<u>(5,654,151)</u>	<u>(3,447,545)</u>

The notes on pages 57 - 73 form part of these Financial Statements.

1. NOTES TO THE FINANCIAL STATEMENTS

Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2014/15 Government Financial Reporting Manual (FReM) issued by Treasury as directed by the Department of Finance and Personnel. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where FReM permits a choice of accounting policy, the accounting policy which is judged to be the most appropriate to the particular circumstances of CCMS for the purpose of giving a true and fair view has been selected. The particular policies adopted by CCMS are described below. They have been applied consistently in dealing with items that are considered material to the accounts. Management has reviewed new accounting standards that have been issued but are not yet effective, nor adopted for these accounts. Management considers that these are unlikely to have a significant impact on the accounts in the period of initial application.

(a) *Accounting Convention*

The financial statements have been prepared in accordance with the historical cost convention. In prior years the financial statements were prepared in accordance with the historical cost convention as modified by the revaluation of assets (until 31 March 2001). We have used the historical cost convention without modification due to the revaluation of assets for subsequent periods on the basis that the revaluation of assets is not considered material to the accounts.

(b) *Grant and Grant-in-aid*

Grant-in-aid receivable from the Department for both capital and revenue expenditure is credited to the general reserve. Grants receivable from the Trustees for capital purposes are credited to the grant reserve and released to the Statement of Comprehensive Net Expenditure over the expected useful life of the relevant assets.

(c) *Depreciation*

Depreciation is provided for all items of property, plant and equipment having a finite, useful life, by allocating the cost (or revalued amount), less estimated residual value of the assets as fairly as possible to the period expected to benefit from their use. Useful lives are estimated on a realistic basis, reviewed annually and adjusted over the revised remaining economic life where appropriate.

All assets are depreciated on a straight line basis over their expected useful lives. A full month's depreciation is charged in the period of acquisition/commissioning and no depreciation charged in the month of disposal. Assets under construction are not depreciated until brought into use.

The following useful economic lives should, where necessary, be used as approximations to the levels estimated annually.

Asset class	Asset Sub-Class	Asset Life
Computers	Hardware and Software	3 years
Plant and Equipment	General and Other	10 years
	Reprographics	7 years

(d) *Intangible Assets*

Intangible assets are non-financial non-current assets that do not have physical substance but are identifiable and are controlled by CCMS through custody or legal rights. Intangible assets costing in excess of £3,000 per individual item are capitalised and stated in the Statement of Financial Position at cost less depreciation.

(e) *Amortisation*

Amortisation is provided for all intangible non-current assets with a finite useful life, by allocating the cost (or revalued amount) less estimated residual value of the assets as fairly as possible to the periods expected to benefit from their use. Useful lives are estimated on a realistic basis, reviewed annually and adjusted over the revised remaining economic life where appropriate.

The following useful economic lives should, where necessary, be used as approximations to the levels estimated annually.

Asset class	Asset Sub-Class	Asset Life
Intangible Assets	Software Licences	3 years

(f) *Property Plant and Equipment*

Items of property, plant and equipment costing in excess of £3,000 per individual items, which are held for use on a continuing basis in delivering the reporting entity's activities, and which yield a benefit for a period of more than one year, are treated as capital expenditure in the accounts. Related items of property, plant and equipment are not grouped for aggregation purposes.

(g) Pensions

CCMS participates in the Northern Ireland Local Government Officers' Superannuation Committee Scheme. The Northern Ireland Local Government Officers' Superannuation Committee Scheme is of the defined benefits type, the assets of the scheme being held in separate Trustee administered funds. CCMS' contribution to the Northern Ireland Local Government Officers' Superannuation Committee Scheme is determined by the fund's actuary based on a triennial valuation. The scheme is administered by the Northern Ireland Local Government Officers' Superannuation Committee, Holywood Road, Belfast.

The pension costs are assessed in accordance with the advice of independent qualified actuaries using the projected unit method and are accounted for on the basis of charging the cost of providing pensions over the period during which CCMS benefits from the employee's services. Variations from regular cost are spread over the expected average remaining working lives of members of the scheme after making allowances for future withdrawals.

The difference between the fair value of the assets held in CCMS' defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in CCMS' Statement of Financial Position as a pension scheme asset or liability as appropriate.

In accordance with IAS 19 'Retirement Benefits', the in year movement in the defined benefit pension scheme asset or liability arising from facts other than cash contribution by CCMS are charged to the Statement of Comprehensive Net Expenditure or the Statement of Changes in Taxpayers' Equity. Management have considered possible changes under IAS19 R and consider them to be immaterial, therefore no adjustment has been made to the accounts.

(h) Provisions

Provisions are recognised when CCMS has a present obligation as a result of a past event, it is probable that CCMS will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the Statement of Financial Position date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that the reimbursement will be received and the amount of the receivable can be measured reliably.

(i) Employee Benefits

Under IAS19 the cost of providing employee benefits is recorded in the Statement of Comprehensive Net Expenditure in the period in which the benefit is earned by the employee, rather than when it is paid or payable. This is applicable to both short term and long term benefits.

(j) *Finance and Operating Leases*

Leases are classified as either a finance lease or an operating lease depending on the substance of the agreement.

A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset. Finance leases are treated if the asset had been purchased outright. The related assets are included in non-current assets and the capital element of the leasing commitments is shown as obligations under finance leases. The lease rentals are treated as consisting of capital and interest elements. The capital element is applied to reduce the outstanding obligations and the interest element is charged against income in proportion to the reducing capital element outstanding. Assets held under finance lease are depreciated over the useful lives of equivalent owned assets.

An operating lease is a lease other than a finance lease. Operating lease rentals are charged to the Statement of Comprehensive Net Expenditure in equal annual amounts over the lease term.

(k) *VAT*

The activities of CCMS are outside the scope of VAT.

(l) *Going Concern*

The Statement of Financial Position shows a net liability as at 31 March 2017. The bulk of this is accounted for by the Pension Liability. The remainder is due to timing differences between accruals made and the drawdown from the Department of matching income which is not recognised in the current year as a result of the accounting requirements under FReM

In accordance with FReM, the Council is not able to accrue funding from the Department of Education to match current liabilities recorded within the statement of financial position. Under International Accounting Standard (IAS) 1 (revised), Presentation of Financial Statements, such a closing financial position which shows a surplus of liabilities over assets requires the Accounting Officer to make an assessment of the viability of the Council as a going concern. However, no material uncertainties affecting the Councils' ability to continue as a going concern have been assessed and these accounts have therefore been prepared under the going concern principle.

	2016-17	2015-16
	£	£
2. STAFF COSTS		
(a) STAFF COSTS COMPRISE		
Wages and Salaries	1,892,821	2,121,570
Social Security Costs	173,771	140,959
Pension Costs	488,745	678,528
Reimbursement of Seconded Salaries	(140,555)	(144,881)
Agency Staff Costs	8,727	0
	2,423,509	2,796,176

A breakdown of the average number of persons employed into permanent staff and others can be found in the Staff Report within the Accountability Report.

(b) PENSIONS

Defined Benefit Scheme

The Council for Catholic Maintained Schools (CCMS) pension fund is part of the pension fund operated for the Northern Ireland Local Government Officers' Superannuation Committee.

The disclosures [below] relate to the funded liabilities within the Northern Ireland Local Government Officers' Pension Fund (the "Fund") which is part of the Local Government Pension Scheme (Northern Ireland) (the "LGPS"). There are no unfunded liabilities in the Pension Fund.

The LGPS is a funded defined benefit plan with benefits earned up to 31 March 2015 being linked to final salary. Benefits after 31 March 2015 are based on a Career Average Revalued Earnings scheme. Details of the benefits earned over the period covered by this disclosure are set out in 'LGPS (Benefits, Membership and Contributions) Regulations (Northern Ireland) 2009' (as amended).

The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS (Administration) Regulations (Northern Ireland) 2009 (as amended) and the Fund's Funding Strategy Statement. An actuarial valuation has been carried out on the fund as at 31 March 2017 and as part of that valuation a new Rates and Adjustment Certificate has been produced for the three year period from 1 April 2017.

The Fund Administering Authority, Northern Ireland Local Government Officers' Superannuation Committee is responsible for the governance of the Fund.

The assets allocated to the Employer in the Fund are notional and are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return to be applied to those notional assets over the accounting period. The Fund is large and holds a significant proportion of its assets in liquid investments. As a consequence there will be no significant restriction on realising

assets if a large payment is required to be paid from the Fund in relation to an employer's liabilities. The assets are invested in a diversified spread of investments and the approximate split of assets for the Fund as a whole (based on data supplied by the Administering Authority) is shown in the disclosures split by quoted and unquoted investments.

The Administering Authority may invest a small proportion of the Fund's investments in the assets of some of the employers participating in the Fund if it forms part of their balanced investment strategy.

The liabilities used for accounting purposes are calculated using a discount rate set with reference to corporate bond yields. If assets underperform this yield this will create a deficit in the accounts. The Fund holds a significant proportion of growth assets which while expected to outperform corporate bonds in the long term creates volatility and risk in the short term in relation to the accounting figures.

A decrease in corporate bond yields will increase the value placed on the liabilities for accounting purposes although this will be marginally offset by the increase in the assets as a result.

The majority of the pension liabilities are linked to either pay or price inflation. Higher inflation expectations will lead to a higher liability value. The assets are either unaffected or loosely correlated with inflation meaning that an increase in inflation will increase the deficit.

The majority of the Fund's obligations are to provide benefits for the life of the member following retirement, so increases in life expectancy will result in an increase in the liabilities.

Employers who leave the Fund (or their guarantor) may have to make an exit payment to meet any shortfall in assets against their pension liabilities. If the employer (or guarantor) is not able to meet this exit payment the liability may in certain circumstances fall on other employers in the Fund. Further the assets at exit in respect of 'orphan liabilities' may, in retrospect, not be sufficient to meet the liabilities. This risk may fall on other employers. 'Orphan liabilities' are currently a small proportion of the overall liabilities in the Fund.

The major assumptions used by the actuary were:

	At 31 March 2017	At 31 March 2016
Rate of increase in salaries	3.50%	3.30%
Rate of increase in pensions	2.00%	1.80%
Discount rate	2.50%	3.40%
Inflation assumption	2.00%	1.80%
Pension Accounts Revaluation Rate	2.00%	1.80%

Assets (Employer)	Assets at 31 Mar 2017 £(000)	Assets at 31 Mar 2016 £(000)
Equities	14,619	11,259
Bonds	2,257	1,895
Property	2,060	2,067
Cash	<u>687</u>	<u>438</u>
Total	<u>19,623</u>	<u>15,659</u>

Net Pension Asset as at	31 Mar 2017 p.a.	31 Mar 2016 p.a.
Estimated Employer Assets (A)	<u>19,623</u>	<u>15,659</u>
Present Value of Scheme Liabilities	25,086	18,889
Present Value of Unfunded Liabilities	0	0
Total Value of Liabilities (B)	<u>25,086</u>	<u>18,889</u>
Net Pension Asset Liability (A-B)	<u>(5,463)</u>	<u>(3,230)</u>

REVENUE ACCOUNTS

Amount Charged to SoCNE (included in staff costs)	Year to 31 March 2017 £(000)	Year to 31 March 2016 £(000)
Service Cost	427	451
Past Service Cost	208	19
Curtailement and Settlements	0	0
Decrease in irrecoverable Surplus	0	0
Other Superannuation	0	0
Total Operating Charge (A)	<u>635</u>	<u>470</u>

Net Return on Pension Finance (credited to finance costs in SoCNE)	Year to 31 March 2017 £(000)	Year to 31 March 2016 £(000)
Expected Return on Employer Assets	536	491
Interest on Pension Scheme Liabilities	<u>(636)</u>	<u>(608)</u>
Net Return (B)	<u>(100)</u>	<u>(117)</u>
Net Revenue Account Cost (A) – (B)	<u>735</u>	<u>587</u>

ANALYSIS OF AMOUNT RECOGNISED IN STATEMENT OF CHANGES IN TAXPAYERS' EQUITY

	Year to 31 Mar 2017	Year to 31 Mar 2016
	£(000)	£(000)
Actual Return Less Expected Return on Pension Scheme Assets	(3,251)	55
Actuarial Losses/(Gains) due to changes in financial assumptions	4,041	(689)
Actuarial Losses/(Gains) due to liability experience	1,207	(188)
Actuarial results due to changes in demographic assumptions	<u>38</u>	<u>0</u>
Actuarial (Loss)/Gain in Pension Plan	<u>(2,035)</u>	<u>822</u>
Actuarial (Loss)/Gain Recognised in SOCNE	<u>(2,035)</u>	<u>822</u>

MOVEMENT IN DEFICIT DURING THE YEAR

	Year to 31 Mar 2017	Year to 31 Mar 2016
	£(000)	£(000)
(Deficit) at Beginning of the Year	(3,230)	(3,816)
Current Service Cost	(635)	(470)
Employer Contributions	537	351
Net return on assets	(100)	(117)
Actuarial (loss)/gains	<u>(2,035)</u>	<u>822</u>
(Deficit) at end of year	<u>(5,463)</u>	<u>(3,230)</u>

HISTORY OF GAINS AND LOSSES

Amounts for the current and previous accounting periods

	Year to 31 Mar 17	Year to 31 Mar 16	Year to 31 Mar 15	Year to 31 Mar 14	Year to 31 Mar 13
Fair value of Employer Assets	19,623	15,659	15,472	13,979	14,040
Present value of defined Benefit Obligators	(25,086)	(18,889)	(19,288)	(17,254)	(18,050)
Pension Liability	(5,463)	(3,230)	(3816)	(3275)	(4010)
Experience (Losses)/Gains on Assets	3,251	(55)	1218	(362)	1402
Experience results on Liabilities	0	0	0	0	0
Actuarial (Losses)/Gains on Assets	3,251	(55)	1,218	(362)	1402
Actuarial Gains/(losses) on Liabilities	(5,286)	877	(1,553)	1,350	(1,657)
Actuarial gains/(losses) recognised in SoCNE	(2,035)	822	(335)	988	(255)

SENSITIVITY ANALYSIS

IAS 19 valuation results depend critically on the principal assumptions used in the calculations.

The sensitivity of the principal assumptions used to measure the liabilities is discussed below.

The discount rate used to value the liabilities is prescribed under IAS 19 and the results are particularly sensitive to the discount rate. If the yield used to discount each future benefit payment decreases, then the value placed on the liabilities increases. The results are also sensitive to unexpected changes in the rate of future mortality improvements. If longevity improves at a faster rate than allowed for in the assumptions then, again, a higher value would be placed on the employer's liabilities. In addition, if pensionable pay increases more than allowed for in the assumptions, the active liability will increase. Similarly, if inflation (and therefore pension increases) is higher than assumed, this will increase the value of the liabilities. If the liabilities increase, the employer's statement of financial position will worsen.

The sensitivity of the principal assumptions used to measure the scheme liabilities as at 31 March 2017 are set out below:

Discount rate assumption

Adjustment to discount rate	+0.1% p.a.	Base Figure	-0.1% p.a.
Present value of total obligation £(000)	24,649	25,086	25,531
% change in present value of total obligation	(1.7%)		1.8%
Projected service cost £(000)	564	580	596
Approximate % change in projected service cost	(2.7%)		2.8%

Rate of general increase in salaries

Adjustment to salary increase rate	+0.1% p.a.	Base Figure	-0.1% p.a.
Present value of total obligation £(000)	25,195	25,086	24,978
% change in present value of total obligation	0.4%		(0.4%)
Projected service cost £(000)	580	580	580
Approximate % change in projected service cost	0.0%		(0.0%)

Rate of increase to pensions in payment and deferred pensions assumption

Adjustment to Pension Increase Rate	+0.1% p.a.	Base Figure	-0.1% p.a.
Present value of total obligation £(000)	25,421	25,086	24,756
% change in present value of total obligation	1.3%		(1.3%)
Projected service cost £(000)	596	580	564
Approximate % change in projected service cost	2.8%		(2.7%)

Post retirement mortality assumption

Adjustment to mortality age rating assumption	-1 year	Base Figure	+1 year
Present value of total obligation £(000)	25,830	25,086	24,346
% change in present value of total obligation	3.0%		(3.0%)
Projected service cost £(000)	601	580	559
Approximate % change in projected service cost	3.6%		(3.6%)

In each case, only the assumption mentioned is altered; all other assumptions remain the same.

Comment on Mortality Assumptions

The mortality assumptions are based on the recent actual mortality experience of members within the Fund and allow for expected future mortality improvements. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Post retirement mortality (retirement in normal health)	23.2 years	25.8 years
Future pensioners	25.4 years	28.1 years

c) REPORTING OF COMPENSATION SCHEME – EXIT PACKAGE

Exit Package cost band	Number of compulsory redundancies	Number of other agreed departures	Total number of exit packages by cost band
£10,000 - £25,000	0 (0)	4 (2)	4 (2)
£25,000 - £50,000	0 (0)	0 (2)	0 (2)
£50,000 - £100,000	0 (0)	0 (0)	0 (0)
£100,000 - £150,000	0 (0)	1 (2)	1 (2)
£150,000 - £200,000	0 (0)	0 (1)	0 (1)
Total number exit packages by type	0 (0)	5 (7)	5 (7)
Total resource cost / £	0	£207,378	£207,378

Comparative data for the previous year is shown in brackets

Redundancy and other departure cost have been paid in accordance with the provisions of the Department of Education's Voluntary Severance Scheme, a statutory scheme made under the Superannuation Act 1972. Exit costs are accounted for in full in the year of departure. Where the department has agreed early retirements, the additional costs are met by the department and not by the NILGOSC pension scheme. Ill health retirement costs are met by the pension scheme and are not included in the table.

3. OTHER EXPENDITURES	2016/17	2015/16
	£	£
Professional and legal Services	971,953	950,292
Travel & Subsistence	57,093	54,851
Computer Support	57,036	73,035
Recruitment and Advertising	53,159	6,496
Printing and Stationery	49,360	36,276
Rent and Rates	47,827	52,588
Travel and Subsistence (Non Staff)	42,445	30,500
Below Threshold Equipment	37,924	17,648
Heating and Lighting	27,521	26,770
Assessors' Fees	23,226	22,050
Attendance Allowance	21,508	14,608
Postage	20,613	14,288
Telephones	18,271	21,307
Conferences, Room Hire & Training	17,757	21,432
Cleaning	16,736	19,596
Access NI	15,738	19,962
Miscellaneous Expenses	14,318	11,746
Hospitality	13,522	10,765
External Audit Fees	11,011	9,750
Repairs and Maintenance – Buildings/Grounds	10,282	16,802
Training (Non Staff)	9,014	5,189
Internal Audit Fees	8,100	8,100
Repairs and Maintenance of Equipment	7,865	8,012
Insurance	4,866	4,705
Library Services	1,820	1,981
Bank Fees	0	187
PPP Legal and Consultancy Fees	0	0
Loss (profit) Disposal of Assets	0	0
 Total	 <hr/> 1,558,965	 <hr/> 1,458,936
 <i>During the year CCMS purchased the following non-audit services from its auditors, the Northern Ireland Audit Office</i>	 1,261	 0
 National Fraud Initiative	 <hr/> 1,261	 <hr/> 0
 4. OTHER INCOME	 <u>2016/17</u>	 <u>2015/16</u>
	£	£
Bank Interest Receivable	0	62
Reimbursement of Employee's Salary Cost	0	0
	<hr/> 0	<hr/> 62

5. PROPERTY PLANT AND EQUIPMENT

	General and Others	Repro- graphics	Hardware and Software	Total
	£	£	£	£
<u>Cost</u>				
1 April 2016	198,226	72,693	270,671	541,590
Additions	0	0	0	0
Disposals	0	0	0	0
31 March 2017	198,226	72,693	270,671	541,590
<u>Accumulated Depreciation</u>				
1 April 2016	195,773	63,436	270,671	529,880
Charge for the year	1,498	2,394	0	3,892
Disposals	0	0	0	0
31 March 2017	197,271	65,830	270,671	533,772
Carrying amount at 31 March 2016	2,453	9,257	0	11,710
Carrying amount at 31 March 2017	955	6,853	0	7,818
<u>Cost</u>				
1 April 2015	198,226	72,693	270,671	541,590
Additions	0	0	0	0
Disposals	0	0	0	0
31 March 2016	198,226	72,693	270,671	541,590
<u>Accumulated Depreciation</u>				
1 April 2015	193,961	61,038	270,671	525,670
Charge for the year	1,812	2,398	0	4,210
Disposals	0	0	0	0
31 March 2016	195,773	63,436	270,671	529,880
Carrying amount at 31 March 2015	4,265	11,655	0	15,920
Carrying amount at 31 March 2016	2,453	9,257	0	11,710

6. INTANGIBLE NON CURRENT ASSETS

<u>Cost</u>	<u>Software Licences</u>
1 April 2016	£ 23,624
Additions	0
Disposals	0
31 March 2017	<u>23,624</u>

<u>Accumulated Amortisation</u>	
1st April 2016	23,624
Charge for Year	0
Disposals	0
31st March 2017	<u>23,624</u>

Carrying amount at 31 March 2016 0

Carrying amount at 31 March 2017 0

<u>Cost</u>	<u>Software Licences</u>
1 April 2015	£ 23,624
Additions	0
Disposals	0
31 March 2016	<u>23,624</u>

<u>Accumulated Amortisation</u>	
1st April 2015	23,624
Charge for Year	0
Disposals	0
31st March 2016	<u>23,624</u>

Carrying amount at 31 March 2015 0

Carrying amount at 31 March 2016 0

All Assets shown above at 31 March 2017 were owned by CCMS. There was no outstanding Finance in the form of loans or leases.

7. TRADE AND OTHER RECEIVABLES

	As at 31 March 2017	As at 31 March 2016
	£	£
Amounts falling due within one year		
Trade Receivables	36,595	35,054
Prepayments and accrued income	16,753	12,464
	53,348	47,518

Analysis of trade receivables and other current assets

Other Local Government Bodies	36,526	34,938
Local Authorities	471	174
NHS Trusts	0	0
Public Corporations and Trading Funds	0	0
Bodies External to Government	16,351	12,406
Total	53,348	47,518

There were no amounts falling due after more than one year

8. CASH AND CASH EQUIVALENTS

	2016/17	2015/16
	£	£
Balance at 1 April	103,662	18,261
Net change in cash and cash equivalent balances	72,858	85,401
Balance at 31 March	176,520	103,662

The following balances at 31 March were held at:

Commercial banks and cash in hand	176,520	103,662
Balance at 31 March	176,520	103,662

9. TRADE AND OTHER PAYABLES

	As at 31 March 2017	As at 31 March 2016
	£	£
Amounts falling due within one year		
Accruals and Deferred Income	172,915	84,005
Trade Payables	<u>255,920</u>	<u>295,430</u>
	428,835	379,435

Analysis of trade payables and other current assets

Other Local Government Bodies	220,807	224,296
Local Authorities	0	0
NHS Trusts	0	0
Public Corporations and Trading Funds	0	0
Bodies External to Government	208,028	155,139
Total	428,835	379,435

There were no amounts falling due after more than one year

10. PROVISIONS

	2016/17	2015/16
	£	£
Balance at 1 April 2015	0	12,067
Provided in the year	0	0
Provisions not required written back	0	0
Provisions utilised in the year	0	(12,067)
Cost of borrowing (Unwinding of discount)	0	0
Balance at 31 March 2017	<u>0</u>	<u>0</u>

Analysis of expected timing of discounted flows

	<u>2017</u>	<u>2016</u>
Not later than one year	0	0
Later than one year and not later than five years	0	0
Later than five years	0	0
Balance at 31 March	<u>0</u>	<u>0</u>

Provision 1 – For operational reasons, a decision was made during the financial year 2011/12 to vacate the lease on the Dromore Office. A provision has been made for the full cost of the remaining lease on the property; the lease was vacated in January 2016.

11. LOSSES AND SPECIAL PAYMENTS

CCMS has reviewed the current market position regarding the outstanding lease charge provided for under note 10 and conclude that this is a fruitless payment and should be regarded as a loss for the period.

12. RELATED PARTIES

The Council for Catholic Maintained Schools is a non-departmental public body sponsored by the Department of Education (DE). DE is regarded as a related party. During the year the Council has had a number of material transactions with DE.

There were no other related parties with whom CCMS dealt with during the year.

No member of Council, employee of CCMS or members of their immediate families have had any commercial dealings with CCMS during the Financial Year.

13. EVENTS AFTER THE REPORTING PERIOD

There were no material post balance sheet events.

14. CONTINGENT LIABILITIES

There are no contingent liabilities.

15. COMMITMENT UNDER LEASES

(a) Operating Leases

At 31 March 2017 there were no commitments under operating leases

(b) Finance Leases

At 31 March 2017 there were no finance leases.

16. FINANCIAL INSTRUMENTS

Financial Reporting Standard IFRS 7 requires disclosure of the role that financial instruments have had during the period in creating or changing the risks a body faces in undertaking its activities. As the cash requirements at CCMS are met through Grant-in-Aid provided by the Department of Education, financial instruments play a very limited role in creating and managing risk. The majority of financial instruments relate to contracts to buy non-financial items in line with CCMS' expected purchase and usage requirements. CCMS has no material deposits and all material assets and liabilities are denominated in sterling, CCMS is therefore exposed to little credit, liquidity or market risk.

17. DATE AUTHORISED FOR ISSUE

The Accounting Officer authorised these financial statements for issue on 29 June 2017.