

**Council for Catholic Maintained Schools  
Annual Report and Accounts  
For the year ended 31 March 2018**

*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*

**12 October 2018**

© CCMS Copyright 2018

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 Lisburn, Linen Hill House, 23 Linenhall Street, Lisburn, BT28 1FJ.

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 2018

<b>CONTENTS</b>	<b>Page</b>
<b>Overview</b>	
Chairperson's Foreword	1-2
Strategic Report	3-5
<b>Performance Analysis</b>	
Improving the Well-being of Children and Young People	6
Raising Standards for All	7-14
Closing the Performance Gap, Increasing Access and Equality	15
Developing the Education Workforce	16-17
Improving the Learning Environment	18-20
Transforming the Governance and Management of Education	21
<b>Accountability Report</b>	
Directors' Report	22-28
Statement of Accounting Officer's Responsibilities	29-30
Governance Statement for the year to 31 March 2018	31-48
Remuneration and Staff Report	49-55
Assembly Accountability Report	56
Certificate of the Comptroller and Auditor General	57-58
<b>Financial Statements</b>	
Statement of Comprehensive Net Expenditure	59
Statement of Financial Position	60
Statement of Cash Flows	61
Statement of Changes in Taxpayers' Equity	62
Notes to Financial Statements	63-79



## **CHAIRPERSON'S FOREWORD**

It has been a year of considerable change for CCMS, both in terms of key personnel and the further outworkings of reorganisation following on from previous reviews conducted by KPMG and the Business Consultancy Service (BSC) of the Department of Finance. And whilst change can often be challenging and difficult for many good reasons, change and transition also bring new opportunities, exciting new developments, different ways of working and fresh approaches to delivering the important functions and duties that CCMS is responsible for leading and delivering.

CCMS is not unlike other organisations in that it recognises the importance and strength of effective leadership. My predecessor, Bishop John McAreavey, stepped down as Council Chairman on 2 March 2018 after nineteen years at the helm of our organisation. I am indebted to Bishop McAreavey for his sound leadership and dedicated service to CCMS over that period and wish him a long and happy retirement.

Having been a member of Council since 2001, I am honoured and privileged to be the new Council Chairperson and look forward to working with Council, staff, schools and other stakeholders in raising standards and improving the educational outcomes for our children and young people. I would also like to thank Dame Geraldine Keegan for assuming the role of interim Chairperson before I was appointed.

There has also been significant change at Executive level in the organisation. Council was pleased to welcome Gerard Campbell to the role of Chief Executive. Gerard took up post in October 2017 following the retirement of Jim Clarke. Gerard has already settled well in the organisation and is building on the excellent legacy left behind by Jim. I want to thank Jim for his leadership and vision throughout a long and distinguished career in CCMS as well as having been a teacher and leader in Catholic maintained schools.

I am also pleased that a number of other new staff have joined CCMS over the past twelve months across a range of disciplines. Each new staff member will play an important role in supporting CCMS in providing leadership within the Catholic maintained sector.

I am pleased that the vast majority of the targets within the 2017/18 Business Plan have been successfully delivered throughout a period of considerable change. I do recognise 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 reorganisation of the schools' estate to reflect demographic changes within areas. This often places teachers and governors in the difficult position of trying to preserve schools with a long history of service to the community whilst balancing 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 Development Proposals take into account the fullest range of services and educational objectives.

The Catholic maintained sector continues its drive to improve outcomes for our children and young people despite the uncertainty over funding, ongoing teacher union action and political instability. The progress we are making 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.

A handwritten signature in cursive script, appearing to read "Donal McKeown".

**Bishop Donal McKeown**  
**Chairperson**  
**21 June 2018**

## STRATEGIC REPORT

Established under the auspices of the Education Reform (Northern Ireland) Order 1989, the Council for Catholic Maintained Schools' (CCMS) primary purpose is the provision of an upper tier of management for the Catholic maintained sector with the primary objective of raising standards in Catholic maintained schools. CCMS is a non-departmental Public Body (NDPB) sponsored by the Department of Education.

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 Orders have conferred additional responsibilities on the Council.

This Annual Report for the Council covers the year from 1 April 2017 to 31 March 2018.

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 has received confirmation of its Resource Allocation for 2018/19 (does not include earmarked funding which is confirmed under a separate allocation) and is awaiting approval from the Department on its 2018/19 Financial Plan.

CCMS is progressing the outworkings of the previous KPMG report and organisational reviews and is pleased to confirm that significant progress is being made to fully embedding an organisational structure based around a multi-disciplinary approach in a single office location in Lisburn. Council, staff and other stakeholders have been very supportive of this journey and CCMS believes that this strategic reorganisation will align resources more directly to support the delivery of our statutory functions. That being the case, CCMS still continues to operate within a

challenging environment where resources are stretched and service delivery continues to be assessed against statutory obligations and business priorities.

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 the report within transforming the governance and management of education.

The Council for Catholic Maintained Schools' Business Plan 2017/18 was based on six 'Education Priorities' set by the Department of Education. 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 six 'Education Priorities' of:

- Improving the Wellbeing of Children and Young People
- Raising Standards for All
- Closing the Performance Gap, Increasing Access and Equality
- Developing the Education Workforce
- Improving the Learning Environment
- Delivering High Quality Education Services

The Council has continued its strategic 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 49 targets in the 2017/18 Business Plan 42 were fully or substantially achieved. Five targets were likely to be achieved with some delay. These related to ensuring that all Catholic maintained post-primary schools complied with statutory requirements for the Entitlement Framework; ensuring that Extended Schools activities in Catholic maintained schools are sufficiently structured and appropriately targeted to focus on raising standards; engaging with the Education Authority regarding the provision of occupational health referrals; further examining the flexible deployment of teachers across the Catholic maintained sector; and developing a policy to reduce the number of teaching Principals within the Catholic maintained sector.

Only two targets were not achieved. CCMS recognises the importance of addressing educational underachievement in the Catholic maintained sector and continues to work closely in collaboration with school Principals, Boards of Governors and the Education Authority to deliver improvements at GCSE level particularly in relation to attainment of pupils entitled to Free School Meals and Looked After Children. Unfortunately, the gap in attainment between those pupils entitled to Free School Meals and those not entitled has increased slightly by 1%. In addition at the time of writing, the corresponding data for Looked After Children is not yet available.

CCMS continues to work on strategies that will eventually reduce the level of teacher sickness absence in the Catholic maintained sector. Considerable work has taken place in this area and CCMS will continue to strive to reduce the level of overall teacher sickness absence within the 2018/19 year.



CCMS has again ended the financial year within budget. There was a nominal underspend on the overall budget allocation of 0.04 percent, equivalent to £1k.

## Employment Policies

CCMS is an Equal Opportunities Employer and seeks to employ staff on merit while reflecting the denominational make-up of the community. Opportunities to recruit staff as a consequence of the rebalancing of the workforce have allowed CCMS to engage in recruitment through open competition. CCMS is seeking to develop 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 2018 was:

	<b>CCMS Staff</b>
Protestant males	1
Protestant females	11
Roman Catholic males	9
Roman Catholic females	31
Unknown males	0
Unknown females	9
<b>Total</b>	<b>61</b>

## 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 a 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.



**Gerard Campbell**  
**Accounting Officer**

## **IMPROVING THE WELL-BEING OF CHILDREN AND YOUNG PEOPLE**

CCMS has met the targets set down under this priority during the 2017/18 year. In September 2017, a number of Education Advisers were appointed on a full-time basis, with an emphasis on working collaboratively with schools, the Department, the Education Authority and other stakeholders to shape educational policies with a view to improving the well-being of children and young people as outlined within the Children's Services Co-Operation Act 2015 (CSCA). The Education Advisers have put a strong emphasis on managing pupil pastoral issues alongside inclusion and diversity as part of their work with schools.

CCMS continue to support schools in evaluating their arrangements for safeguarding and Education Advisers have presented proposals regarding how the education sector can continue to support the emotional health and well-being of LGBT young people.

All CCMS schools have complied with the Education and Training Inspectorate (ETI) in producing the Safeguarding proformas verified by Governors – despite schools adhering to industrial action (action short of strike) over the period.

CCMS continues to support schools in the development and implementation of effective inclusion policies – a large number of Catholic maintained schools promote inclusion through their policies and procedures which reflect 'Catholic Education, the Vision' at the centre of their work.

## 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 ongoing and will extend from one business year to the next. However, the overall assessment is that Catholic maintained schools continue to improve in Year 12 Pupils achieving 5+ GCSE grades A\*-C including English and Maths and have significantly better educational outcomes than schools in other comparable sectors in Northern Ireland. Of particular interest is the improvement over the past few years 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 2017/18 and schools have sustained their above NI average performance in this measure. 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, 2016/17.

		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	72.7
	2016/17	68.8	78.7	74.4

### Year 12 pupils achieving 5+ GCSEs grades A\*-C including English & Maths 2012/13, 2013/14, 2014/15, 2015/16, 2016/17

		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
	2016/17	44.1	55.4	49.9

**Year 12 pupils entitled to FSM achieving 5+ GCSEs grades A\*-C (including equivalents), 2012/13, 2013/14, 2014/15, 2015/16, 2016/17**

		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	64.0
	2016/17	57.8	71.3	66.1

**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, 2016/17**

		Controlled non-grammar schools	Catholic maintained schools	All non-grammar schools
% of pupils achieving A-level 3+ A-levels grades A*-C (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
	2016/17	48.4	57.5	55

**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, 2016/17**

		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
	2016/17	97.1	96.7	97

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. Our team of Education Advisers and Senior Education Advisers works 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 11 schools in the Formal Intervention Process. During the period, nine of these schools (all

primary) had their follow-up inspections. All of them demonstrated improvement with five having moved up by one grade and the other four moving up two grades. The five schools who improved by one grade remain in the Formal Intervention Process and two of the four schools who improved by two grades have been informed at this point in time that they have exited the process.

It is important to note that inspection activity has been impacted greatly since January 2017, by the industrial action being taken by the members of four of the five main trade unions representing teachers in Northern Ireland.

### Number of Inspections by Type – 1 April 2017 to 31 March 2018

Inspection Type	Number of Inspections
Nursery (Pre-school)	2
Primary (two days)	14
Primary (three days)	10
Primary (four days)	19
Primary Follow Up	13
Primary Monitoring	2
Primary Sustaining Improvement	57
Post Primary	7
Post Primary Sustaining Improvement	10
Post Primary Monitoring	2
Special Inspection	1
District Inspector Visit	1
<b>Total</b>	<b>138</b>

### Inspection Outcomes 1 April 2017 to 31 March 2018

	Conclusion 1	Conclusion 2	Conclusion 3	Conclusion 4	Ungraded (due to strike action)
<b>Nursery School (Pre-school)</b>	2	0	0	0	0
<b>Nursery Unit *</b>	0	2	1	0	0
<b>Primary (two days)</b>	2	2		0	10
<b>Primary (three days)</b>	0	0	0	0	9
<b>Primary (four days)</b>	0	0	0	0	18
<b>Primary Follow Up</b>	0	5	5	0	3
<b>Post Primary</b>	0	0	0	0	5
<b>Post Primary Follow Up</b>	0	0	0	0	1
<b>TOTAL</b>	<b>4</b>	<b>9</b>	<b>6</b>	<b>0</b>	<b>46</b>

### 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.

- 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 1 April 2017 to 31 March 2018

	Conclusion 1	Conclusion 2	Conclusion 3	Ungraded (due to strike action)
Primary	0	0	0	2
Post Primary	0	0	0	2
<b>TOTAL</b>	0	0	0	<b>4</b>

#### Conclusions

- The school/organisation is identifying and bringing about the necessary improvements in the quality of education. This will be reflected in future inspection arrangements.
- 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.
- 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 1 April 2017 to 31 March 2018

	Conclusion 1	Conclusion 2	Conclusion 3	Conclusion 4	UNGRADED (due to strike action)
Primary	6	0	3	0	44
Post Primary	1	0	0	0	8
<b>TOTAL</b>	<b>7</b>	0	<b>3</b>	0	<b>52</b>

#### Conclusions

- 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.
- The school has not demonstrated sufficiently the capacity for sustained improvement; this will be reflected in the future arrangements for inspection of the school.
- 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.
- 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 a 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 Advisers 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. CCMS is also aware that although the performance of boys is 9% above that of boys in controlled non-selective schools and 4% above that for boys in all non-selective schools, the gaps between the performance of boys and girls in CCMS schools has only narrowed slightly and currently stands at 11.5%. The Education Advisers will work with schools in exploring strategies to improve further the outcomes for boys.

## **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 that have not yet reached full compliance with the Entitlement Framework, the focus of the work of our Education Advisers continues to include discussions with principals about how they may work towards full compliance. Our aim remains that every child should have access to the full range of appropriate courses, irrespective of which post-primary school they attend.

In January 2016, the Minister for Education announced changes to the Entitlement Framework. From September 2017, the number of qualifying courses that schools had to provide access to was reduced to 21 at both KS4 and post-16.

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 shows the level of compliance by schools within the Catholic maintained sector, to the Entitlement Framework targets of 21 courses at both KS4 and post-16. The information is provided in the following tables.

<b>SUMMARY OF ANALYSIS for 2017-18 (last year in brackets)</b>	<b>No. of Schools</b>	<b>% of Schools</b>
<b>Total Schools Included in Analysis 17-18</b> Only Maintained and Other Maintained Included	61 (63)	<b>100%</b>
<b>Total Schools FULLY Compliant 17-18</b> Includes schools with no 6th form provision.	50 (38)	<b>82% (60)</b>
<b>Schools KS4 Compliant 17-18</b> Includes schools with no 6th form provision.	57 (50)	<b>93% (79)</b>
<b>Schools Post-16 Compliant 16-17</b> <b>Excludes</b> 12 schools with no 6th form provision.	40 (33)	<b>82% (65)</b>

<b>SUMMARY OF REASONS for non-compliance for 2017-18 (last year in brackets)</b>	<b>No. of Schools</b>	<b>% of Schools</b>
<b>KS4 insufficient course count</b>	<b>4 (12)</b>	<b>7% (19)</b>
KS4 Insufficient Applied Courses	0 (1)	0 (2)
KS4 Insufficient General Courses	1 (5)	2% (8)
<b>Post-16 Insufficient Course Count</b>	<b>7 (17)</b>	<b>14% (33)</b>
Post-16 Insufficient Applied Courses	1 (3)	2% (6)
Post-16 Insufficient General Courses	6 (11)	12% (22)

The information shows that the number of schools who are fully compliant has increased from 60% to 82% of all schools. Although almost all schools are fully compliant at KS4; nine schools remain non-compliant at post-16 with six of those school not offering a sufficient number of general courses. The reasons for continued non-compliance include;

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

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

CCMS will be emphasising that the 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 complies with the number and type of courses set out in the Entitlement Framework and which are economically relevant and which meet 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 and continues 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 implementation of Area Planning.

## DEVELOPING THE EDUCATION WORKFORCE

There were 14 specific targets on this theme. Ten were either fully achieved or substantially achieved. Three are likely to be achieved with some delay and one was not achieved.

Target 4.3 (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 five days per annum. 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 where absence rates have been consistently high and on the small group of teachers who exhibit consistently high absence patterns. CCMS staff continue to raise the importance of this issue with school management at every opportunity. Over the course of the year a dedicated officer was tasked with coordinating CCMS policy and response on the matter. Better and timelier information systems are in place and the officer team has conducted a thorough review of its own intervention strategies and processes. Throughout the year CCMS dedicated substantial resources to support schools in the management and promotion of teacher attendance and participated fully in the DE led statistic review group. This new and more determined approach is still in its infancy and it may take a period of time over which to embed the cultural change that will be necessary to effect improvement.

The number of ill-health retirement cases (23) continues to be a concern. Again this year a significant number (16) 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 three children who attended Catholic maintained schools and three members of teaching staff employed in our schools. Support was provided by 'Inspire Workplaces' and by the Critical Incident/Pupil Support Teams from the Education Authority and we are very grateful to both organisations for the professional and sensitive support provided..

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 2017/18

#### OVERALL APPOINTMENTS

	Principal	Vice Principal	Teacher	Total
<b>TOTAL</b>	<b>49</b>	<b>37</b>	<b>354</b>	<b>440</b>

#### PRINCIPAL/VICE PRINCIPAL/TEACHER APPOINTMENTS

Appointments	Primary	Post Primary	Total
Principal	46	3	<b>49</b>
Vice Principal	24	13	<b>37</b>
Teacher	229	125	<b>354</b>
<b>Total</b>	<b>299</b>	<b>141</b>	<b>440</b>

## REDUNDANCY FIGURES IN CATHOLIC MAINTAINED SECTOR 2017/18

The table below illustrates the figures for each diocese.

Diocese	Voluntary	Transfer	Total Redundancies
Armagh	8	5	13
Clogher	5	2	7
Down & Connor	23	6	29
Dromore	8	0	8
Derry	11	1	12
<b>Total</b>	<b>55</b>	<b>14</b>	<b>69</b>

## TEACHERS RECRUITMENT AND SELECTION APPEALS

Total No. Received	1
Upheld	1
Not Upheld	0
Withdrawn	0

## SCHOOL LEGAL CASES

### Tribunal Cases

Case Type	Lodged	Status
Disability Discrimination	April 17	Withdrawn March 18
Age/Sex Discrimination	June 17	Withdrawn November 17
Disability Discrimination	June 17	Ongoing
Trade Union Detriment	August 17	Case dismissed following Pre Hearing Review October 2017
Religious Discrimination	August 17	Case withdrawn October 17
Sex Discrimination	August 17	Claim withdrawn October 17
Unfair Dismissal	August 17	Claim withdrawn October 17
Sex/Religious Discrimination	August 17	Ongoing
Age/Sex Discrimination	3 <sup>rd</sup> claim in ongoing case – December 17	Ongoing – listed for Tribunal September 2018

### Judicial Reviews

11 Applications for Leave to apply for Judicial Review	9 closed to date
1 SENDIST (Special Educational Needs and Disability Tribunal)	Withdrawn December 17

## 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 delivering the Department's Sustainable Schools Policy (2009) and in so doing increasing access to the curriculum. Emphasis in the 2017/18 period reflected the Ministerial priorities outlined by the former Education Minister, Peter Weir, in respect of small schools and post-16 provision with less than 100 pupils. CCMS also continued to discharge its statutory duties in respect of Irish Medium, integrated education and Shared Education; through area planning as well as providing support to approved shared education campus schemes.

However, while progress continues to be made, the pace of change is significantly impacted by limited resources. Moreover, the need to align capital funding with transformation of provision remains a challenge both at the consultation and delivery stages. CCMS and the Department are working proactively 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.

Ministerial approval was given for the following development proposals:

- The establishment of a new, co-educational post primary school in west Belfast (and accompanying closure of St Roses' Dominican College, Corpus Christi College and Christian Brothers' School) and the expansion of St Louise's College and move to co-educational provision
- An increase in admissions and enrolment St Ita's Primary School, Belfast and also at St Brigid's Primary School, Tirkane to accommodate growth in the Irish Medium Unit
- The closure of St Columban's High School, Kilkeel (and associated expansion of St Louis Grammar, Kilkeel)
- The closure of Anamar Primary School and associated growth of St Patrick's Primary School, Crossmaglen and Clonalig Primary School
- The closure of St Matthews's Primary School, Garvaghey, St Brigid's Primary School, Augher and Magheralough Primary School.
- The establishment of LSC and ASC provision at Lismore Comprehensive

Ministerial approval was not given for the following development proposal:

1. A change to delivery in Irish Medium at St MacNissius' Primary School, Tannaghmore

Development proposals were published in relation to:

2. The amalgamation of Altishane Primary School, St Joseph's Primary School, Loughash Primary School and St Patrick's Primary School, Dunamanagh
3. An increase in enrolment and admissions to St Joseph's College, Belfast
4. The closure of St Mary's High School, Brollagh (subsequently withdrawn)

Pre-publication consultation has taken place in respect of the following proposals:

- Decrease in enrolment & admission figures Holy Child PS, Belfast, Holy Family PS, Magherafelt and Holy Trinity PS, Enniskillen
- Establishment of LSC and ASC provision St Mark's High School, Warrenpoint
- The establishment of a new, co-educational voluntary grammar school in Downpatrick through the amalgamation of St Columba's College, Portaferry; St Mary's High School,

Downpatrick; De La Salle High School, Downpatrick and St Patrick's Grammar School, Downpatrick

## **Major Works**

CCMS continued to provide support to Trustees and schools on 16 major capital projects; namely:

- St Mary's Primary School, Banbridge
- St Bronagh's Primary School, Rostrevor
- Holy Evangelist's Primary School, Twinbrook
- St Patrick's Primary School, Belfast
- Lismore Comprehensive, Lurgan
- St Joseph's High School, Crossmaglen
- Our Lady of Fatima Primary School, Co. Derry
- Mary Queen of Peace School, Glenravel
- St Josephs' & St James' Primary School, Poyntzpass
- St Killian's College, Carnlough
- St Vincent de Paul Primary School, Belfast
- St Columban's Primary School, Lower Mourne
- St Peter's Primary School, Dungannon
- St Malachy's Primary School, Armagh
- Edendork Primary School, Dungannon
- Holy Trinity College, Cookstown

Both St Mary's Primary School and St Bronagh's Primary school opened within this financial period. Other capital projects are at varying stages of design or procurement.

In 2017/18 CCMS has continued to rely heavily upon Associate support, but has also developed a positive role with the EA who provide the Project Sponsor role on a number of schemes. CCMS has also engaged with the Department in its review of governance for major capital projects following which it has been agreed that the primary role of CCMS in major capital scheme should be in supporting the Trustees in their role as SRO.

## **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 3<sup>rd</sup> SEC call. A total of 5 SEC schemes involving CCMS schools are underway.

1. Ballycastle
2. Limavady
3. Moy
4. Duneane/Moneynick
5. Brookeborough

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. CCMS notes with disappointment the recent announcement of further delay to the procurement of the main works contract.

## **School Enhancement Programme**

CCMS notes that there has been no announcement by the Department regarding the outcome of over 40 applications to the call in February 2017 for applications to the School Enhancement Programme.

In respect of 9 SEP schemes awarded in previous rounds, with a total value of over £13million, a total of 6 have been completed with the remaining schemes on site or at procurement stage.

## **Minor Works**

A call for applications to minor works was announced by the Department in October 2017. CCMS assisted the Department in the development of the new process and assisted in the scheme's promotion. Over 2,100 applications were received from Catholic Maintained schools and commentary on initial prioritisation was provided by CCMS.

## **Health & Safety**

CCMS has developed and issued guidance to Boards of Governors and principals regarding the management of health and safety. Circular 2016/22 - Health & Safety was issued to all schools in 28 October 2016, a further reminder in November 2016 and subsequently in May 2017 schools were asked to complete an online compliance audit.

A total of 83.5% of schools have completed the online Health & Safety Audit. Work continues with those schools that have not responded or indicated non-compliance.

## **Enrolment Variations**

Council completed its audit of schools following CCMS guidance on enrolment criteria in April 2017 and continues to work with schools to ensure enrolment criteria are aligned with need and area planning outcomes. The Council has also continued to provide advice and guidance to primary and post-primary schools in the setting and application of admissions criteria; as well as commenting on applications for temporary variations relating to Catholic maintained schools.



## 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 both the Department and Education Authority 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. The performance achieved during the year is noted in the table below:

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



---

**Gerard Campbell**  
**Accounting Officer**

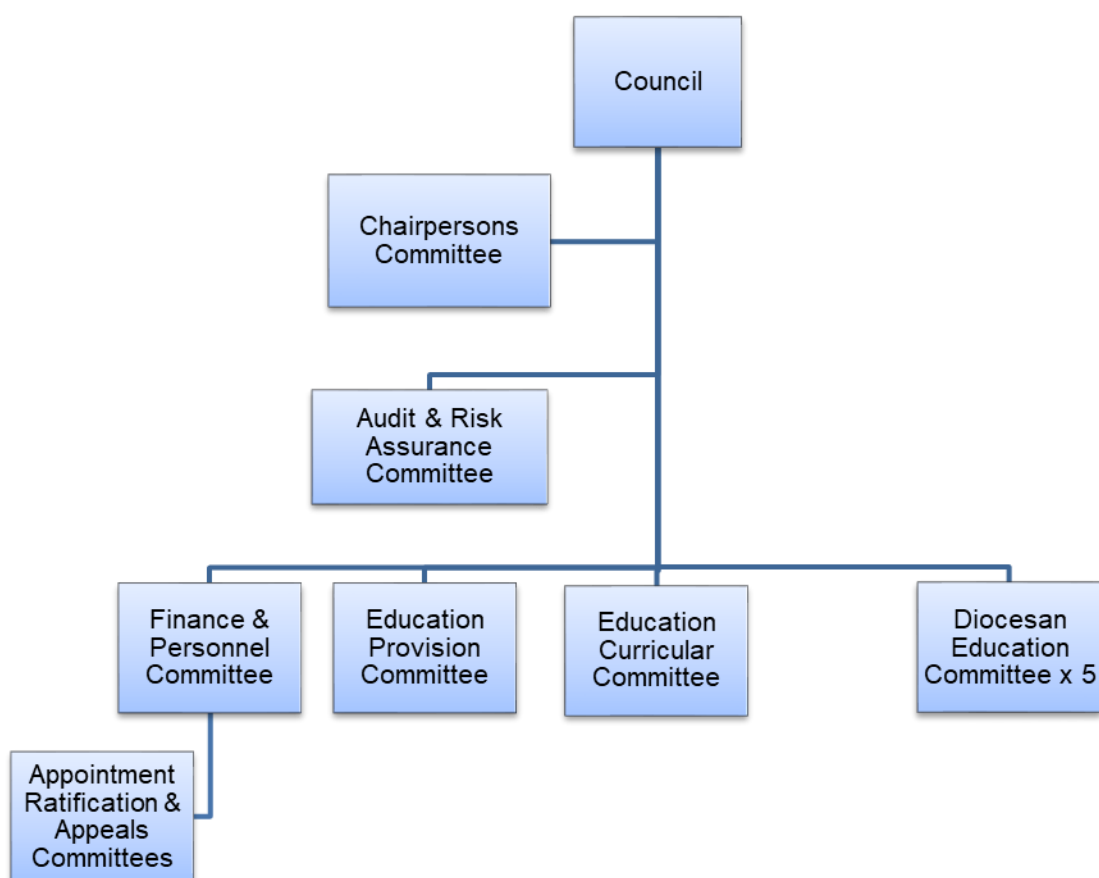
21 June 2018

---

**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 2018 there was a complement of 33 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 – resigned March 2018 (*Chair of Council*) (*retired March 2018*)

Dame Geraldine Keegan, Retired Principal of St Mary's College, Derry – Interim Chair March-April 2018 (*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, Bishop of Derry (*Chair of Council April 2018*)

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

Mr Tony McCusker, Retired Head of Division, DARD

Mr Martin Donnelly, Retired CCMS Officer (*Chair Audit and Risk Assurance Committee*)

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

Mr Matt Trolan, Retired Principal of St Mary's Primary, Draperstown (*resigned 2017/18*)

Mr Pat McCartan, Chair of IFRP, NIA

Professor Peter Finn, Principal St Mary's University College

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

Mrs Ann Scott, Retired Principal of St Patrick's College, Maghera (*appointed 2017/18*)

## **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 (*appointed member of ARAC Dec 17*)

Mr Hugh Cox, former Union Administrator

Mr John-Joe McAlinden, former Banker (*appointed member of ARAC Dec 17*)

Mrs Mary Woods, self-employed Consultant (*resigned March 2018*)

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

## **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 programme 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 remain with the Council itself.

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

### **Chairpersons Committee**

The Chairpersons Committee comprises the Chair and Vice-Chair of Council along with the Chairs of each of the Council's sub-committees. It has an overarching role in setting the agenda for all Council business as well as examining and reviewing the performance of the Chief Executive - this includes performance against objectives and targets and reviewing and recommending remuneration for the Chief Executive to Council (in accordance with guidance as laid down by the Department of Education).

### **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 Provision Committee (EPC)**

The Education Provision 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.

## **EXECUTIVE ORGANISATION**

### **CHIEF EXECUTIVE**

Mr Gerard Campbell is the Chief Executive and Accounting Officer for CCMS.

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:

- Education standards;
- School estate planning and development, Area Planning and delivery; and
- Human resources, finance and governance.

### **ARRANGEMENTS FOR THE EVALUATION OF SLT'S PERFORMANCE**

The members of the SLT are subject to an annual Performance Related Pay Scheme.

### **OFFICE BASES**

There was a significant relocation process undertaken during the year with funding assistance from the Department. CCMS now has two office bases. The Headquarters was relocated from Holywood to Lisburn and the Dungannon and Derry offices were relocated to Omagh. Services for the Diocese of Down and Connor, and Dromore are delivered from the headquarters offices in Lisburn and services for Derry, and Clogher and Armagh are delivered from the Omagh office. CCMS is currently progressing further organisational restructuring leading towards a single office base in Lisburn by September 2018.

### **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 Strategy and Corporate 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 & Risk Assurance Committee via a Corporate Risk Register.

The Corporate Risk Register 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 the Senior Leadership Team. The CCMS risk strategy was recently updated in 2017.

## **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 2017/18 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

	2017/18	2016/17	2015/16	2014/15	2013/14
Total working days	14,713	13,705	13,162	13,832	12,532
Number of days absence due to illness	336	542	383	581	539
Average number of days absence per employee	5.8	9.2	6.6	9.8	10.7
Percentage of working days lost due to illness	2.28%	3.95%	2.91%	4.2%	4.3%



---

**Gerard Campbell**  
**Accounting Officer**

21 June 2018

---

**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.

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 2018**

### **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 Education Reform (Northern Ireland) Order 1989 with the primary objectives of raising standards, employing teachers and ensuring effective human resource policies and improving the schools' estate in the Catholic maintained Sector. CCMS has a responsibility for almost five hundred nursery, primary and post-primary schools with 6,481 teachers providing for approximately 122,065 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. Along with senior staff, we meet the Permanent Secretary and senior Departmental officials on a quarterly basis to discuss progress, performance and key risks to CCMS. 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 is identified and, where appropriate, actioned. The risks are identified and discussed at regular risk group meetings. The CCMS Corporate Risk Register is updated through a risk assessment process leading to the identification and management of risks (including deleting risks where applicable). The strategic risks identified are reported to the Audit and Risk Assurance Committee as a standing agenda item at its meetings. It is accepted that there may be some risks which are outside the Council's direct control.

## The Council Structure

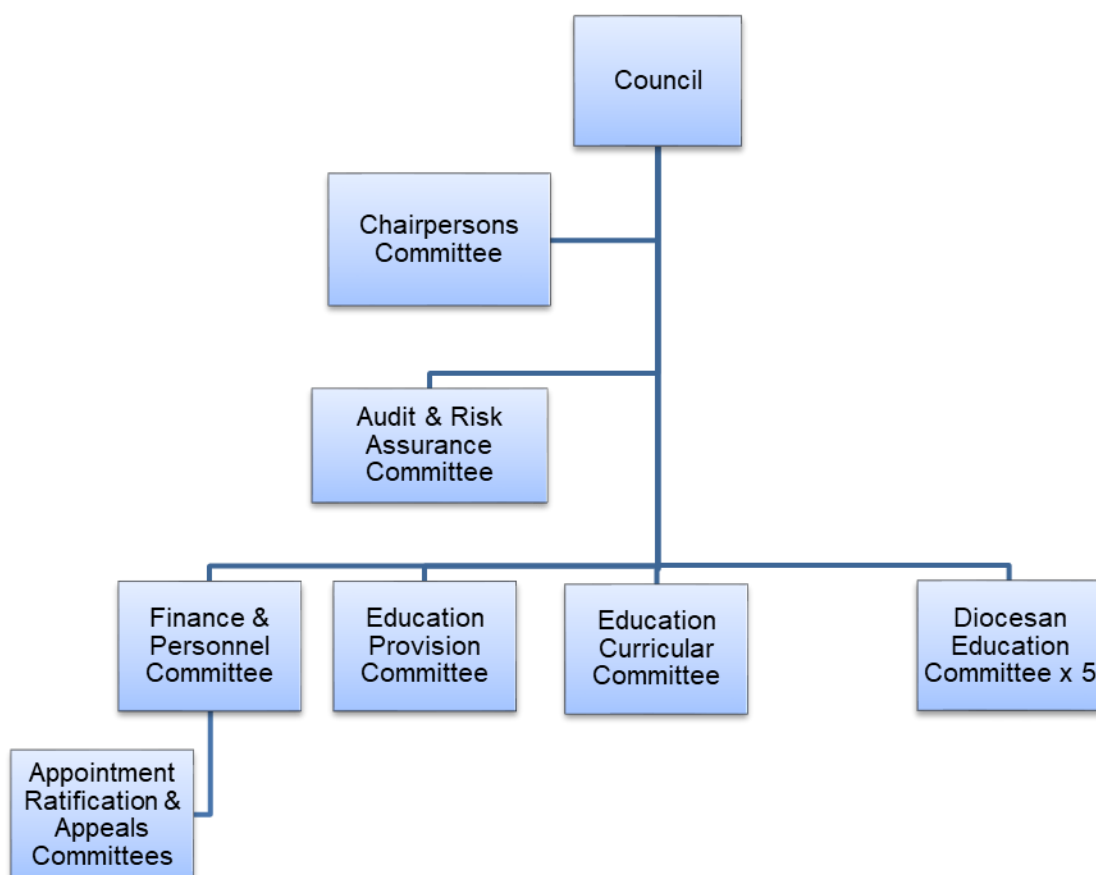


Fig 1: Current Council and Committee Structures

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 the last year four Council Members resigned/retired and the Chair of Council stepped down in March 2018. The Bishop of Derry, Most Rev Donal McKeown DD, has taken on the position of Council Chair with effect from 11 April 2018. The Council currently has a membership of thirty three members (including two members co-opted after retirement). There is one member co-opted without voting rights to the Finance & Personnel Committee representing the interests of the Diocesan Education Committees.

Members of Council formulate, in consultation with the Senior Leadership Team, 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, support school leadership, improve standards and advocate for the Catholic maintained schools sector. The Council strives to support the vision and character of Catholic education in Catholic maintained schools.

Council members lead the drive to continuously 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, with the support of Trustees in 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 2017/18.

		Council Attendance 2017/18	Sub-Committee Attendance (N.B. Total possible attendance is shown in brackets)				
			Executive	Audit & Risk	Finance & Personnel	Education Provision	Education Curricular
Mr Stephen Austin		0 (4)			2 (6)		
Mrs Pat Carville		4 (4)	3 (4)				5 (5)
Ms Clare Caulfield		0 (0)					0 (4)
Ms Patricia Corrigan		3 (4)					3 (5)
Mr Hugh Cox		4 (4)			3 (6)		
Rev Kevin Donaghy		3 (4)				4 (6)	
Mr Martin Donnelly		3 (4)	3 (4)	6 (7)			
Very Rev S Emerson Adm VF		2 (4)	2 (4)			5 (6)	
Prof Peter Finn		2 (4)			4 (6)		
Rev Gerard Fox		3 (4)				6 (6)	
Dame Geraldine Keegan		4 (4)	4 (4)		6 (6)		
Mr John Keenan	1	0 (4)					
Most Rev Eamon Martin DD		1 (4)					
Rev A Mullan		0 (4)				5 (6)	
Mr John Joe McAlinden		4 (4)		3 (3)			3 (5)
Most Rev John McAreavey DD	2	4 (4)	4 (4)				
Mrs Janice McCamley		3 (4)		7 (7)			3 (4)
Mr Brian McCargo	3				5 (6)		
Mr Pat McCartan		4 (4)			5 (6)		
Ms Ann McCorry		2 (4)		4 (7)			
Mr Tony McCusker		3 (4)	1 (1)		4 (6)		
Most Rev Donal McKeown DD		3 (4)					0 (4)
Ms Aurla McLoughlin		1 (4)			2 (6)		
Mrs Maxine Murphy-Higgins		3 (4)		2 (3)		2 (6)	
Mrs Donna O'Connor		2 (4)					4 (5)
Ms Petronilla O'Connor		2 (4)					2 (5)
Mr Thomas Gerard O'Hanlon		0 (4)		0 (7)			
Ms Catherine O'Neill	3			4 (4)			1 (3)
Rt Rev Peter O'Reilly PP VG		1 (4)				4 (6)	
Mr Anthony Rasdale		3 (4)		4 (7)			
Ms Paula Sheils		3 (4)		6 (7)			
Ms Clare Sloan		1 (4)				1 (6)	
Mr Stanley Smith		2 (4)	3 (4)		5 (6)		
Mr Matt Trolan		0 (4)					0 (5)
Mrs Mary Woods	1	0 (4)			0 (6)		
Sr Eithne Woulfe		3 (4)				5 (6)	

- 1 Resignation  
2 Chair stepped down in March 2018  
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 four occasions. In line with best practice, the Council completed an external review of the effectiveness of its constitution and membership in this financial year.

There are thirty three 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 57.58% attendance rate for all Council meetings.

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

- Considered the impact on schools of the ongoing Industrial Action in relation to Teachers' Pay, workload and accountability;
- Engaged the Business Consultancy Service (BCS) of the Department of Finance to conduct a Board Effectiveness Review ;
- Considered the structures and accommodation issues flowing from the restructuring of CCMS;
- Accepted reports from officers in relation to the challenges presented in the effective management of schools' finances;
- Contributed to the development of a draft Protocol for the Oversight and Management of the Interface and Relationships between CCMS and CSTS (Catholic Schools Trustee Service);
- Monitored the development of the approved Business Plan 2017/18;
- Appointed a new Chief Executive;
- Approved a new corporate Risk Management Strategy;
- Considered the outcomes of any Inspection process for maintained schools; and
- Approved the Area Planning Action Plan 2018/19.

### **The Chairpersons Committee**

The Chairpersons Committee comprises the Chair and Vice-Chair of Council along with the Chairs of each of the Council's sub-committees. It has an overarching view in setting the agenda for all Council business. It also considers the Chief Executive's remuneration including the setting of performance objectives for approval by Council.

In the current financial year this committee met on four occasions. There was an 83.33% attendance rate for all its 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 Council, Executive, other Committees and the Chief Executive Officer.

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

- Corporate 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 Annual Accounts for the period ended 31 March 2017;
- Scrutinised and approved the Internal Audit Report 2017/18;
- Considered and monitored delivery of the Business Plan for 2017/18;
- Approved the internal audit programme for 2017/18;
- Reviewed the draft NIAO Audit Strategy for 2017/18;
- Reviewed the Council's Complaints Procedure;
- Endorsed the findings of the Board Effectiveness Review conducted by the Department of Finance's Business Consultancy Service;
- Monitored implementation of the Action Plan in respect of De La Salle College;
- Monitored the effectiveness of CCMS's Office Relocation;
- Considered the implications of a Special Payment to an ex-member of staff;
- Monitored the pursuit of a civil case for the Recovery of Assets from an ex-employee;
- Approved a Policy for Officers to Occasionally Work from Home; and
- Received training regarding the General Data Protection Regulation (GDPR) due to come into effect on 25 May 2018.

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

Mr M Donnelly (Chair)  
Mr A Rasdale (Vice-Chair)  
Ms P Sheils  
Mr T O'Hanlon  
Mrs A McCorry  
Mrs J McCamley



Mrs C O'Neill (Co-opted member whose term of office came to an end on 30 November 2017)  
Ms M Murphy-Higgins (took office in January 2018)  
Mr JJ McAlinden (took office in January 2018).

There was a 69.23% attendance rate for all ARAC meetings.

### **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:

- The Council's Management Statement and Financial Memorandum;
- Approval for the Annual Accounts 2016/17;
- Approving the CCMS Business Plan 2017/18;
- Financial and performance management, reviewing the operational budget plan for 2017/18 presented to the Department and approving a response 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 2017/18;
- Oversight of the new draft Scheme for the Appointment of Principals and Vice Principals including a competency framework for School Leaders Development;
- Oversight of the development and implementation of strategies to promote attendance at work including the introduction of workshops;
- Scrutinising HR Management including issues arising from industrial relations;
- Monitoring the implementation of the Organisation Review;
- Liaising with the Department regarding the recruitment process for a new CEO;
- Contributing to the development of a new Protocol for the Oversight and Management of the Interface and Relationships between CCMS and the CSTS; and
- Providing assurance on the management by Boards of Governors of LMS particularly by schools deemed to be at risk.

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

Mr S Smith (Chair)  
Mr T McCusker (Vice-Chair)  
Mr S Austin  
Mr H Cox  
Prof P Finn  
Dame G Keegan  
Mr P McCartan  
Mrs A McLoughlin  
Mrs M Woods  
Mr B McCargo (co-opted from the Down and Connor Diocesan Education Committee).

There was a 60.00% 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 Catholic maintained schools.

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

- Inspection matters; and
- De La Salle College, Belfast

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

- Monitoring the implementation of the Organisational Review;
- Contributing to the development of a new Protocol for the Oversight and Management of the Interface and Relationships between CCMS and the CSTS;
- Reviewing Community Plans;
- Approving the CCMS Business Plan 2017/18;
- Preview of Pre-School Provision;
- Review of Underachievement within CCMS schools; and
- Review of Education Directorate Action Plan 2017/18.

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

Mrs P Carville (Chair)

Mrs C O'Neill (Vice Chair) (Co-opted member whose term of office came to an end on 30 November 2017)

Mrs C Caulfield

Mrs P Corrigan

Mr J J McAlinden

Mrs J McCamley

Ms A McLoughlin

Mrs D O'Connor

Ms P O'Connor

Mr M Trolan.

There was a 56.76% attendance rate for all ECC meetings.

## **The Education Provision Committee (EPC)**

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

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

- Various requests regarding Admission and Enrolment Numbers;

- Various Development Proposals;
- Regional Area Plan 'Providing Pathways: 2017-20' and 2017-2018 Action Plan;
- Contributing to the development of a new Protocol for the Oversight and Management of the Interface and Relationships between CCMS and the CSTS;
- School Enhancement Programme;
- Consideration to changes to Minor Works Application Process;
- Evaluation of the education estate;
- The Health and Safety Compliance Audit;
- Consideration of the Strule Shared Education Campus revised completion date; and
- The Major Capital Programme.

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

Very Rev S Emerson PP VF (Chair)

Rev A Mullan PP (Vice Chair)

Rev G Fox

Rev K Donaghy

Rt Rev Mgr P O'Reilly PP VG

Sr E Woulfe

Mrs C Sloan

Mrs M Murphy-Higgins.

There was an 80.00% attendance rate for all EPC meetings. During 2017/18 the work of this committee oversaw ministerial approval of Development Proposals for over ten schemes. Achievements include the approval of major reorganisation of post-primary provision in west Belfast and Kilkeel, the establishment of learning support and autism specific classes in Lismore Comprehensive, growth in primary provision in south Belfast and Irish medium provision in Tirkane; as well as the rationalisation of primary provision in a number of areas in order to develop sustainable, rural provision. Decisions are awaited on a number of other schemes; including primary provision in the Dunamanagh area and expansion of post-primary provision in south Belfast. Pre-publication has commenced, or been completed, in a further five schemes; including the recent consultation on post primary provision in the Downpatrick and Portaferry area that is the largest consultation that CCMS has ever undertaken. Almost 80% of those schemes in the Annual Action Plan for 2017/18 have been progressed.

CCMS also continued to provide support to Trustees and schools in sixteen major capital schemes and five Shared Education Campus schemes; in addition to the Strule project.

### **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 (Northern Ireland) Order 1989.

Each DEC brings its own local diocesan perspective to the strategic work of the Council. Some of the main responsibilities of the committees include oversight and advice on decisions in relation to:

- School provision
- Area planning
- Rationalisation
- Substantial changes in enrolment
- School Governance and matters related to the employment of teachers

Within the diocesan area the DEC:

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

### **Business Plan**

The Council, like other education bodies, has faced significant and increasing challenges during 2017/18 largely related to the ongoing implementation of proposed new structures for the organisation and funding for CCMS going into 2018/19.

Given the circumstances outlined above, the Council believes that it has delivered and met expectations in the nature and quality of its work, its support to stakeholders and its contribution to the wider education and public sectors. The quality of education in Catholic maintained schools is consistently good despite the constrained resources available to the Council to challenge underperformance and support improvement.

The Council believes that its officers have contributed positively towards the delivery of its Business Plan, given the challenges of restructuring and rebalancing the workforce. Council believes that it has effectively managed the process of losing experienced staff and Associates and inducting new staff into the organisation.

<b>Status</b>	<b>CCMS Assessment</b>	<b>Percentage</b>
<b>Achieved</b>	36	73.4%
<b>Substantially Achieved,</b>	6	12.3%
<b>Likely to be Achieved but with some delay</b>	5	10.3%
<b>Not Achieved</b>	2	4%
<b>TOTAL</b>	49	100%

## **Acceptability of data used**

Council and Committees 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 and the workforce, provided by the Department of Education; and
- 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 the quality of the statistical data they use to monitor performance and inform decision-making.

Inspection data (including performance levels and overall effectiveness conclusions) is provided in published ETI inspection reports. It is important to note that inspection data from completed inspections in the year 2017/18 was impacted by the industrial action being taken by four of the main teaching unions in Northern Ireland.

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 ongoing engagement, that the quality of data used by the Council and its Committees is of an acceptable standard.

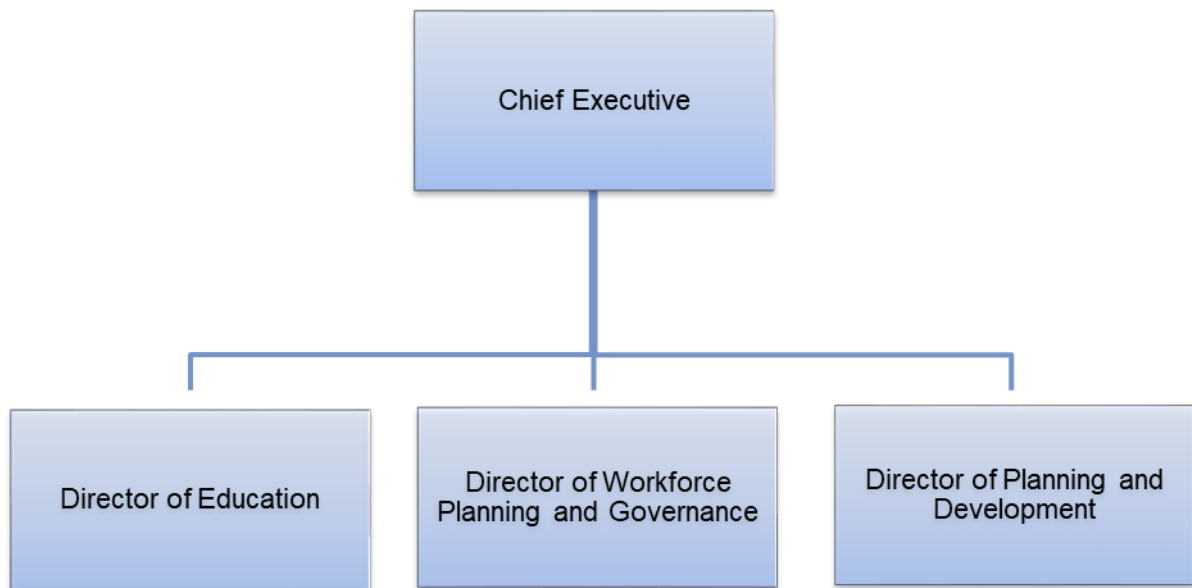


Fig: 2 Current Senior Leadership Team

**Compliance with the Corporate Governance in Central Government Departments: Code of Good Practice (NI) 2013**

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 Governance Code. During this year the Business Consultancy Service [BCS] carried out a thorough evaluation of committee effectiveness and evaluated the performance of committee members. The Council, Executive Committee and ARAC all recognise that ongoing monitoring and evaluation of members’ performance is good practice and essential for effective corporate governance. In this current year, Committee Chairs have also completed detailed reviews with each of the Departmental representatives on Council. In order to assist the Council Chairperson to fulfil his annual assessment of members’ performance in future years, the Executive Committee has recommended the use of self-evaluating pro forma documentation which would be discussed and countersigned with each committee chairperson before submission to the Chairperson of Council for final ratification. This intended action should ensure continued compliance with the Code in future years.

Revisions to the internal structuring and staffing of CCMS are nearing completion and final additions to revised staffing structures should be completed by the summer of 2018. There is some uncertainty about the future in that the Northern Ireland 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 2018.

### **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 and Risk Assurance 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 2017/18 however there were amendments to the risk evaluation of some of the current strategic risks due primarily to the ongoing funding uncertainty, delays in the recruitment strategy and ongoing industrial action by Teachers' Unions. The following strategic risks (inherent risk scores >12) have been highlighted by the Risk Group:

- Risk 001: 'CCMS does not take appropriate action to align its resources (particularly internal staffing resources) to ensure delivery of its strategic priorities within its budget'. There was no change to the risk score during the year although it was recognised that the pressure was maintained on the risk due to resource pressures during the year. 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. CCMS has recently developed a more stable staffing model, based on a multi-disciplinary approach – this will be fully embedded within the 2018/19 year. During the 2017/18 year, a new Chief Executive was appointed with effect from October 2017. On the 27 March 2018 the Department wrote to CCMS to confirm that the Area Planning budget would be subsumed into the recurrent budget for 2018/19 to support CCMS in implementing a revised organisational structure, embedding multi-disciplinary working that will enable CCMS to fulfil its range of statutory duties including area planning.
- Risk 002: "Failure of CCMS to achieve improvements in educational standards and access to the full curriculum in Catholic maintained schools'. There was an increased pressure on this risk during this financial year due to the industrial action by four of the teaching unions and increased budgetary constraints. There were no additional maintained schools placed in Formal Intervention. The Education Directorate has employed 5 fulltime, permanent Education Advisers. The advisers work with the 3 Senior Education Advisers and a small number of post primary Education Associates to improve the organisation's database around schools and to improve the ability of staff to target 'at risk' schools. All schools have a named Education Officer and Senior Officer who will advise and support the school, in collaboration with CCMS colleagues, on a range of issues. CCMS continues to interact with Boards of Governors, the Department and the Education Authority to develop planning, data analysis, school support, guidance and

strategic intervention when required. In addition, the Director of Education has worked with the CEO, Directors of Planning and Development and Workforce Planning and Governance to develop a multidisciplinary approach to the work of CCMS.

- Risk 003: 'The education infrastructure is not planned and delivered to support the delivery of desired educational outcomes'. While the risk score remains unchanged the risk pressure has increased due to a loss of key staff within the Directorate and inability to recruit permanent staff until our budget position for the year was confirmed. This has been compounded by the constrained capital budget position. It is also noted that changes to governance of major and minor capital works have taken place in year.
- 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 albeit that CCMS has made some positive attempts to effect a change in management culture. For the second year running, in January and February 2018, CCMS delivered workshops for that cohort of schools where absence levels were identified as highest. These were well attended and feedback has been positive. CCMS continues to review HR structures and oversight processes to ensure that the management of teacher absence levels is prioritised. A suitably experienced officer has been appointed to lead on the consistent and robust implementation of the Attendance Policy across all schools. CCMS officers are also proactively engaging with DE and the other education partners to develop new intervention strategies aimed at reducing the levels and duration of teacher absences.
- Risk 006: 'There are ineffective policies and procedures to process, manage and protect the organisation's information from either accidental loss or malicious activity'. As part of its ongoing internal restructuring, CCMS has redistributed duties and appointed from within a Corporate Information and Communications Officer who will have corporate responsibility for developing organisational compliance with General Data Protection Regulation (GDPR), data usage, management and storage. That officer is undertaking a focused training programme in advance of the GDPR coming into force. A significant cohort of staff has already undergone GDPR centric training and arrangements have been made for all remaining members of staff to be trained early in the new financial year. The members of the Audit and Risk Assurance Committee have also received the training and consideration is being given to extending that to all Council members. Legal advice has been commissioned to assist with the review of the current suite of related policies; Data Protection Policy, Procedure on the Use of Data, and, the Acceptable Use of Internet and IT Policies.
- 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 continued to increase during the year. Funding has now been allocated for the year but there remains great uncertainty over future funding streams. During 2017/18 the Department supported the organisation in its relocation strategy by allocating extra resources to help fund the increased cost base for the new offices. The FPC continue to scrutinise budget plans incorporating different funding appraisals along with cost bases based upon different scenarios. 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 the continued vacancies in certain key posts during the early parts of this financial year. As noted above, this loss of personnel and the ongoing issue of vacant posts 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 has received confirmation of funding for 2018/19. It is hoped that any remaining temporary staff and self-employed Associates will be replaced by permanent contracted staff by the summer of 2018. A recruitment process, based upon recent confirmation of the financial envelope, is underway.

### **Information Risk and Compliance with GDPR**

During this last financial year there were no major data loss incidents.

One technical breach, by way of accidental disclosure of a person's information, was detected, mitigated immediately and followed up with a full disclosure to the ICO which was in time and in full accordance with all relevant guidelines. No follow up investigation was undertaken by the ICO.

There are no 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.

CCMS has undergone some internal restructuring to prepare for GDPR becoming effective in May 2018 and to ensure compliance with the regulations thereafter. This includes, the appointment of a dedicated Data Protection Officer (DPO) who will oversee an organisational review of data use, storage and handling, the training of all officers and Council members, and, a thorough review of all relevant policies and procedures. (See details under the Risk 006 above)

### **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 actual or suspected fraud within CCMS during the reporting period.

CCMS continues to participate in the National Fraud Initiative (NFI). During the most recent exercise in 2016/17 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 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 &

Risk Assurance Committee [ARAC] 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 ARAC Chairman and I meet when necessary and I have attended the ARAC by invitation as was recommended best practice. The ARAC Chairman is a member of the CCMS Chairpersons Committee 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 ARAC for their contributions to maintaining and supporting 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 2017/18 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 ARAC 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 has continued to rebalance and restructure in order to become more effective within the available financial envelope. There were two principal strands to this work; recruiting permanent staff and rebalancing the workforce to secure more educational and planning and development officers and improving the procedures for effective governance of the Council.

The recruitment of staff had to be on a managed basis within available resources. I took up post as Chief Executive in October 2017 and five Education Advisers took up post prior to this in September 2017. Further recruitment is required to complete the revised organisational staffing structure, subject to remaining within the financial envelope agreed with the Department. Confirmation in March 2018 that resources, previously allocated by means of an annual Business Case, will in future be subsumed within the 2018/19 resource allocation will assist this.

A special payment (an additional contribution to NILGOSC) was authorised by the former Chief Executive to the former Deputy Chief Executive under the terms of the CCMS Policy Statement of Employer's Discretion (Pensions). Legal advice sought by and provided to the Council indicated that payment should be made and the former Chief Executive wrote to the Department of Education in February 2017 confirming that he was content to accept the legal advice provided and thus authorised the special payment. The Department initially responded in June 2017 and further clarification was provided by the Council in October and November 2017.

The Department of Education, following advice from the Departmental Solicitor's Office (DSO), subsequently confirmed to myself in January 2018 that Departmental approval had not been given to make the special payment and that the payment fell outside the agreed delegations in the CCMS Financial Memorandum. I subsequently notified Council and the Comptroller and Auditor

General for Northern Ireland of the irregular payment to NILGOSC totalling £3,482 and have taken appropriate steps to ensure that CCMS processes militate against any future recurrence of such an incident.

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. Regrettably further reductions in funding and the retention of an 'earmarked' approach to funding the significant resources required for area based planning have constrained progress towards the settled 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 raising concerns 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 contained 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 were 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 five occasions during 2017/18 and will continue to meet during 2018/19. Thirty three of the recommendations have been fully implemented. The remainder have been partially completed and are on track for completion by the target dates. CCMS officers have, throughout the year, supported the governors, college leadership and staff in the school to address many exceptional and extreme challenges and I am content that there is increasing evidence of a more settled situation in the school.

In late 2017, CCMS was made aware of allegations of malpractice in the conduct of public examinations in St Patrick's High School, Keady. CCMS supported the Board of Governors of St Patrick's in facilitating an independent investigation into these allegations on behalf of the Council for the Curriculum, Examinations and Assessment (CCEA) and in line with Joint Council for Qualifications (JCQ) *'Policies and Procedures for Suspected Malpractice in Examinations and Assessments'*. At the time of writing, the Board of Governors, supported by CCMS, are proactively managing the outworkings of the investigation's recommendations in addition to ensuring that there is complete confidence in the arrangements for future public examinations in the school.

I am pleased that the relocation of CCMS offices from Holywood, Dungannon and Derry to new premises in Lisburn and Omagh ran smoothly with minimal disruption to staff, schools, or services. That is in large part testimony to the resilience of the officers. CCMS will continue this part of our own internal effectiveness review facing into the next financial year and it has been decided that CCMS should move to a single office base in Lisburn in which multi-disciplinary teams will be structured to meet the ongoing needs of schools.

I am hopeful that the reorganised service delivery, the influx of new permanent officers and the move to embed multi-disciplinary team working practices will reinvigorate the organisation and allow CCMS to continue to deliver a high quality service with the aim of raising standards within our schools.

Following the United Kingdom's (UK) decision in 2016 to leave the European Union (EU), I am aware that the Department of Education has been fully involved at the strategic and operational level in the Northern Ireland Civil Service cross departmental European Union Future Relations Programme (EUFRP) led by the Executive Office. CCMS, as an Arm's Length Body of the Department, will continue to keep a watching brief on BREXIT developments so that it can continue to deliver its statutory functions in a seamless manner from the day following exit.

CCMS operates at a time of significant change and challenge. I am, however, confident 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**

---

**Gerard Campbell**

21 June 2018

**Date of Signature**

## REMUNERATION AND STAFF REPORT

The remuneration of the Chief Executive is set by the Chairpersons 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 Chairpersons Committee, the authority for making recommendations on PRP as it applies to the Chief Executive to the Department.

The current Members of the Remuneration Committee are:

The Most Reverend Donal McKeown	Chair of Council
Dame Geraldine Keegan	Vice-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 ARAC

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)

	2017 - 2018				2016 - 2017			
	Salary Including Performance Related Pay (PRP) £000				Salary Including Performance Related Pay (PRP) £000			
Officers	Salary	PRP up to 2017/18	Pension Benefits <sup>o</sup> to nearest £K	Total to nearest £K	Salary	PRP up to 2016/17	Pension Benefits <sup>o</sup> to nearest £K	Total to nearest £K
<b>Gerard Campbell</b> Chief Executive (from Oct 17)	35 - 40 [FYE 75 – 80]	-	12	47 - 52 [FYE 87 – 92]	-	-	-	-
<b>Jim Clarke</b> Chief Executive (until Oct 17)	45 - 50 [FYE 85 – 90]	0 - 5	(53)	(8 – 2) [FYE 32 – 37]	85 - 90	0 - 5	(6)	79 - 89
<b>Eve Bremner</b> Director of Planning and Development (from Sept 16)	50 - 55	0 - 5	18	68 - 78	30 – 35 (FYE 50-55)	-	10	40 - 45
<b>Gillian McGrath</b> Director of Education (from Sept 16)	55 - 60	0 - 5	18	73 - 83	30 – 35 (FYE 55-60)	-	11	41 - 46
<b>Eugene O'Neill</b> Director of Workforce Planning and Governance	55 - 60	0 - 5	9	64 - 74	55 - 60	0 - 5	0	55 - 65
<b>Gerry Lundy</b> Deputy Chief Executive (until Sept 16)	-	-	-	-	35 - 40 [FYE 70 – 75]	0 - 5	0	35 - 45
<b>Malachy Crudden</b> Director of Education (until Aug 16)	-	-	-	-	20 - 25 [FYE 55 – 60]	0 - 5	(1)	19 - 29
<b>Band of Highest Paid Director's Total Remuneration</b>	75 - 80				85 - 90			
<b>CCMS Staff – Remuneration Report</b>								
<b>Median Total Remuneration</b>	30,153				28,745			
<b>Ratio</b>	2.50				3.05			
<b>Range</b>	15.0 – 75.2				14.5 – 54.9			

<sup>o</sup> Gerard Campbell joined part way through the year (02/10/17), J Clarke retired on 06/10/17.

## **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 2017/18 for each senior post holder are provided in the table above. These PRP accruals are for the 2017/18 financial year and refer to performances during the period 2016/17. 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.

## **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 2017/18 was £75.2k. This was 2.50 times the median remuneration of the workforce, which was £30,153. 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 31/3/18 and related lump sum (£k)	Real Increase in pension and related lump sum at 31/03/18 (£k)	CETV at 31/03/18 (nearest £k)	CETV at 31/03/17 (nearest £k)	Real increase in CETV (nearest £k)
<b>Gerard Campbell</b> Chief Executive (From Oct 17)	£0 - 5  Lump Sum £0	£0 - 2.5  Plus £0	£8	£0	£5
<b>Jim Clarke</b> Chief Executive (Until Oct 17)	£45 - 50  Lump Sum £120 - 125	(£2.5 - 5)  Plus £2.5 - 5.0	£947	£1,014	(£82)
<b>Eugene O'Neill</b> Director of Workforce Planning & Governance	£20 - 25  Lump Sum £45 - 50	£0 - 2.5  Plus (£0 - 2.5)	£419	£391	£11
<b>Eve Bremner</b> Director of School Planning & Development	£10 - 15  Lump Sum £10 - 15	£0 - 2.5  Plus £0 - 2.5	£130	£113	£8
<b>Gillian McGrath</b> Director of Education	£0 - 5  Lump Sum £0	£0 - 2.5  Plus £0	£23	£8	£10



## **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.

In some cases, the real increase in CETV and the pension benefits accrued for the single total figure of remuneration can be negative – that is, there can be a real decrease. This is particularly likely to happen during periods of pay restraint and /or where inflation is higher than pay increases. Where there is no pay rise, the increase in pension may not be sufficient to offset the inflation increase – that is, in real terms, the pension value can reduce, hence the negative values.

The other main scenario where there can be negative results is where a member is over their normal pension age. The factors used to calculate the CETV are such that the value of pension that could have been taken at normal pension age decreases as the member gets older.

## **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 2017/18 are variable, depending on salary, ranging from 5.5% to 10.5% of pensionable earnings. As part of the March 2016 fund valuation the actuary certified the employer's contribution rates (payable over the next three years) at 18% for 2017/18, 19% for 2018/19 and 20% for 2019/20 and a separate deficit recovery contribution (payable over the next twenty years) at £30,100. Benefits accrue at the rate of 1/49<sup>th</sup> 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

	2017-18			2016-17		
<b>AVERAGE NUMBER OF PERSONS EMPLOYED</b>	<b>O</b>	<b>P</b>	<b>Total</b>	<b>O</b>	<b>P</b>	<b>Total</b>
Average Number of whole time equivalent persons employed (including senior management) during the period was as follows:						
Management	0	30	30	0	25	25
Administration Staff	0	26	26	0	30	30
Manual Staff	0	0	0	0	0	0
Agency Staff	0	0	0	1	0	1
	<b>0</b>	<b>56</b>	<b>56</b>	<b>1</b>	<b>55</b>	<b>56</b>

**O = Other**

**P = Permanent Staff**

<b>Staff Composition</b>	<b>M</b>	<b>F</b>	<b>Total</b>	<b>M</b>	<b>F</b>	<b>Total</b>
The number of persons of each sex who were Directors and Employees was:						
Director	2	2	4	2	2	4
Management	7	19	26	6	15	21
Administration Staff	1	25	26	2	28	30
Manual Staff	0	0	0	0	0	0
Agency Staff	0	0	0	0	1	1
	<b>10</b>	<b>46</b>	<b>56</b>	<b>10</b>	<b>46</b>	<b>56</b>

## AUDITED COUNCIL MEMBERS' AND CHAIRPERSON'S EMOLUMENTS

The total emoluments of the Council Members were:

		2017/18 £	2016/17 £
Chairperson	Attendance Fees Taxable Benefits	4,336 0	6,534 57
Vice-Chair	Attendance Fees Taxable Benefits	Nil Nil	Nil Nil
Other Council Members	Attendance Fees Taxable Benefits	10,808 18,504	17,092 25,402
<b>Totals</b>		<b>33,648</b>	<b>49,085</b>

### Note:

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

## ASSEMBLY ACCOUNTABILITY DISCLOSURE NOTES

Regularity of expenditure (Audited Information)

### i. Losses and special payments

There were no losses for the period

#### Losses Statement

	2017-18 £000	2016-17 £000
Total number of losses	Nil	Nil
Total value of losses (£000)		
Details of losses over £250,000		

#### Special Payments

*There were no special payments for the period.*

	2017-18 £000	2016-17 £000
Total number of special payments	Nil	Nil
Total value of special payments (£000)		
Details of special payments over £250,000		

### ii. Fees and Charges

*There were no fees and charges incurred for the period*

### iii. Remote Contingent Liabilities

There were no contingent liabilities requiring disclosure under Assemble reporting requirements.



---

**Gerard Campbell**  
Accounting Officer

*21 June 2018*

---

**Date**

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

### **Opinion on financial statements**

I certify that I have audited the financial statements of the Council for Catholic Maintained Schools for the year ended 31 March 2018 under Schedule 8 of the Education Reform (Northern Ireland) Order 1989. The financial statements comprise: the Statement 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 Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Council for Catholic Maintained Schools' affairs as at 31 March 2018 and of Council for Catholic Maintained Schools' net income for the year then ended; and
- have been properly prepared in accordance with Schedule 8 of the Education Reform (Northern Ireland) Order 1989 and the Department of Education's directions issued thereunder.

### **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.

### **Basis of opinions**

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate. My staff and I are independent of the Council for Catholic Maintained Schools in accordance with the ethical requirements of the Financial Reporting Council's Revised Ethical Standard 2016, and have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

### **Other Information**

The Council and the Accounting Officer are responsible for the other information included in the annual report. The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in the report as having been audited, and my audit certificate and report. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### **Opinion on other matters**

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with the Department of Education's 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.

### **Responsibilities of the Council and Accounting Officer for the financial statements**

As explained more fully in the Statement of Accounting Officer Responsibilities, the Council and the Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

### **Auditor's responsibilities for the audit of the financial statements**

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 am required to obtain 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. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

In addition, 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.

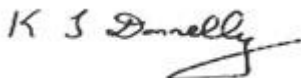
### **Matters on which I report by exception**

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 Accountability Report 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 the 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  
 29 June 2018

FINANCIAL STATEMENTS  
COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31  
MARCH 2018

		2017-18	2016-17
	Note	£	£
<b>Expenditure</b>			
Staff Costs	2	2,663,141	2,423,509
Other Expenditures	3	1,144,942	1,558,965
Depreciation	5 / 6	44,889	3,892
<b>Total Expenditure</b>		<b>3,852,972</b>	<b>3,986,366</b>
<b>Income</b>			
Other Income	4	0	0
<b>Total Income</b>		<b>0</b>	<b>0</b>
<b>Net Expenditure before financing</b>		<b>3,852,972</b>	<b>3,986,366</b>
Net Return on Pension Finance	2	132,000	100,000
<b>Net Expenditure after Financing</b>		<b>3,984,972</b>	<b>4,086,366</b>
<b>Other Comprehensive Expenditure</b>			
Actuarial (gain)/loss in respect of pension liability	2	(421,000)	2,035,000
Net loss on revaluation of Property Plant and Equipment		0	0
Net loss on revaluation of Intangibles		0	0
<b>Total Comprehensive Expenditure for the year ended 31 March 2018</b>		<b>3,563,972</b>	<b>6,121,366</b>

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

The notes on pages 63 - 79 form part of these Financial Statements.

## COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

### STATEMENT OF FINANCIAL POSITION As at 31 March 2018

	Note	2018 £	2017 £
<b>Non-current assets:</b>			
Property, plant and equipment	5/6	127,486	7,818
<b>Current assets:</b>			
Trade and other receivables	7	16,037	53,348
Cash and cash equivalents	8	133,338	176,520
<b>Total current assets</b>		<b>149,375</b>	<b>229,868</b>
<b>Total Assets</b>		<b>276,861</b>	<b>237,686</b>
<b>Current liabilities:</b>			
Trade and other payables	9	(255,764)	(428,835)
Provisions	10	0	0
<b>Total current liabilities</b>		<b>(255,764)</b>	<b>(428,835)</b>
<b>Non-current assets plus/less net current assets /liabilities</b>		<b>21,097</b>	<b>(191,149)</b>
<b>Non-current liabilities</b>			
Pension Liabilities	2	(5,428,000)	(5,463,000)
Provisions	10	0	0
<b>Total non-current liabilities</b>		<b>(5,428,000)</b>	<b>(5,463,000)</b>
<b>Assets less liabilities</b>		<b>(5,406,903)</b>	<b>(5,654,149)</b>
<b>Taxpayers' Equity</b>			
General Reserve		(5,406,903)	(5,654,149)
		<b>(5,406,903)</b>	<b>(5,654,149)</b>

The Financial Statements on pages 59 - 79 were approved on 21 June 2018 on behalf of the Council by

*Donal McKeown 21/6/2018*

Chairperson, Bishop Donal McKeown \_\_\_\_\_

\_\_\_\_\_  
Date

*Gerard Campbell*

*21 June 2018*

Chief Executive, Gerard Campbell \_\_\_\_\_

\_\_\_\_\_  
Date

The notes on pages 63 - 79 form part of these Financial Statements.



## COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2018

		2017-18	2016-17
	Note	£	£
<b>Cash flows from operating activities</b>			
Net expenditure after financing		(3,984,972)	(4,086,366)
<u>Adjusted for:</u>			
Depreciation	5/6	44,889	3,892
Result on disposal of non-current assets		0	0
Pension Costs	2	386,000	197,000
Decrease in Inventories		0	0
(Increase)/Decrease in Trade and other receivables	7	37,310	(5,830)
Increase/(Decrease) in Trade and other payables	9	(173,072)	49,400
Use of Provisions	10	0	0
<b>Net cash outflow from operating activities</b>		<b>(3,689,845)</b>	<b>(3,841,904)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	5	(164,557)	0
Purchase of intangible assets	6	0	0
Disposal proceeds of property, plant and equipment		0	0
<b>Net cash outflow from investing activities</b>		<b>(164,557)</b>	<b>0</b>
<b>Cash flows from financing activities</b>			
Recurrent grants received		3,643,620	3,914,762
Capital grants received		127,600	0
Capital contribution from PPS		40,000	0
Capital element of payments in respect of finance leases and on-balance sheet PFI contracts		0	0
<b>Net financing</b>		<b>3,811,220</b>	<b>3,914,762</b>
<b>Net increase/(decrease) in cash and cash equivalents in the year</b>		<b>(43,182)</b>	<b>72,858</b>
<b>Cash and cash equivalents at 01/04/2017</b>		<b>176,520</b>	<b>103,662</b>
<b>Cash and cash equivalents at 31/03/2018</b>		<b>133,338</b>	<b>176,520</b>

The notes on pages 63 - 79 form part of these Financial Statements.

**COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS**

**STATEMENT OF CHANGES IN TAXPAYERS' EQUITY**

**FOR THE YEAR ENDED 31 MARCH 2018**

	<b>2017-18</b>	<b>2016-17</b>
	<b>General Reserve</b>	<b>General Reserve</b>
	£	£
<b>Balance at 1 April 2017</b>	(5,654,151)	(3,447,545)
<b>Changes in Reserves:</b>		
Net expenditure cost	(3,984,972)	(4,086,366)
Actuarial Gain/ (loss) in respect of pension liability	421,000	(2,035,000)
Recurrent funding	3,643,620	3,914,760
Capital funding	127,600	0
Capital contribution from PPS	40,000	
<b>Balance at 31 March 2018</b>	<u>(5,406,903)</u>	<u>(5,654,151)</u>

The notes on pages 63 - 79 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 2017/18 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.

<b>Asset class</b>	<b>Asset Sub-Class</b>	<b>Asset Life</b>
Capital Works	Leasehold Improvements	4 years
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.

<b>Asset class</b>	<b>Asset Sub-Class</b>	<b>Asset Life</b>
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, Hollywood 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 2018. 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.

	2017-18	2016-17
	£	£
<b>2. STAFF COSTS</b>		
(a) STAFF COSTS COMPRISE		
Wages and Salaries	1,882,363	1,892,821
Social Security Costs	195,305	173,771
Pension Costs	620,417	488,745
Reimbursement of Seconded Salaries	(40,522)	(140,555)
Agency Staff Costs	5,578	8,727
	<b>2,663,141</b>	<b>2,423,509</b>

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:

	<b>At 31 March 2018</b>	<b>At 31 March 2017</b>
Rate of increase in salaries	3.60%	3.50%
Rate of increase in pensions	2.10%	2.00%
Discount rate	2.60%	2.50%
Inflation assumption	2.10%	2.00%
Pension Accounts Revaluation Rate	2.10%	2.00%



<b>Assets (Employer)</b>	<b>Assets at 31 Mar 2018 £(000)</b>	<b>Assets at 31 Mar 2017 £(000)</b>
Equities	14,768	14,619
Bonds	2,565	2,257
Property	2,068	2,060
Cash	<u>1,283</u>	<u>687</u>
Total	<b><u>20,684</u></b>	<b><u>19,623</u></b>
<b>Net Pension Asset as at</b>	<b>31 Mar 2018</b>	<b>31 Mar 2017</b>
	<b>p.a.</b>	<b>p.a.</b>
Estimated Employer Assets (A)	<b><u>20,684</u></b>	<b><u>19,623</u></b>
Present Value of Scheme Liabilities	26,112	25,086
Present Value of Unfunded Liabilities	0	0
Total Value of Liabilities (B)	<b><u>26,112</u></b>	<b><u>25,086</u></b>
Net Pension Asset Liability (A-B)	<b><u>(5,428)</u></b>	<b><u>(5,463)</u></b>

## REVENUE ACCOUNTS

<b>Amount Charged to SoCNE (included in staff costs)</b>	<b>Year to 31 March 2018 £(000)</b>	<b>Year to 31 March 2017 £(000)</b>
Service Cost	605	427
Past Service Cost	59	208
Curtailed and Settlements	0	0
Decrease in irrecoverable Surplus	0	0
Other Superannuation	0	0
Total Operating Charge (A)	<b><u>664</u></b>	<b><u>635</u></b>
<b>Net Return on Pension Finance (credited to finance costs in SoCNE)</b>	<b>Year to 31 March 2018 £(000)</b>	<b>Year to 31 March 2017 £(000)</b>
Expected Return on Employer Assets	491	536
Interest on Pension Scheme Liabilities	<u>(623)</u>	<u>(636)</u>
Net Return (B)	<b><u>(132)</u></b>	<b><u>(100)</u></b>
Net Revenue Account Cost (A) – (B)	<b><u>796</u></b>	<b><u>735</u></b>

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

	Year to 31 Mar 2018 £(000)	Year to 31 Mar 2017 £(000)
Actual Return Less Expected Return on Pension Scheme Assets	(517)	(3,251)
Actuarial Losses/(Gains) due to changes in financial assumptions	(19)	4,041
Actuarial Losses/(Gains) due to liability experience	115	1,207
Actuarial results due to changes in demographic assumptions	<u>0</u>	<u>38</u>
Actuarial (Loss)/Gain in Pension Plan	<u>421</u>	<u>(2,035)</u>
Actuarial (Loss)/Gain Recognised in SOCNE	<u>421</u>	<u>(2,035)</u>

## MOVEMENT IN DEFICIT DURING THE YEAR

	Year to 31 Mar 2018 £(000)	Year to 31 Mar 2017 £(000)
<b>(Deficit) at Beginning of the Year</b>	<b>(5,463)</b>	<b>(3,230)</b>
Current Service Cost	(664)	(635)
Employer Contributions	410	537
Net return on assets	(132)	(100)
Actuarial (loss)/gains	<u>421</u>	<u>(2,035)</u>
<b>(Deficit) at end of year</b>	<b><u>(5,428)</u></b>	<b><u>(5,463)</u></b>

## HISTORY OF GAINS AND LOSSES

Amounts for the current and previous accounting periods

	Year to 31 Mar 18	Year to 31 Mar 17	Year to 31 Mar 16	Year to 31 Mar 15	Year to 31 Mar 14
Fair value of Employer Assets	20,684	19,623	15,659	15,472	13,979
Present value of defined Benefit Obligators	<b>(26,112)</b>	<b>(25,086)</b>	<b>(18,889)</b>	<b>(19,288)</b>	<b>(17,254)</b>
Pension Liability	(5,428)	(5,463)	(3,230)	(3,816)	(3,275)
Experience (Losses)/Gains on Assets	517	3,251	(55)	1218	(362)
Experience results on Liabilities	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Actuarial (Losses)/Gains on Assets	517	3,251	(55)	1,218	(362)
Actuarial Gains/(losses) on Liabilities	(96)	(5,286)	877	(1,553)	1,350
Actuarial gains/(losses) recognised in SoCNE	<b>421</b>	<b>(2,035)</b>	<b>822</b>	<b>(335)</b>	<b>988</b>

## 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 2018 are set out below:

### Discount rate assumption

Adjustment to discount rate	<b>+0.1% p.a.</b>	<b>Base Figure</b>	<b>-0.1% p.a.</b>
Present value of total obligation £(000)	25,657	26,112	26,575
% change in present value of total obligation	(1.7%)		1.8%
Projected service cost £(000)	610	627	644
Approximate % change in projected service cost	(2.7%)		2.8%

### Rate of general increase in salaries

Adjustment to salary increase rate	<b>+0.1% p.a.</b>	<b>Base Figure</b>	<b>-0.1% p.a.</b>
Present value of total obligation £(000)	26,226	26,112	25,999
% change in present value of total obligation	0.4%		(0.4%)
Projected service cost £(000)	627	627	627
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	<b>+0.1% p.a.</b>	<b>Base Figure</b>	<b>-0.1% p.a.</b>
Present value of total obligation £(000)	26,461	26,112	25,768
% change in present value of total obligation	1.3%		(1.3%)
Projected service cost £(000)	644	627	610
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)	26,885	26,112	25,343
% change in present value of total obligation	3.0%		(2.9%)
Projected service cost £(000)	650	627	604
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)	23.3 years	25.9 years
Future pensioners	25.5 years	28.2 years

**c) REPORTING OF COMPENSATION SCHEME – EXIT PACKAGE**

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

There were no voluntary exits agreed for this financial year, 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.

<b>3. OTHER EXPENDITURES</b>	<b>2017/18</b>	<b>2016/17</b>
	<b>£</b>	<b>£</b>
Professional and legal Services	460,517	971,953
Rent and Rates	171,135	47,827
Travel & Subsistence	114,477	57,093
Computer Support	60,968	57,036
Travel and Subsistence (Non Staff)	41,910	42,445
Below Threshold Equipment	34,519	37,924
Assessors' Fees	29,324	23,226
Recruitment and Advertising	25,137	53,159
Printing and Stationery	21,866	49,360
Cleaning	18,893	16,736
Repairs and Maintenance – Buildings/Grounds	18,309	10,282
Heating and Lighting	18,169	27,521
Conferences, Room Hire & Training	17,058	17,757
Miscellaneous Expenses	16,646	14,318
Telephones	16,516	18,271
Attendance Allowance	15,144	21,508
Access NI	14,421	15,738
Hospitality	12,891	13,522
Repairs and Maintenance of Equipment	9,970	7,865
External Audit Fees	9,750	11,011
Internal Audit Fees	8,100	8,100
Postage	4,363	20,613
Insurance	2,781	4,866
Library Services	1,320	1,820
Training (Non Staff)	758	9,014
Bank Fees	0	0
PPP Legal and Consultancy Fees	0	0
Loss (profit) Disposal of Assets	0	0
Total	<b>1,144,942</b>	<b>1,558,965</b>

*During the year CCMS purchased the following non-audit services from its auditors, the Northern Ireland Audit Office*

	0	1,261
National Fraud Initiative	0	1,261

<b>4. OTHER INCOME</b>	<b>2017/18</b>	<b>2016/17</b>
	<b>£</b>	<b>£</b>
Bank Interest Receivable	0	0
Other Income	0	0
	<b>0</b>	<b>0</b>

## 5. PROPERTY PLANT AND EQUIPMENT

	Leasehold Improvements	General and Others	Repro- graphics	Hardware and Software	Total
		£	£	£	£
<u>Cost</u>					
1 April 2017	0	198,226	72,693	270,671	541,590
Additions	140,615	572	0	23,370	164,557
Disposals	0	(190,842)	(58,128)	(192,004)	(440,974)
31 March 2018	<b>140,615</b>	<b>7,956</b>	<b>14,565</b>	<b>102,037</b>	<b>265,173</b>
<u>Accumulated Depreciation</u>					
1 April 2017	0	197,271	65,830	270,671	533,772
Charge for the year	34,373	1,012	1,714	7,790	44,889
Disposals	0	(190,842)	(58,128)	(192,004)	(440,974)
31 March 2018	<b>34,373</b>	<b>7,441</b>	<b>9,416</b>	<b>86,457</b>	<b>137,687</b>
Carrying amount at 31 March 2017	<b>0</b>	<b>955</b>	<b>6,863</b>	<b>0</b>	<b>7,818</b>
Carrying amount at 31 March 2018	<b>106,242</b>	<b>515</b>	<b>5,149</b>	<b>15,580</b>	<b>127,486</b>
<u>Cost</u>					
1 April 2016	0	198,226	72,693	270,671	541,590
Additions	0	0	0	0	0
Disposals	0	0	0	0	0
31 March 2017	<b>0</b>	<b>198,226</b>	<b>72,693</b>	<b>270,671</b>	<b>541,590</b>
<u>Accumulated Depreciation</u>					
1 April 2016	0	195,773	63,436	270,671	529,880
Charge for the year	0	1,498	2,394	0	3,892
Disposals	0	0	0	0	0
31 March 2017	<b>0</b>	<b>197,271</b>	<b>65,830</b>	<b>270,671</b>	<b>533,772</b>
Carrying amount at 31 March 2016	<b>0</b>	<b>2,453</b>	<b>9,257</b>	<b>0</b>	<b>11,710</b>
Carrying amount at 31 March 2017	<b>0</b>	<b>955</b>	<b>6,863</b>	<b>0</b>	<b>7,818</b>

## 6. INTANGIBLE NON CURRENT ASSETS

	<u>Software Licences</u>
<u>Cost</u>	£
1 April 2017	23,624
Additions	0
Disposals	0
31 March 2018	<u>23,624</u>

<u>Accumulated Amortisation</u>	
1st April 2017	23,624
Charge for Year	0
Disposals	0
31st March 2018	<u>23,624</u>

Carrying amount at 31 March 2017 0

Carrying amount at 31 March 2018 0

	<u>Software Licences</u>
<u>Cost</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

All Assets shown above at 31 March 2018 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 2018	As at 31 March 2017
	£	£
Amounts falling due within one year		
Trade Receivables	10,165	36,595
Prepayments and accrued income	5,872	16,753
	<b>16,037</b>	<b>53,348</b>

### Analysis of trade receivables and other current assets

Other Local Government Bodies	10,705	36,526
Local Authorities	0	471
NHS Trusts	0	0
Public Corporations and Trading Funds	0	0
Bodies External to Government	5,332	16,351
<b>Total</b>	<b>16,037</b>	<b>53,348</b>

There were no amounts falling due after more than one year

## 8. CASH AND CASH EQUIVALENTS

	2017/18	2016/17
	£	£
Balance at 1 April	176,520	103,662
Net change in cash and cash equivalent balances	(43,182)	72,858
Balance at 31 March	<b>133,338</b>	<b>176,520</b>

The following balances at 31 March were held at:

Commercial banks and cash in hand	133,338	176,520
Balance at 31 March	<b>133,338</b>	<b>176,520</b>

## 9. TRADE AND OTHER PAYABLES

	As at 31 March 2018	As at 31 March 2017
	£	£
Amounts falling due within one year		
Accruals and Deferred Income	178,067	172,915
Trade Payables	77,697	255,920
	<b>255,764</b>	<b>428,835</b>

### Analysis of trade payables and other current assets

Other Local Government Bodies	141,015	220,807
Local Authorities	718	0
NHS Trusts	0	0
Public Corporations and Trading Funds	0	0
Bodies External to Government	114,031	208,028
<b>Total</b>	<b>255,764</b>	<b>428,835</b>

There were no amounts falling due after more than one year

## 10. PROVISIONS

There are no provisions for the period

## 11. 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.

## 12. EVENTS AFTER THE REPORTING PERIOD

There were no material post balance sheet events.

## 13. CONTINGENT LIABILITIES

There are no contingent liabilities.

## 14. COMMITMENT UNDER LEASES

### (a) Operating Leases

Commitments under operating leases to pay rentals during the year following the year of these accounts are given in the table below, analysed according to the period in which the lease expires.

	2017/18	2016/17
:	£(000)	£(000)
Buildings:		
Expiring within 1 year	125.3	0
Expiring after 1 year but not more than 5 years	226.7	0
<b>Expiring thereafter</b>	<u>0</u>	<u>0</u>
	<u>352.0</u>	<u>0</u>

### (b) Finance Leases

At 31 March 2018 there were no finance leases.

## **15. 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.

## **16. DATE AUTHORISED FOR ISSUE**

The Accounting Officer authorised these financial statements for issue on 29 June 2018.