

**Registered number: NI022427**  
**Charity registered number: 100310**

**The Northern Ireland Council for Integrated Education  
(a company limited by guarantee)**

**Directors' report and financial statements**

**for the year ended 31 March 2022**

**Laid before the Northern Ireland Assembly  
Under the requirements of the Department of Education/NICIE Management  
Statement and Financial Memorandum.**

**On  
25 June 2022**

# **The Northern Ireland Council for Integrated Education** **(Company limited by guarantee)**

## **Directors' Report and financial statements for the year ended 31 March 2022**

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**Reference and administrative details**

**Directors/Trustees**

Cathy McIver  
Dr Anne Marie Telford  
Eamon Quinn (Vice Chair)  
Ewa Szlachta  
Maeve Marnell (Chair)  
Patricia Douglas  
John Scott  
Cathal Mullaghan  
Helen Smyth (Secretary)  
Bill Fletcher  
Duncan Morrow  
Bill Miscampbell  
Shane Greer  
Adele Kerr  
Anne Murray  
Amanda McNamee (resigned 13/10/2021)  
Colin Millar appointed (appointed 7/12/21)  
Bob Hanna appointed (appointed (6/1/2022)  
Gavin Gray appointed (appointed 6/1/2022)

**Senior management members**

Roisin Marshall (Chief Executive Officer)  
Maureen Johnston (Finance Officer)  
Cliodhna Scott Wills (Senior Development Officer)  
Lorna McAlpine (Senior Development Officer)  
Sean Pettis (Senior Development Officer)

**Reference and administrative details (continued)**

**Registered and Principal office**

25 College Gardens  
Belfast  
BT9 6BS

**Solicitors**

Cleaver Fulton Rankin  
50 Bedford Street  
Belfast, BT2 7FW

**Bankers**

First Trust Bank  
33 – 35 University Road  
Belfast  
BT7 1ND

**Independent auditors**

M.B. McGrady & Co  
Rathmore House  
52 St. Patricks Avenue  
Downpatrick  
BT30 6DS

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Any Enquiries regarding this document should be sent to NICIE, 25 College Gardens,  
Belfast, BT9 6BS

## **Directors' report for the year ended 31 March 2022**

The directors, who are also trustees, present their annual report and the audited financial statements for the year ended 31 March 2022. The financial statements are prepared in accordance with the Companies Act 2006, *Accounting and Reporting by Charities Statement of Recommended Practice*, affordable to charities preparing their accounts. This is in accordance with the International Financial Reports standards and in accordance with the requirements and guidelines set out in the Government's Financial Reporting Manual (FReM) and other guidance issued by the Department of Finance (DoF) in force for the financial year for which the financial statements are being presented.

The accounting policies contained in the FReM apply International Financial Reporting Standard as adopted or interpreted for the public sector context.

## **Reference and administrative details**

Details of the registered office, directors, independent advisers and other relevant information are given on page 2 and 3.

## **Structure, Governance and Management**

### **Governing document**

The Northern Ireland Council for Integrated Education ("NICIE") was incorporated in 1989 as a company limited by guarantee and is exempt from tax under Section 505(1) (c) of the Income and Corporation Act 1988 as a body established for charitable purposes only. NICIE was designated as a Non Departmental Public Body ("NDPB") in February 2012. It is sponsored by the Department of Education ("DE"). The company's principal activity as defined in the Education Reform (NI) Order 1989 is "to encourage and facilitate the development of Integrated Education and schools for the public benefit".

### **Directors**

All directors are members of NICIE. All directors are guarantors of the company with a maximum liability of £10.

### **Appointment of directors**

NICIE directors are elected/appointed from six areas representative of all stakeholders. These comprise, Teachers, Principals, Schools, Trusts, Early Years and DE. Directors can serve two periods of between 2-4 years' subject to the terms of the Memorandum and Articles of Association.

### **Director induction and training**

The Company Secretary ensures that appropriate induction and training is given to all NICIE Board of Director ("BoD") members. Each new director is provided with a pack of information about NICIE and their responsibilities and is given an opportunity to meet all staff. Details of the BoD structure is illustrated in page 31 of the NICIE Governance statement.

### **Organisation**

The governance, management and conduct of the business and affairs of NICIE are carried on by the Board of Directors ("BoD") in accordance with the Memorandum and Articles of Association of NICIE

**Directors' report for the year ended 31 March 2022 (continued)**

and the Management Statement (incorporating the Financial memorandum). The Chief Executive Officer (“CEO”) is Roisin Marshall.

**Funding**

NICIE works in close collaboration with its principal funder DE and also the Department of Foreign Affairs and Trade Ireland to promote the work of the organisation.

**Structure, Governance and Management (continued)**

**Risk management and internal control**

The directors are responsible for ensuring that an effective system of internal financial control is maintained and operated by NICIE.

The system of internal financial control is based on a framework of regular management information, administrative procedures and a system of delegation and accountability.

In particular, it includes:

- A comprehensive budgeting system, with a strategic plan and an annual budget, which is reviewed and agreed by the directors;
- Regular reviews by the directors of monthly and annual financial reports, which indicate financial performance against approved budget and forecast; and
- Monitoring progress against the strategic plan.

As part of the monitoring process, the directors have implemented a risk management strategy, which comprises:

- A quarterly review of the risks which NICIE may face and actions taken to mitigate identified risks;
- The establishment of systems and procedures to mitigate those risks identified; and
- The implementation of procedures designed to minimise any potential impact on the organisation should any of those risks materialise.

Principal risks identified are in relation to the following areas:

- NICIE fails to deliver a balanced Resource and Capital Budget as a result of ineffective management of resources to ensure the delivery of the Department of Education’s Strategic Priorities and NICIE’s statutory duties and priorities within budget.
- Weakness and Ineffective governance & accountability arrangements.
- Failure to exercise proper stewardship, and maximise the resources allocated to NICIE in line with Financial Memorandum and grant conditions where applicable, within a proper financial control framework under Non-Departmental Public Body, (NDPB) status.
- Failure to support, promote and grow Integrated Education due to inability to assess parental demand for integrated education.

**Directors' report for the year ended 31 March 2022 (continued)**

A key element in the management of financial risk is the setting of a reserves policy and its regular review by directors. Particular attention is also focused on non-financial risks arising from fire and health and safety of all staff and visitors.

**Objectives and activities of NICIE**

During the year, NICIE continued to operate in the following programme areas:

1. Development and support services, for which core funding was made available through DE. The key objectives for this programme underpinned DE's Strategic Priorities and policies and included promoting the growth of Integrated provision through supporting parents' groups, supporting schools in the process of 'Transformation' or interested in 'Transforming' and supporting existing Integrated schools with regard to consolidation and expansion and in embedding 'Integration in practice'. NICIE worked with Integrated schools and other stakeholders in the process of Area planning. NICIE raised the level of debate about the role of Integrated Education by informing and influencing public opinion. NICIE promoted the characteristics of Integration in practice both in Integrated schools and across other schools. NICIE continue to strive to improve its internal capacity to be able to fulfill its Business Plan as agreed with DE.
2. The initiation and development of related work funded through the Irish Department of Foreign Affairs and Trade Ireland (IDFAT).

**Achievements and performance**

The statement of financial activities for NICIE.

All programmes are drawn up in accordance with best practice and link to the Strategic Aims of NICIE and are aligned to the business plan of DE. All programmes have detailed operational plans with qualitative and quantitative targets, linked to targets monitored on a regular basis by the Board, Senior Management Team and the external funding bodies.

Details of NICIE's activities during the year can be accessed on line at [www.nicie.org.uk](http://www.nicie.org.uk) or by contacting the Company at the registered address.

**Financial Review**

The full financial results of NICIE are set out in detail in the financial statements on pages 56 to 70. The net outgoing resources for the year before recognised gains and losses was £144,698 (2021: £81,319)

**Performance**

NICIE bases its operations strategically on a 3-year strategic plan and on an annual basis on a Business Plan, which is reported on a quarterly basis to the Board of Directors and DE. Although the Business Plan is set within the context of DE's business plan it includes projects and work carried out which fall outside the Department's plan, and which are funded by the Irish Department of Foreign Affairs and Trade Ireland (IDFAT). NICIE reports on its operations in its Annual Report. NICIE has delivered on all its Business Plan commitments in this current year apart from one, which, in hindsight, was not achievable as was not part of NICIE's remit, analyzing data in relation to COVID in Integrated schools.

**Directors' report for the year ended 31 March 2022 (continued)**

**Reserves**

NICIE receives grants from various sources that are spent on the activities as detailed in the respective Letters of Offer. Any unspent monies may be subject to claw-back by the grant provider.

The net liabilities at the year-end including the pension deficit is £592,932 (2021: £836,234). This includes a net pension liability of £655,000 (2021: £892,000). The directors funding for the year ended March 2022 has been confirmed from the Department of Education. The company is in a net current asset position with funding secured sufficient to meet liabilities as they fall due in the period of 12 months from approval of the financial statements. For further details of the pension commitment liability, please refer to note 12 of the financial statements (page 66) and the Remuneration report on pages 45-50

**Forward funding**

NICIE has secured sufficient income from a variety of donors for the year 2022 - 2023 to offer assurance to the directors and stakeholders of its ability to operate for the next financial year. Major funding has been guaranteed from DE, with other project funds being made available from the Irish Department of Foreign Affairs and Trade Ireland.

**Strategic goals, objectives and activities**

The Northern Ireland Council for Integrated Education (NICIE) continues to implement the Strategic Plan 2020-21 in partnership with the Board of Directors.

**Our Vision**

A society where all children are

- educated together;
- confident to express their own identity and culture; and
- respectful of, and prepared to engage with, the identity and culture of others.

**Our Mission**

To promote reconciliation in Northern Ireland through Integrated Education

**Strategic Aims**

**1. Support Integrated Education**

Aim 1: Ensure that existing integrated schools receive the support for integration they require.

**2. Promote Integrated Education**

Aim 2: Effectively promote and advocate for integrated education

**3. Grow Integrated Education**

Aim 3: Increase opportunities for Integrated Education to meet parental demand for children to be educated together



**Directors' report for the year ended 31 March 2022 (continued)**

**4. Be an effective Organisation**

Aim 4: Ensure that NICIE is a highly effective organisation

**Priorities for 2021-2022**

**1. Support Integrated Education**

Aim 1: Ensure that integrated schools receive the support for integration they require.

- To support Integrated Schools as they navigate their way through the impact of a global pandemic on the education of the young people in their care
- Support integrated schools to continuously improve and strive for the best education possible
- Support integrated schools to enable all pupils to achieve their potential
- Support integrated schools to develop their integrated ethos and achieve Excellence in Integrated Education
- Support integrated schools in promoting effective parent involvement
- Develop a strong, effective partnership with Department of Education (DE), Education Authority (EA), Integrated Education Fund (IEF), Association of Principal Teachers in Integrated Schools (APTIS) and the integrated schools' Alumni and other educational stakeholders in support of schools
- Promote positive opportunities for integrated school leaders, governors, teachers, and other staff to meet, learn and share good practice together.
- Support the development of pupil involvement in decision-making in integrated schools
- Support the involvement of Integrated schools in the Shared Education Initiative

**NICIE activity relating to Aim 1 priorities:**

NICIE continued to organise and facilitate meetings for the Principals of Integrated schools (APTIS). These meetings remain online and take place once a month. The online nature of the meetings encourages high attendance. On average 29 participants per session.

NICIE also commissioned two Associates to carry out a survey of Grant maintained Integrated (GMI) School Principals to ascertain their satisfaction with NICIE representation and to see what areas of further support they would like from NICIE. A set of recommendations came from the report and form an Action plan which will be implemented as appropriate and when resources available over the next year. We have formed a GMI Consultative Group of Principals from GMI primary and post-primary schools. This is a specific group for GMI Schools to help NICIE to represent and support GMI schools effectively at various forums.

NICIE Officers continue to input to and support various Cross Organisational groups that were set up to share information, make decisions and produce guidance for schools during the pandemic. NICIE Officers used

**Directors' report for the year ended 31 March 2022 (continued)**

These forums to raise the concerns of Integrated schools and to ensure that the Grant Maintained Integrated schools (GMIs) were represented.

The training offer from NICIE increased this year with a training programme sent to all Integrated schools. Along with organised training, we also respond to school requests. Since 1<sup>st</sup> April 2021, we have offered training to 800 + participants over 57 sessions. Training/workshops were delivered across the general themes: Anti-Bias Approaches in Education, GMI (Grant Maintained Integrated) Governance, Integrated Ethos, Marketing & Promotion, Visioning for Recruitment, Excellence in Integrated Education ethos support, Parental involvement. In total, we have delivered training to 1022 participants across our training suite, Transformation programme and bespoke requests. The participants represented 41 Integrated schools, 32 Shared Education coordinators, students from Stranmillis UC and QUB, Teacher's reps from NASUWT and 7 schools interested in Transformation. The new publication 'Bias Busting for Beginners' with its accompanying Reflection Journal was published.

NICIE, in partnership with the Education Authority (EA), has developed Anti Bias training for Shared Education co-ordinators and has delivered three sessions to participants from 30 schools.

**Excellence in Integrated Education Award (EIEA):** Schools continue to be supported through the Excellence in Integrated Education Award. Sixteen schools are progressing through the process and six are preparing for renewal of the Award. One school achieved the Award this year.

As well as APTIS meeting once per month with an average attendance of 29 members per meeting, the following NICIE **committees and forums** continued to meet and develop.

**VP (Vice Principal) Forum** due to school pressures and absences only met once in this school year.

**Teachers' Committee** due to a change in structure the planning panel met several times, and 3 sessions were organised for all teachers. These sessions covered teaching controversial issues, RE (Religious Education) and Humanism. On average, there was an attendance of 25 participants per session.

**Early Years' Forum** met once to respond to the Early Year consultation on school starting age and to plan for the year ahead.

**Integrated Schools Finance Association (ISFA):** continued to communicate via email through their well-established network.

NICIE represents the interests of Grant Maintained Integrated schools (GMIs) by being a member of the Local Management of Schools group led by the Department of Education.

In March 2022, NICIE organised a Seminar for Governors in Grant Maintained Integrated schools. The themes of the seminar focused on: GMI (Grant Maintained Integrated) Representation report; COVID legacy report; Area Planning; NICIE's Strategic plan and the IE (Integrated Education) Bill. Eighteen participants attended representing 13 schools.

**Directors' report for the year ended 31 March 2022 (continued)**

NICIE represent the interests of GMIs on the Teachers Negotiating Council (TNC) and, this year, proactively contributed to the negotiations in relation to teacher's pay and associated work stream review development. NICIE Associates also attend work streams coming out of the Teachers Pay agreement.

NICIE represents Integrated Education on the following cross-sector stakeholder committees that meet quarterly or more frequently as required:

- Teachers Negotiating Council (TNC) and associated Oversight group and work streams from teachers' pay deal
- EA-led Community in Schools working group
- Educational Stakeholders Forum
- School Complaints Procedure Review
- The General Teaching Council for NI (GTCNI)
- The Education Technology Service (ETS) procurement to replace the current Classroom 2000 (C2K) system as a member of the Strategic and Advisory Group (STAG)
- The Performance Review and Staff Development (PRSD) Committee led by EA The EA Pre-school Education Group (PEG)
- Area Planning groups (strategic group, working group and local groups).
- EA admissions appeals panels
- COVID-19 groups developed to bring together those organisations that represent schools: CEO (Chief Executive Officer) forum, DE Communications, DE Key Workers Group, Cross Organisation forum with reference to the COVID-19 Link Officers assigned to schools.

NICIE continues to support the University of Bristol in their funding bid to examine Shared Spaces: The How, When, and Why of Adolescent Intergroup Interactions. This study focuses on teenagers in Bradford and Belfast and Integrated Colleges will be the focused group for the Belfast element of the study.

NICIE was part of a group of organisations, North and South that were successful in securing funding from the SCoTENS (Standing Conference in Teacher Education North and South). This research will examine how prepared Teacher and Student teachers are for teaching controversial issues.

NICIE have continued to build a **closer working relationship with the Integrated Education Fund (IEF)**. Both CEOs (Chief Executive Officer) meet on a regular basis and The Integration Works Group formalises this where senior staff from both organisations meet to discuss collaborative opportunities and joint working. This has involved twelve formal meetings and numerous additional, ad hoc meetings between individual officers working on school Transformations and other joint projects.

NICIE CEO and Finance Officer meet regularly with the **Department of Education (DE) Irish Medium and Integrated Education (IMIE Branch)**. This partnership works very effectively.

**Directors' report for the year ended 31 March 2022 (continued)**

NICIE has worked collaboratively with **EA and CCMS (Council for Catholic Maintained Schools)** and ongoing contact has been established to support NICIE in taking schools through the process of organising parental ballots and drafting Cases for Change following successful ballots as appropriate.

Regular meetings have taken place with the **EA Shared Education and Sectoral Support Team** and they have developed a support programme for schools who want to examine the religious balance in their enrolments of Catholic, Protestant and Other. This was the first year of a 3-year programme, which supports schools in identifying the areas they wish to develop and produce an Action Plan that allows them to build on the excellent work they already do whilst identifying the gaps that need addressed. There are three schools involved in this programme.

**2. Promote Integrated Education**

Aim 2: Effectively promote and advocate for integrated education

- Increase public awareness of integrated education through a PR (Public Relations) strategy defining what integrated education is and including the development and dissemination of the evidence-base on the benefits of integrated education
- Advocate for integrated education with DE, EA and other relevant decision-makers and stakeholders; provide them with timely advice; and respond to appropriate consultations
- Advocate for appropriate funding for the promotion of integrated education
- Advocate for a streamlined process to enable integrated schools to be created and existing integrated schools to grow
- Promote good integration practice in all integrated schools

**NICIE activity relating to Aim 2 priorities:**

Work has been ongoing regarding the Promotion of Integrated Education. NICIE recognised the absolute importance of dedicated communication resources; however, despite advertising on two occasions we were unable to recruit a Communications Development Officer tasked with increasing public awareness. As an interim measure, we utilised external and associate support for several tasks.

**Communication Strategy**

Work across the period has culminated in a Communication Strategy that is aligned to the NICIE Strategic Plan for 2022-25. The plan will enable NICIE's online communication to more cohesively promote Integrated Education, working in partnership with the IEF, Integrated schools and other partners.

NICIE also supported Integrated schools to further advance their communication activities through providing three training sessions in December 2021 focussed on creating messages and utilising social

**Directors' report for the year ended 31 March 2022 (continued)**

media advertising. A new website for NICIE is now in full draft form and will be launched in May 2022 alongside new branding and a suite of key messages.

**Social Media Engagement**

Social media engagement continued to grow across the period, with a 14% increase in followers across our main channels. Of particular note has been the launch of two campaigns: #40YearsIntegrated and #ChooseIntegrated. The latter in particular supported Integrated schools during the open admissions period and will become an annual campaign to better inform the public about Integrated Education and the schools that provide it.

**40th Anniversary of Integrated Education**

The 40<sup>th</sup> Steering Group met across the year to support the planning and coordination of events. The group is made up of representatives from IEF, AlumNI, Lagan Integrated College, Fort Hill Integrated P.S (Primary School), Cedar Integrated P.S, APTIS and NICIE. We were pleased in June 2021 to receive £23,500 from the Irish Department of Foreign Affairs and Trade Reconciliation Fund, which has supported a number of initiatives across the anniversary year.

The 40<sup>th</sup> Anniversary of Integrated Education was formally launched in September 2021 at a special event at Lagan College, Belfast. A resource pack was distributed to all Integrated schools in June 2021, which provided ideas and activities to enable schools to join in the celebrations. The ongoing impact of Covid-19 has affected the planning and scale of some events, however uptake from schools has been very good. Initiatives across the year included the 'Great Integrated Bake-Off' and 'Images of Integration', a photographic exhibition exploring Integration through the perspectives of young people. The Anniversary year will close in June 2022 with a large-scale event for pupils at Belfast City Hall.

**Integration Works**

The current phase of our 'Integration Works' project in partnership with IEF and funded by the Irish Department of Foreign Affairs completed in December 2021. The project engaged with over 30 schools at different points on the journey towards and beyond Transformation. This included in depth work on ethos with schools who have just Transformed as well as more generic events with schools interested in learning more about the benefits of Integration. Despite the challenge of Covid-19, the project met all targets. In March 2021, we learned that the IEF with NICIE as a partner successfully applied to the Department of Foreign Affairs' 'Strategic Partnership Fund'. This will provide €333,180 across three years to further develop our work around Transformation. The project will begin early in 2022/23 financial year.

**Directors' report for the year ended 31 March 2022 (continued)**

**Advocacy and Policy Promotion**

With the passage of the Integrated Education Bill and the Independent Review of Education, there was considerable work involved in advocacy and policy promotion. In October 2021, NICIE submitted a formal response to the Education Committee of the Northern Ireland Assembly as part of their work scrutinising the Integrated Education Bill. NICIE also provided oral evidence at a meeting of the Committee. Likewise, NICIE also presented to the Independent Review of Education panel and provided a written submission in November 2021. In addition to this work NICIE also provided responses to the Department of Education's 'Review of Pre-school admission' and 'School Starting Age' consultations.

**3. Grow Integrated Education**

Aim 3: Increase opportunities for Integrated Education to meet parental demand for children to be educated together

- Develop and maintain a network of sustainable integrated schools
- Increase the number, and geographical coverage of integrated schools by supporting the establishment and development of parental groups to work for the creation of a local integrated school
- Increase the number of pupils in integrated schools through increased enrolments and school expansions by supporting schools to access capital funding and assist in the development of capital projects
- Grow integrated early years and nursery provision
- Support and encourage sustainable schools with a significant 'minority' community of pupils to develop an integrated ethos and consider integrated status through transformation
- Co-ordinate local activity to assess parental demand

**NICIE activity relating to Aim 3 priorities**

There are three types of Area Planning meeting coordinated by the Education Authority, 'Local,' three of which happen monthly, 'Working' and 'Strategic' meetings, which happen, bi-monthly. NICIE officers have attended all meetings this past year. NICIE have also participated in three sub-groups, which were formed to consider specific areas/issues in schooling in the Belfast/Newtownabbey area, the Mid and East Antrim area and the Coleraine district.

There are nearly 25,900 pupils enrolled in Integrated schools – nearly 12,000 in primary schools and 13,900 in post-primary schools. The number enrolled has increased by over 900 pupils since 2020/21 and over 3,200 pupils compared to five years ago (DE Statistical Bulletin 2021/22).

There were six Integrated school Development Proposals decided upon in the 2021/22 year, 4 were approved and 2 not approved. NICIE has either helped the schools to write the proposals and/or provided written commentaries.

**Directors' report for the year ended 31 March 2022 (continued)**

The year continued to see significant interest from schools interested in Transformation to Integrated status resulting in four parental ballots for Transformation, three of which voted positively to further the process. NICIE development staff have been working closely with these schools alongside the four who got approval plus more currently actively engaged in the Transformation process. This has involved Officer attendance at Transformation Action Group meetings, Boards of Governors presentations and support sessions with Principals for the purpose of information giving, advising on process and whole school ethos development. Two schools were supported by NICIE to submit Cases for Change /Action Plans for Transformation to Integrated status.

NICIE provided 3 commentaries to the Department of Education on Transformation Development Proposals across this year. Ministerial approval was given to 6 schools to Transform to Integrated status: Seaview IPS, Central IPS, Harding Memorial IPS and Brefne Integrated Nursery School opened as Integrated Schools in September 2021. Two further schools, Bangor Central Nursery and Glengormley High will open as Integrated schools in September 2022.

NICIE has also helped five Integrated Primary schools write proposals for nursery unit provision. Four of these have completed consultation stage, for which NICIE submitted commentaries; all four are awaiting ministerial decision. NICIE has helped a fifth Integrated Primary school write a Case for Change for Nursery provision, this proposal has been submitted to EA and is currently out for Pre-Publication consultation.

Area Planning work has also focused on the development of the second Strategic Area Plan (SAP2) and the Special Education Strategic Area Plan (SESAP). EA launched a 12-week public consultation in January 2022; NICIE officers attended 22 Engagement Sessions in February and March 2022 to support the consultation process.

NICIE officers have worked closely with a parent group and the Blackwater Board of Governors in Mid-Down, which has collected over 840 Expressions of Interest forms from the public in the local area. A Case for Change was submitted to EA in September 2020, it was published in May 2021 with the objection period closing in September 2021. There has been no ministerial decision made on this proposal.

NICIE officers have also worked closely with the Education Authority and the Controlled Schools Support Council (CSSC) to assess the potential of developing a new school in the Coleraine area, The proposals for the closure of three schools: Coleraine and Dunluce Colleges and North Coast IC and the opening of the new Causeway Controlled Integrated College was published on 9 March 2022 and the objection period ends on 23 May 2022. EA launched a public consultation on the Causeway Controlled Integrated College Proposal, NICIE officers attended these virtual events to assist with questions and queries posed by staff, Boards of Governors, and parents.

Fresh Start Capital building is ongoing, with nine schools: Enniskillen IPS; Strangford IC; Rowandale IPS; Newbridge IC; Millstrand IPS; Roe Valley IPS; Millennium IPS; Phoenix IPS; and Shimna IC. Work at Ulidia IC is expected to commence soon.

**Directors' report for the year ended 31 March 2022 (continued)**

Two schools, Malone and Sperrin Integrated Colleges were selected to advance in planning under the Major Capital Works programme announced by the Education Minister in March 2022.

**4. An Effective Organisation**

Aim 4: Ensure that NICIE is a highly effective organisation

- Ensure strong and effective governance of NICIE by the board
- Ensure NICIE adheres to all its compliance requirements and effectively manages risk
- Agree and measure clear outcomes and demonstrate how these outcomes contribute to government outcomes (e.g. Children & Young Person's strategy; Programme for Government; and DE Corporate Plan)
- Ensure NICIE has the human resource capacity it requires
- Ensure staff are effectively inducted, managed and given the opportunity to develop
- Generate additional income for NICIE
- Ensure NICIE's finances are effectively planned, managed, and reported on
- Ensure NICIE has appropriate premises and other physical resources and these are effectively and efficiently managed
- Ensure all NICIE work is regularly reviewed and evaluated to promote continuous improvement
- Develop annual business and operational plans to progress the strategic plan and regularly monitor their implementation.

**NICIE Activity relating to Aim 4 priorities:**

The **Annual Report & Accounts for 2020/21** were audited, submitted to DE and relevant statutory bodies. Appropriate Financial and Management Reports were produced for senior management team, Finance and General Purposes Staffing Committee (FGPSC) and BoD throughout the year. A comprehensive internal and external audit programme was established and successfully delivered. All Returns were forwarded to DE/ Department of Finance in line with guidance. There were no breaches of public pay policy. One hundred percent of all non-disputed invoices were paid within 30 days of term date. Payment of all non-disputed invoices within 10 working days was maximised. A review and implementation of NICIE/DE Financial Memorandum/Management Statement was carried out.

**Governance** continued to be reviewed and the chairperson carried out an annual appraisal of all directors online. All Board and Committee meetings took place remotely as scheduled.

The Terms of Reference for the three sub committees were distributed and reviewed. New Directors were recruited and appointed by DE, induction, and training delivered. NICIE's Corporate Risk Register was developed in line with the 2021/22 business plan, aligned to DE's Risk Management Strategy, routinely



**Directors' report for the year ended 31 March 2022 (continued)**

reviewed, and revised and action plans for improvement monitored throughout the year.

A Board Effectiveness Survey, report and action plan were finalised and monitored throughout the year.

**Staff and Board Development and Training** continued throughout the year. Several staff policies were developed, reviewed, amended, and approved by the FGPSC.

Project Team Meetings between all Development and Senior Development Officers took place fortnightly.

Business Cases were submitted to IMIE. DE approval is required for all new/replacement NICIE admin posts and this is achieved through submission and approval of Business cases.

Appraisals were completed. The Board and staff reviewed the Strategic Plan, the business plan was monitored quarterly, and a new business plan for 2022/2023 approved.

Additional Bids for funding were submitted to The Department of Foreign Affairs and Trade Ireland (IDFAT) and the Heritage Lottery Fund. The former was in partnership with the Integrated Education Fund (IEF) and was successful. The bid for the latter was unsuccessful.

NICIE staff all worked from home this year as per government policy and ensured that the office was COVID-19 secure for members of staff who had to work occasionally in the office.

NICIE's Well-Being group worked on a plan of activity for the year. This included a suite of health and well-being activities.

**Fixed assets**

Details of the movement of fixed assets are set out in note 7 to the financial statements.

**Donations**

NICIE made no political donations during the year (2021: £nil)

**Tax status**

On 2 March 1989, NICIE was granted charitable status and is exempt from corporation tax on its activities. The activities of NICIE are exempt for value added tax purposes. NICIE therefore does not have to account for value added tax on its income nor is it able to recover the value added tax element of expenditure.

**Charitable status and public benefit**

The company is a registered charity with the Charities Commission in Northern Ireland under reference 100310. The directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities.

**Directors' report for the year ended 31 March 2022 (continued)**

**Disabled employees**

NICIE gives full and fair consideration to applications for employment from disabled persons, having regard to their particular aptitude and abilities as well as Health and Safety factors.

**Equality of Opportunity**

We follow the Northern Ireland Civil Service Policy that all eligible persons shall have equal opportunity for employment and advancement on the basis of ability, qualification and aptitude for work.

**Employee involvement**

It is the policy of NICIE to promote the understanding and involvement of all its employees in its aims and performance and it is committed to the continuing development of effective employee communication and consultation.

**Sickness Absence**

The sickness absence rate for the year was 2022: 24.50 days .89% (2021: 15 days .006%). The Directors and Management work continuously to reduce this figure and this is reviewed at BOD meetings and FGPSC.

**Prompt Payment**

NICIE is committed to the prompt payment of bills for goods and services received in accordance with NICIE Financial Memorandum, the Confederation of British Industry's Better Practice Prompt Payers Code. Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later. In 2021/2022 NICIE paid 100% (2020/2021: 100%) of its creditors within 30 days and no commission debt interest was paid or was due in respect of transactions in 2021/2022.

**Statement of accounting officer and directors' responsibilities**

The directors (who are also trustees of The Northern Ireland Council for Integrated Education) are responsible for preparing the Directors' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law and Article 8(6) of the Financial Provisions (Northern Ireland) Order 1993 require the Chief Executive and directors to prepare financial statements for each financial year that give a true and fair view of the state of affairs and of the surplus or deficit of NICIE for that period. In preparing those financial statements, the Chief Executive and directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

**Directors' report for the year ended 31 March 2022 (continued)**

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that NICIE will continue in business.

The Chief Executive (CEO) and directors are responsible for keeping proper accounting records, which disclose with reasonable accuracy, at any time, the financial position of NICIE and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of NICIE and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The CEO is responsible for the maintenance and integrity of NICIE's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In addition, in appointing the Chief Executive of the NICIE as Accounting Officer for NICIE, the Department of Education has placed on the Chief Executive responsibilities including the regularity and propriety of the public finances and for the keeping of proper records. These are set out in the "Accounting Officers" Management Statement (incorporating the Financial memorandum) issued by the Department of Finance. The Accounting Officer confirms that the annual report and accounts as a whole are fair, balanced and understandable and that she takes personal responsibility for the annual report and accounts and the judgments required for determining that they are fair, balanced and understandable.

**Statement of disclosure of information to auditors**

So far as the Accounting Officer and each of the Directors in office at the date of approval of these financial statements is aware:

- there is no relevant audit information of which NICIE's auditors are unaware; and
- they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that NICIE's auditors are aware of that information.

**Small companies' exemption**

In preparing this report, the directors have taken advantage of the small companies exemptions provided by the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013.

**Independent auditors**

The auditors, MB McGrady & Co, have been appointed as Independent Auditors through a tender process. A resolution concerning their reappointment for next year will be proposed at the Annual General Meeting.

By order of the Board



Maeve Marnell  
**Chair**

**Date 25.6.2022**

**Annual Report from the Chairperson for the year ended 31 March 2022**

2021 -2022 has been a year full of opportunities for Integrated Education.

As Kellie Armstrong's Integrated Education Bill progressed through the Assembly, we had the opportunity to listen to our MLA's views during the debates, start conversations and dispel some myths. I am delighted that the IE Bill passed the final vote and will become the Integrated Education Act later this year. I believe the Act presents a huge opportunity to further the growth of IE in Northern Ireland and look forward to working with the Department of Education on its implementation.

This year NICIE also had the opportunity to present evidence to the panel for the Independent Review of Education, setting out our vision for the future of education in Northern Ireland: a future in which we hope every parent who wishes to send their child to an integrated school will have that opportunity. Of course, I am very conscious of the extremely difficult circumstance in which our principals, teachers and other school staff have continued to work, and I have been hugely impressed by the resilience and dedication they have continued to show to ensure that our children continue to receive a high quality education.

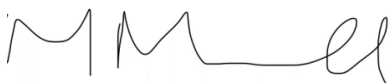
I am also hugely proud of our staff at NICIE who have risen to every challenge and opportunity that presented itself this year and continue to provide support and guidance to our existing schools, whilst also working with the increasing number of parents and schools exploring the possibility of transformation.

I want to give particular thanks to our CEO Roisin Marshall who has approached this year with her usual enthusiasm, optimism and good humour, providing expert leadership and guidance to the organisation.

Thanks also to our talented and committed board of directors who have ensured that we have met all our governance requirements throughout the year and, with the expert support of our Finance Officer, Maureen Johnston, have ensured that our budget has been managed efficiently and effectively.

In addition, I am grateful for the positive relationship we have with our stakeholders: the IEF, APTIS, the AlumNI, our sponsor department in DE as well as the EA and other sectoral support bodies, as we work together to secure a better future for our children.

As I look back on the events of 2021/22, I am convinced that this is a pivotal moment for Integrated Education and I am supremely confident that the staff and Board of NICIE will continue to play a key role in ensuring that the Integrated sector continues to grow to meet parental demand.



Maeve Marnell  
Chair NICIE  
Date: 25.6.2022

**Chief Executive Officer's Annual Report for the year ended 31 March 2022**

As Chief Executive Officer for the Council for Integrated Education, it is time to reflect on 2021/22.

I was recently reviewing how long I have spent in the field of Integrated Education:

- Four years as a governor of a GMI primary school Oakwood IPS.
- Four years as a governor of an integrated Post primary school Malone IC
- Five years with NICIE as a Development Officer and then as a Senior Development Officer.
- Five years developing the Integrating Education Project at the North-Eastern Education and Library Board.
- And finally, 6 years in my present post as Chief Executive Officer of NICIE.

So almost 25 years, almost half my life has been dedicated to Integrated Education!

The last year will be a year to remember for so many positive and negative reasons and one, which, in our minds, will be forever, etched. All of us had to rely on our resilience and each other to try to carry on, regardless of the devastation that this global pandemic brought and is still bringing to us.

Some of the many highlights from this past year:

- Congratulations! Huge celebrations and a warm welcome to four new schools who have transformed to become Integrated in September 2022.
- Resilience! Through the pandemic, school leaders, staff, parents, and pupils have shown strength, persevered in the most extreme of circumstances and often have been simply inspirational.
- The Association of Principal Teachers in Integrated Schools (APTIS) continues to be an invaluable source of personal and professional support, not to mention sanity saving!
- In June 2021, we were sad to witness the closure but proud to pay tribute to the school community of Groarty IPS in Derry/Londonderry.
- Integration Works! With our colleagues in the Integrated Education Fund, we engaged with schools new to us who, despite the Pandemic, took time out to explore the potential of Transforming to becoming Integrated for their school and community.
- Looking forward, the Review of Education presents a great opportunity for our education system.
- 40th Anniversary Launched on 6 September 2021...we had an event in the City Hall and presented a banner showing all the Integrated schools in January 2022 and we looking forward to more activities between now and June 2022.
- The passing of the Private Member's Integrated Education Bill in March 2022 signals the beginning of collaboration between the Department of Education, the Education Authority, NICIE, the IEF and the Integrated schools to ensure the effective implementation of the Bill after it receives Royal Assent.

**Success!**

For the first time in over a decade, the Transformation to Integrated status of four new schools has been approved by the Education Minister in just a few short months This represents 459 pupils and 532 new Integrated Education spaces, helping us to meet the high demand. Carrickfergus Central and Seaview Primary Schools in particular, enjoyed dramatic enrolment growth since their intentions to become Integrated was made public.

We are delighted to welcome two firsts this year, with the Transformation of both a Nursery school and a Maintained school to Integrated status.

The schools that have transformed to Integrated status are:

Central Integrated Primary School (formerly Carrickfergus Central PS), Carrickfergus -132 pupils in Sep'21.

Brefne Integrated Nursery School (formerly Brefne Nursery School), Belfast - 26 pupils

Seaview Integrated Primary School (formerly Seaview PS), Glenarm - 82 pupils in Sep '21

Harding Memorial Integrated Primary School (formerly Harding Memorial PS), Belfast - 219 pupils in Sep '21.

Bangor Central Nursery School and Glengormley High School have since been granted approval to transform in September 2022. Congratulations to both school communities. NICIE along with the IEF, DE and EA will continue to support all six newly Transformed schools with their Transformation Action Plan for the next 5 years and beyond

In the 2021/22 school year, there are 25,824 pupils enrolled in integrated schools – 11,970 in primary schools (including Nursery) and 13,854 in post-primary schools. The number enrolled has increased by over 900 pupils since 2020/21 and over 3,200 pupils compared to five years ago (DE Statistical Bulletin 2021/22).

### **Demand for Integrated places**

2814 pupils applied for 2310 Integrated Education places. Of those who applied for a place in year 8, 23% were not admitted.

To cope with some of this additional demand, Integrated Post Primary schools were granted 92 temporary extra places for September 2021 intake. This represents almost 20% of all extra places granted (477). Integrated places at post-primary currently represent less than 10% of all year 8 places available. The percentage of additional temporary variation places approved for integrated schools from April 2021 to present is:

Primary – 100%

Post-primary – 96%

Note there were a few children and young people for whom a temporary variation was not approved as there were available places in other Integrated schools.

### **Area Planning Activity**

The EA is moving forward with an exciting project in partnership with Ulster University, NICIE and the Controlled Schools Support Council (CSSC). If the consultation proves favourable and funds can be secured, EA plans to close Coleraine College and Dunluce High School and to open a new Integrated College on the University site in Coleraine. North Coast Integrated College would also close and students from all three schools would attend the new school. NICIE is excited by this innovative collaboration and what it might mean for future generations in the Causeway area.

NICIE has supported the Mid-Down College Steering Group in the submission of their proposal to the Department of Education for a new post-primary Integrated College in Mid-Down, incorporating pupils from Blackwater IC in Downpatrick.

### **We SUPPORT Integrated schools**

NICIE ran 57 training sessions reaching 1022 participants in 2021-2022 – these sessions focused on ethos, Anti-Bias and the roles of the school community. The participants represented 41 Integrated schools, 32 Shared Education coordinators, students from Stranmillis University College and QUB, Teacher's reps from NASUWT and 7 schools interested in Transformation.

NICIE's various committees continued to meet online with 15 sessions across the year involving over 40 schools. These committees represented Principals, Early Year Practitioners, Bursars and Teachers.

NICIE Quality Framework for Excellence in Integrated Education Award (EIEA) is a self-evaluation tool that Integrated schools are invited to use to develop and nurture their ethos in line with NICIE's Principles of Integrated Education. The process normally takes a few years to complete and is assessed by former Principals of Integrated schools. Sixteen schools are progressing through the process, six are preparing for renewal of the Award, and this year, the award was achieved by one school: Strangford IC achieved the Award in December 2021

NICIE spend a lot of time and effort encouraging Integrated School staff to be aware of bias both personally and professionally and helping staff to plan to mitigate against this. Integrated Education is about much more than a 'reasonable balance of Protestant and Catholic pupils.' It is also fundamentally about the policies and practices in Integration.

Integrated Education is the proactive and intentional effort made to ensure that cultural and religious traditions in Northern Ireland are respected and celebrated and agreement reached with the school community as to how that could be best achieved. It is the proactive and intentional consideration given to the sports that are played; the historical perspectives explored; the languages offered; the teaching of religious education; events and holidays that are celebrated as well as the policies and practices that are audited to be compliant with the Integrated Ethos.

All schools, except hospital schools and special schools, in Northern Ireland can request to transform to become an integrated school. This requires the drafting of a Development Proposal and a Case for Change and is a legal process. NICIE are very proud of any school community that takes the very courageous step of exploring Transformation.

The huge disruption to the education of our children and young people during this pandemic, along with the realisation that education is vital to our economy to enable parents to work and therefore contribute to the economy remind us of the enormous responsibility of education in NI. Therefore, the funding of such must be reviewed and NICIE are very hopeful that the Independent Review of Education (IRE) will be a catalyst for more investment in NI schools' revenue and estate.

Kellie Armstrong's Private Members Bill on Integrated Education which was passed in January 2022 reiterates that IE is about reasonable numbers of Protestants and Catholics or at least those who identify so and those of other beliefs, cultures and communities. The definition is widened to include those from different socio-economic backgrounds and different abilities two other key pillars of Integrated Education since its inception.

To do this, Integrated schools have to reflect on their admissions criteria, who they invite in, including church and political representatives.

Integrated Schools have to actively notice the diversity within their governance/staff team and work to ensure a mix of Protestants, Catholics those from other beliefs, cultures and communities reflected in the school.

Integrated Schools have to pay attention to the curriculum they deliver ensuring that they follow CCEA advice in delivering a diversity of perspectives through their resources.

There will be huge challenges for NICIE and Integrated Education over the next couple of years as the Independent Review of Education concludes and makes recommendations for what a single education system with children being educated in the one classroom might look like. Integrated schools will be well placed as models to be replicated.

One thing I know for sure is that Integrated Education no longer is a passing phase, a temporary social experiment on the fringes of the education system. For almost 40 years, Integrated Education has and will continue to shine a light on how it contributes to reconciliation in NI.

Integrated Education is not the only contributor to creating a more shared society, but it is part of the solution and if the essence of it is valued, I have great hope for the educational future of our children and young people. In times when teaching methods, home schooling, no traditional exams, and technological advances, have all happened, a new invigorated move to increase Integrated Education in NI seems very achievable.

We are about to enter a new phase with our new Strategic Plan, Kellie Armstrong's Private Members' Integrated Education Bill, and the Independent Review of Education.

I want to thank Kellie (and Fiona McAteer) for bringing forward this Bill and although the timing has been criticised, with the collapse of the assembly and then the dreaded COVID...when would have been a good time? Much of the Bill came from recommendations in the Independent Review of Integrated Education.

Our challenge is this...if we truly are looking to increase the number of children and young people being educated together...what are the ways we think we can achieve that through the system that we have? What changes to the system would need to be made? What would we rather have, what is within our control and what is outside our control?

The way to affect change is not by thrusting our view of the world on others but by inviting others to see our view of the world as a legitimate form and function of a more shared society.

Tina Merron, from the IEF, spoke to the Assembly Education Committee about being a movement for change and the impact of Integrated Education on the educational landscape of Northern Ireland has been immense. Everyone on the Education Committee reiterated their support for educating children together and agreeing with the principles of Integrated Education.

The 68 Integrated schools that exist plus the 2 coming on board in September 2022 need our support and the support of the other educational bodies to be the best that they can be.

In our presentation to the Assembly Education Committee, we talked about the need at Area Planning to look at the potential of shared options including Federations, Shared Campuses, Jointly Managed Schools and, of course, Transformation and new Integrated Schools and we would aspire to making that a reality. If we go back to Jonathan Bardon's book *The Struggle for shared Schools* (2009), I contend that that struggle is still a reality but one that has moved on significantly since that book was published in 2009. The next few years, we will see change that is even more significant.

We are unapologetic about our desired outcome of reconciliation and fundamental to that is about making friends. We genuinely think it is possible for people to disagree without holding grudges and to have healthy conversations even though we have strongly held opposing views. Do we have the toolkits, the expertise and what else gets in the way?

The debate around the Integrated Education Bill has enabled individuals and organisations to voice their view of Integrated Education. This has been a unique opportunity to really listen and hear what people are saying so that we can develop our strategy for the next three years, which will help us to further develop our people, our policies, and our practices. The passing of the Integrated Education Bill demands us to ensure the effective implementation of the Bill working in partnership with the Department of Education and the Education Authority and the Integrated schools.



I have said for the last almost 6 years that this is not about creating a new sector or even being a sector. For sure, GMI schools are a sector in their own right as they share characteristics of individual schools as Managing Authorities. However, Controlled Integrated Schools are managed by the Education Authority and therefore are part of the Controlled Schools Sector. Almost half of the Integrated schools are Controlled Integrated. It is much more complex than it would appear.

NICIE are part of the education system and as such have responsibility to work collaboratively with other educational organisations within Area Planning, Teachers Negotiation Council, the oversight group for the work streams pertaining to the Teachers' pay award, the educational response to COVID-19 to name but a few.

It is therefore our responsibility to work through the channels provided, to ensure that barriers to the growth of Integrated Education are noticed, named and subsequently resolved. It is also great to have the support of the charitable organisation the IEF.

In Area Planning in the context of the Sustainable Schools Policy, one could argue that the processes involved are set up to make it difficult for Integrated schools to grow but my analysis of it is that it is fair that all sectors have to provide detailed evidence-based cases for change for any significant change to any school. We are working towards a 'levelling up' for Integrated Education, not to be elevated above others. If we have to make the case for change based on demand by parents for Integrated Education, then other sectors should have to as well. This seems reasonable. The fact remains that it is difficult to grow Integrated Education in the context of rationalisation of the schools estate as per the Minister's priorities. Obviously, the statutory duty to Integrated Education enables the growth of Integrated Education but this requires the support of all sectors to collaborate and consider Shared and Integrated options at early stages in Area Planning.

The fact that spare places in other school management types can potentially have an impact on growth of Integrated Education suggests that we haven't moved on too far from the 'needs model' which we had hoped would no longer impact on the growth of Integrated Education. At the Assembly Education Committee presentation, both NICIE and the Integrated Education Fund made it clear that the growth of Integrated Education should not be hindered by available places in schools of other management types. One reaction to this might be for unsustainable schools to see the Transformation process as a means to address the sustainability issues. NICIE would suggest that the conversations with those schools and the management bodies to explore a range of 'Shared and Integrated options' may be the solution. The most successful Transformations occur when parents, governors and staff of the school agree the Transformation is a beneficial way forward for them and the communities they serve or want to serve. NICIE and the IEF want to support sustainable schools who already have a mix in their pupil population who see the benefits of Transformation and Integration in practice.

Unfortunately, sometimes due to the rationalisation in the Controlled and Maintained sectors, Transformation is being seen as a means to save a small school from closure. Whilst we have examples of where small unsustainable schools have increased their enrolment through Transformation and that is very welcomed, that is not, though, what was envisaged in the Education Order (NI) 1989.

Whilst many schools exploring Transformation at the moment are big strong sustainable schools, we need to understand why some strong sustainable schools with a mix already in their pupil population and maybe even their governing body and staffing do not seek Transformation as a desirable process. To unlock this would be a game changer.

Certainly, incentivisation financially of such a process may help schools who wish to transform so that parents from the minority community (Catholic or Protestant) will see them as an option for their children and young people.

I think in the next few years, it would be our desire to work with the system and the schools and their managing authorities, parents, and communities as well as young people to make Integrated Education a reality for more families.

As CEO, I want to acknowledge support from the Irish Medium and Integrated Education Team (IMIE) in governance, accountability, and general policy and legislation queries.

Our strategic partnership with the EA has been galvanised this year through our excellent partnering work with EA Sectoral Support and Area Planning. It was great to get an opportunity to present to the EA Board on the 30 March 2022.

To the NICIE Board of Directors, thank you for your dedicated, passionate, effective, online governance. We are so lucky to have you all. To Maeve Marnell, the current Chair for your dedication and support, thank you.

To the Integrated Education Fund for all their support throughout the year and in particular for our collective efforts in promotion through Integration Works and in the successful, joint application to the Irish Department of Foreign Affairs and Trade (IDFAT) for a 3-year strategic project Integration Works.

Finally, to NICIE staff, who have individually and collaboratively, worked tirelessly to ensure that NICIE fulfilled all its Business Plan commitments and kept each other, and our key stakeholders supported and affirmed. I thank you all very much.



Chief Executive Officer of NICIE

25.6.2022

## **NICIE GOVERNANCE STATEMENT**

### **Introduction**

The Northern Ireland Council for Integrated Education (NICIE) is a Non-Departmental Public Body (NDPB) of the Department of Education (DE). NICIE was established in 1987 as an umbrella body to represent integrated schools and to promote Integrated Education. NICIE was set up as a company limited by guarantee with charitable status and is supported through grant in aid by DE under the Education Reform (Northern Ireland) Order 1989.

The role of NICIE as defined in the Management Statement is *‘to promote integrated education and to perform a wide range of roles in facilitating the development of Integrated Education in Northern Ireland for the public benefit’*.

The Governance Statement sets out the governance structures, risk management and internal control procedures that have operated within NICIE during the financial year 2021 to 2022.

The Annual Governance Statement has been produced in line with guidance issued by the Department of Finance (DoF) in accordance with the guidance in Annex 3.1 of Managing Public Money Northern Ireland (MPMNI) and forms part of the Statutory Accounts and is reviewed, considered, and approved by the Board of Directors (BoD).

This Governance statement reflected NICIE’s activities and governance for the current financial year. I am delighted to highlight that we have managed to continue to ensure that our governance and activities have been managed in these extraordinary challenging times and we have ensured that contingency planning continues to be in place to mitigate any risk caused by the impact of the unprecedented COVID-19 throughout the last twelve months.

A working from home sub group set up last year in partnership with staff and the Board of Directors. It has continued to ensure that our existing business continuity plan was updated to enable staff to work from home. Risks were mitigated to ensure that NICIE continued to adhere to governance, NDPB guidelines, while endeavoring to ensure that it met business activities based on available resources. We also managed the health and wellbeing of staff while ensuring that it continued to support and provide services to schools and school leaders in these ongoing challenging circumstances.

### **Scope of responsibility**

As Accounting Officer, I am committed to operating in accordance with best practice in business integrity and ethics and maintaining the highest standards of financial reporting and governance. I have responsibility for maintaining a sound system of controls that supports the achievement of NICIE’s policies, aims and objectives, whilst safeguarding the public funds and the NICIE assets for which I am personally responsible, in accordance with the responsibilities assigned in the MPMNI.

The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the Council’s policies, aims and objectives, to evaluate the likelihood of those risks being realized and the impact should they be realized, and to manage them efficiently, effectively, and economically.

As Accounting Officer of a public body and designated NDPB, I am committed to governance excellence and to ensuring accountability and transparency for all decisions and activities. I am responsible to the

Permanent Secretary of DE under the terms and conditions as set out in NICIE's Management Statement (incorporating the Financial Memorandum) (MSFM).

### **Strategic Objectives**

NICIE launched its current Strategic Plan for 2019-2022 in April 2019 to further grow, develop, and support existing integrated schools, increase the opportunities for children to be educated together, and influence the wider educational system.

The new three-year Strategic Plan 2022-2025 has been drafted and will start 1 April 2022.

This new strategic plan aims to:

1. Promote Integrated Education

Promote Integrated Education to create measurable change in awareness and understanding, leading to an increase in demand for Integrated schools

2. Grow Integrated Education

Support the growth and development of Integrated Education to be an accessible option in all geographical areas in Northern Ireland

3. Support Integrated Education

Support the development of the Integrated Ethos to help governors and leaders to advance sustainable and exemplary Integrated and Transforming schools

NICIE Vision is of a society where children are educated together, confident to express their own identity and culture; and respectful of, and prepared to engage with, the identity and culture of others.

The NICIE mission is to promote reconciliation in Northern Ireland through Integrated Education.

The current strategic plan sets out clearly defined strategic objectives for the year 2021-2022. I have ensured that the aims and objectives have been implemented during the year 2021-2022 in partnership with all staff, Board of Directors (BoD) and relevant stakeholders and regularly reviewed.

The NICIE business plan aligned to DE's strategic priorities clearly set out NICIE aims and objectives for the year 2021-2022 and was monitored throughout the year while noting contingency planning and significant changes in working arrangements due to the ongoing pandemic.

### **Governance Framework**

In partnership with the NICIE Board of Directors, I have a corporate responsibility for setting objectives, agreeing priorities, and implementing ministerial policy. The BoD, and I, as the NICIE Accounting Officer and the staff of NICIE, developed and agreed a business plan for the 2021-2022 year, which was formally approved by DE.

The Business Plan was regularly reviewed along with key risks associated with the delivery of NICIE's objectives throughout the year. A mid-term six-month evaluation report to 30.9.2021 and year end evaluation provided updated progress reports on the achievements of NICIE for the 12 months to 31.3.2022 to both the BoD and DE and taking into consideration the impact of COVID -19 global pandemic.

NICIE has had a very productive year in relation to delivery and facilitation of training and workshops. We developed and delivered 57 training sessions/workshops between 1 April 2021 and 31 March 2022. Training was delivered to over 800 participants.

Training/workshops were delivered across the general themes: Anti-Bias Approaches in Education, GMI (Grant Maintained Integrated) Governance, Integrated Ethos, Marketing & Promotion, Visioning for Recruitment, Excellence in Integrated Education ethos support, Parental involvement. In total we have delivered training to 1022 participants across our training suite, Transformation programme and bespoke requests. The participants represented 41 Integrated schools, 32 Shared Education coordinators, students from Stranmillis UC and QUB, Teacher's reps from NASUWT and 7 schools interested in Transformation. The new publication 'Bias Busting for Beginners' with its accompanying Reflection Journal was published.

NICIE's on-line presence has further grown through the implementation of recommendations from our external review. This has led to an enhanced focus on the development of social media campaigns as well as a rebuild of our website. A new overarching communications strategy aligned to our new Strategic Plan (2022-25) is under development and we have designed and launched new branding and key messages about Integrated Education. Further recruitment of staff with specialist skills in this area will increase our ability to increase understanding of Integrated Education and its benefits. Communication activity by our partners in the Integrated Education Fund has complemented that of NICIE and this synergy will be important moving forward.

In the 2021/22 school year, there are 25,794 pupils enrolled in integrated schools – 11,970 in primary schools (including Nursery) and 13,854 in post-primary schools.

This year has seen a surge in the number of schools requesting support from NICIE in relation to consideration of Transformation to Integrated Status. In the 21/22 year, there were 4 parental ballots for Transformation. NICIE development staff have been working closely with these schools alongside a further seven schools currently actively engaged in the Transformation process. This has involved Officer attendance at Transformation Action Group meetings, Boards of Governors presentations and support sessions with Principals for the purpose of information giving, advising on process and whole school ethos development. Three schools were supported by NICIE in developing a Case for Change /Action Plans for Transformation to Integrated status.

#### Development Proposals

In the year 1 April 2021 to 31 March 2022 there were seven Development Proposals approved. Six were related to Transformations, five were approved and one was turned down. The approvals were for two primary schools, and for the first time, two nursery schools gained approval. Glengormley High School was granted approval, becoming the first post primary school approved for Transformation since 2009. The seventh one was the approval of additional places for Strangford College. Overall, these approvals amount to a net gain of a potential 1,816 places.

There are four proposals awaiting the Ministerial decision, including two proposals relating to the new proposed Mid-Down Integrated College, and two for Nursery units.

There are a further two proposals for Nursery units which are still in the objection period. In addition, one proposal for a Nursery Unit for Omagh IPS is with the Education Authority, prior to the pre-publication consultation.

A proposal for the new Causeway Controlled Integrated College which NICIE has worked on in collaboration with the three schools; North Coast Integrated College, Dunluce College, and Coleraine

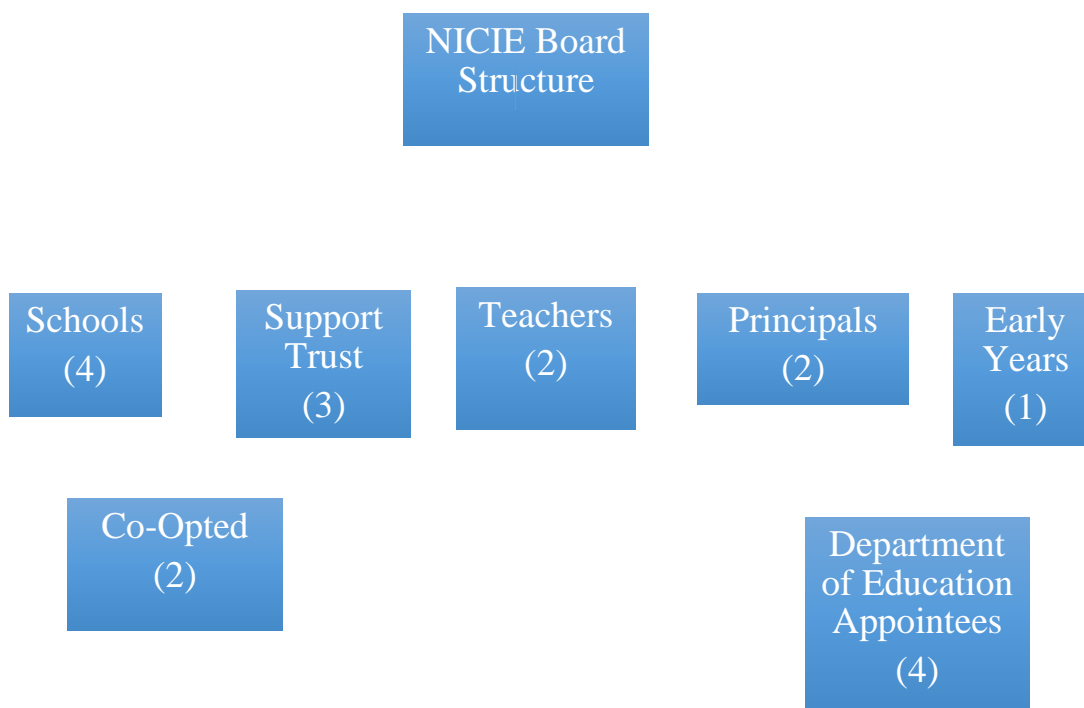
College, CSSC (Controlled Schools Support Council), UU (Ulster University) and the Education Authority, is at pre-publication consultation phase.

## Structure of NICIE

### Board and Committees

The Board of Directors has a membership of up to 20 non-executive members including four DE appointees. Two DE vacancies have now been filled. The role of the Board is to provide leadership to NICIE during the financial year, within a framework of prudent and effective controls which enable risk to be assessed and managed, to set NICIE's strategic aims, ensuring that the necessary financial and human resources are in place to meet its objectives, provide oversight to set NICIE's values and standards and to ensure its obligations to its stakeholders and others are understood and met.

The current BoD structure is illustrated below:



NICIE is a constituent body of member organisations with seven categories of membership:

1. School members  
4 members to be elected at AGM
- Those engaged in running a particular integrated school.
-

- |       |   |  |                                  |
|-------|---|--|----------------------------------|
| 2.    | Support members / Trust<br><br>3 members to be elected at AGM                             | Organisations for the support and promotion of integrated education.                     |                                  |
| <hr/> |   |  |                                  |
| 3.    | Teacher members   | Representatives of teacher organisations.<br>members nominated by The Teachers Committee | 2                                |
| 4.    | Principal Member  | Representatives of principals' association.  |                                  |
|       | 2 members nominated by APTIS<br>(Association of Principal Teachers in Integrated Schools) |  |                                  |
| <hr/> |   |  |                                  |
| 5.    | Early Years members<br>1 member nominated by Teachers Committee                           | Those engaged in running pre-school provision in a particular integrated school.         |                                  |
| 6.    | Co Opted directors  | Up to 3  | To provide additional experience |
| 7.    | Department of Education   | 4 people appointed by the Department of Education  |                                  |

**Board and Committees Structure**

Three committees serve and report to the Board of Directors and are illustrated below.

The current directors and attendance records are recorded below. The Board structure and all directors were reviewed prior to the virtual Annual General Meeting (AGM) in October including attendance records to ensure that the structure complied with NICIE's Articles of Association.

NICIE Board and Committees Structure





**Attendance at Meetings**

Directors' attendance at meetings held during 2021-2022 is detailed below. Please note that some directors were not in post for the full financial year and joined the subcommittees during the year and the figures represent their percentage attendance based on when they joined.

Director/ 2021/2022 Member	Board of Directors 4 Zoom mtgs + AGM)	Audit & Risk Assurance Committee 4 Zoom mtgs	Finance, General Purposes & Staffing Committee 4 Zoom meetings	Policy and Planning Committee 4 Zoom mtgs
Maeve Marnell Chair 26/11/2020	100%	-	100%	100%
Cathy McIver	75%	-	-	25%
Eva Szlachta	75%	-	75%	-
John Scott	100%	-	100%	100%
Cathal Mullaghan	100%	100%	-	-
Shane Greer	100%	-	75%	-
Anne Murray	100%	75%	100%	-
Dr Anne-Marie Telford	100%	100%	-	100%
Helen Smyth	100%	100%	-	100%
Adele Kerr	100%	-	-	-
Bill Miscampbell ( <i>co-optee</i> )	100%	-	-	100%
Eamon Quinn co-optee (Appointed <i>Vchair</i> 8/12/2020	100%	-	-	100%
Bill Fletcher	25%	-	-	75%
Amanda McNamee <i>resigned Oct 2021</i>	75%	100%	-	-
Colin Millar <i>Joined</i> 7/12/2021	100%	100%		
Patricia Douglas	75%	100%	-	100%
Duncan Morrow	75%			75%
Bob Hanna DE Rep 6/1/2022	100%	-	-	-
Gavin Gray DE Rep 6/1/2022	100%	-	100%	-

**Performance of the Board 1 April 2021 - 31 March 2022**

The Board of Directors held four meetings and a virtual Annual General Meeting (AGM 12/10/2021) It was agreed that the Board meetings would continue to focus on strategy and the future direction of NICIE in the changing educational environment. The chairperson continued to review the attendance of Board Members for the previous 12 months and reiterated the need for attendance and participation. This was closely reviewed, monitored and reported on, throughout the year, by me, as Chief Executive Officer, in my monthly meetings with the Chair. Several new directors replaced directors that had resigned, or who had come to the end of their term. We were delighted to welcome these new directors to add their contributions to the proactive and dynamic Board. All new Directors received induction training to ensure that they were briefed accordingly and were aware of their duties. This included the NICIE Corporate Governance guide, which was also circulated, to all Board members during the year to ensure adherence and compliance. All new Directors will receive Corporate Governance training.

The Chair has undertaken and completed the annual appraisal of directors. The chairperson continued to assess the performance of individual Board members through arrangements determined by the Department. Board members will continue to be subject to ongoing performance appraisal, with a formal assessment being completed by the chair at the end of each financial year and prior to any re-appointment of individual members taking place. Feedback of the appraisal process was shared with the Board and reported a positive working environment.

The appraisals also formed part of the assessment of the effectiveness of the Board and were reported accordingly. A Board Effectiveness Review was carried out in July 2020. The subsequent report had several recommendations, which now form part of an ongoing action plan. It was reviewed and monitored by a designated Board member and reported on at each Policy and Planning subcommittee meeting.

Recommendations implemented include:

- streamlining reporting for Board meetings;
- better utilisation of the knowledge, skills, insight, and judgement of experienced Board representatives by focusing on the important governance and strategic issues;
- new timetables of meetings established;
- reporting schedules aligned with Board and Committee meetings with an annual meeting cycle;
- all input documents and agendas for Board and Committee meetings issued a minimum of 7 days before meeting;
- Minute of meeting to be issued to Committee/Board members a max of 30 working days after meeting and finally time allowed on the agenda for check-in and check-out with all board members and what members found of value at Board meetings is noted.

The Chair will also be appraised this year through arrangements made by the Department of Education.

A skills audit was also undertaken during the year to identify Board skills and training requirements.

I have also had monthly 1-1 meetings with the Chair where we have reviewed the various committees and the overall strategy of NICIE.

A training programme was implemented during the year for the directors and included Safeguarding, Recruitment, Risk Register, and adhering to NICIE policies as a director training session. Directors also attended a Future Schools presentation.

The register of interests continued to be a standard agenda at all Board meetings to ensure that any areas of Board member conflict are addressed at the start of each meeting. Policies for conflicts of interests for

the Board, staff, associates, and volunteers have now been drafted and agreed.

The Board reviews, through the CEO (Chief Executive Officer) report and a range of presentations and discussion papers, the ongoing work of NICIE and its implementation of its strategic plan and business plan. Each Senior Development Officer for Promote, Grow and Support attends one Board meeting per year to present their report card on the NICIE Business Plan.

During the year, the Board reviewed reports from other sub committees including the annual internal audit report, annual financial statements, monthly summary extracts from the management accounts and approved the Annual Business Plan and associated budgets.

The Board also had presentations during the year from several speakers about ongoing developments within the education sector and other NICIE stakeholders. This also included presentations from the Integrated Education Fund on Future Schools and IEF (Integrated Education Fund) Strategic Plan as well as engagement with Kellie Armstrong regarding her Private Members' Integrated Education Bill.

The Chair, along with Senior Managers, presented a submission to the Education Committee on the Private Members' Integrated Education Bill. Also, the Senior Management Team and the Chair of the Directors prepared a presentation to the Independent Review of Education (IRE) September 2021 and a written submission November 2021.

NICIE reviewed the progress on the strategic plan, and this resulted in a new business plan. A review was also undertaken of the effectiveness of reporting to the Board as part of the Board Effectiveness Review.

This business plan review has formed the basis of a new strategic plan 2022-2025, which will be progressed throughout the rest of 2022.

The Chairperson, Finance Officer and Chief Executive Officer met the Permanent Secretary of DE for Governance and Accountability meetings. Position reports were forwarded prior to these meetings highlighting any areas of significant accountability and governance. It was agreed that all was in order.

DE continued to implement some of the recommendations of the Independent Review of Integrated Education (IRIE). Sixteen of the recommendations from the IRIE have been progressed as part of the terms of reference for the Independent Review of Education.

NICIE has worked closely with the IEF to promote Integrated Education and is currently working with 39 schools at various stages of interest in the Transformation process. This resulted in 5 schools being approved for Integrated status during the last year.

As part of ensuring that all Board meetings are managed in an efficient and timely manner, I ensure that the Accounting Officer/CEO Report is circulated prior to the Board meetings along with all relevant papers.

## **Committee Reports**

### **Role of the Audit and Risk Assurance Committee (ARAC)**

In accordance with its terms of reference, the Audit and Risk Assurance Committee (ARAC) oversees financial reporting and the effectiveness of financial and regulatory compliance, controls and systems reporting.

The Audit and Risk Assurance Committee formally met on 4 occasions during 2021-2022, reviewed the

Corporate Risk Register at each meeting and was satisfied that all risks were identified, and corrective action taken where feasible. Some of the key risks are highlighted further in this report.

A great deal of focus at the start of the year and continued through the year was to review and update the Corporate Risk Register to assure members that all risks relating to COVID- 19, working from home arrangements and business continuity-were incorporated into the register and that all risks were managed and mitigated accordingly. The Business Continuity Plan was also updated and reviewed at all the ARAC meetings.

The register of conflicts continued to be a standard item on the ARAC agenda.

In addition, the Committee reviewed the results of the internal audit report and the implementation of previous year's audit recommendations. The Committee was also responsible for reviewing the annual statutory Directors Report and Financial Statements for the year to 31.3.2021 and will also be responsible for the reports to 31.3.2022.

It also reviewed several policies and documentation from DE and the Department of Finance, which were updated by DE during the current year to ensure best practice and that DE business case, tenders, and DoF Pay Remit guidance was adhered to.

The NICIE ARAC Terms of Reference were also reviewed at the start of the calendar year.

A summary report from the ARAC was presented to the Board by the chair of the committee following each meeting during the year.

Representatives from the IMIE Team at DE also sat on this Committee this year, which assisted in giving additional assurance to the Committee that all audit requirements were adhered to and provided guidance.

### **Finance, General Purposes and Staffing Committee (FGPSC)**

This Committee continues to meet prior to the quarterly meeting of the Board of Directors. It met 4 times during the current year. Its function is to focus in greater detail on the finance and personnel issues that are presented to the Board. This Committee also dealt with all issues relating to staff and premises.

FGPSC also continues to review staff policies throughout the year ensuring that NICIE has covered all areas of staffing procedures and guidance.

The HR subcommittee also continued to meet where necessary during the year to dedicate more time to internal staffing issues and recruitment to ensure adequate time allocated to support the Finance Officer and me as CEO. This committee also included the Chair of NICIE. Progress was then reported accordingly to the relevant committee.

The budget for the monthly management statements were carefully reviewed by me and the Finance Officer prior to presentation to the FGPSC who then reviewed the financial and performance management of NICIE ensuring that all budgets and internal controls were adhered to for the year up to 31.3.2022.

It is a legal requirement that all places of work have a health and safety policy, which staff should be made aware of and adhere to. I am satisfied that a fit-for-purpose health and safety policy is in place and is reviewed regularly. I am also satisfied that the organisation has complied with all duties under Health and Safety legislation. This is a standard item on the FGPSC agenda to ensure that the office was managed in accordance with government and health guidelines and that all staff were being managed and had support in terms of the ability to work from home, including pastoral care.

This committee was also responsible for ensuring that NICIE was fully compliant with business case requirements.

The FGPSC's remit also includes the awarding of tenders and ensuring that NICIE adheres to strict procurement procedures with the approval of DE. However, the committee raised concerns over the costs and time that NICIE incurred adhering to Department of Finance Procurement guidance under Construction and Procurement Delivery (CPD) when retendering for goods and services over £5k.

### **Policy and Planning Committee (P&P)**

The Committee's remit during the current year included:

- The formulation of pro-active campaigning to raise the profile for Integrated Education.
- Kellie Armstrong's Private Members' Integrated Education Bill
- The Independent Review of Integrated Education
- Monitoring Board Effectiveness Action Plan
- Monitoring Progress of Strategic Plan

The Policy and Planning Committee has held four meetings during the year to formulate NICIE's policy position and various educational policies and legislation including Kellie Armstrong's Private Members' Integrated Education Bill. Committee members provide challenges and guidance in response to updates by a Senior Development Officer on key areas of work. It is also an opportunity for Directors to gain a better-detailed understanding of the context that NICIE is working on including a presentation and submission to the Independent Review of Education.

### **Compliance with Corporate Governance**

An annual review of the effectiveness of NICIE's governance structures, as set out in the 2013 code (DAO/(DFP)10/12), risk management and internal controls has been conducted, informed by staff, directors, independent internal and external auditors. The NICIE Board has assessed that it has effectively complied with the Corporate Governance Code.

The Management Statement and Financial Memorandum (MSFM) sets out a broad framework within which the Council is required to operate, and the Financial Memorandum defines certain financial provisions which NICIE is required to observe. As Accounting Officer and CEO, I have ensured that the MSFM has been adhered to for the financial year 2021-2022.

NICIE has continued to review its internal procedures to ensure that all services are reviewed and that business cases are submitted to the Irish Medium and Integrated Education (IMIE) Team in DE in a timely fashion and that all appropriate approvals are obtained before any expenditure is committed.

Training has also been given to all new staff during the year at Staff Meetings to ensure that controls are adhered to, and new staff are given induction training on arrival. Training needs have also been identified for new and existing directors and governance training has been organised and provided. Inductions for new directors have been provided and there have also been exit interviews/surveys for all directors that left during the year with an emphasis on GDPR (General Data Protection Regulation).

All relevant Companies House and Charity Commission NI (Northern Ireland) requirements have been updated.

NICIE continues to ensure that its governance arrangements are in place operating in accordance with best practice and that it continues to align its business aims and objectives to DE.

### **Assurance Reporting**

As Accounting Officer, I am also responsible for preparing risk assurance statements and these reports provide an assurance over areas of responsibility and confirm that risks are being managed.

### **Internal Audit**

- The scope of the internal audit plan for the current year by independent internal auditors CavanaghKelly was to review the controls in relation to the systems that NICIE had in place in relation to the following areas, including recommendations from last year's audit.
- Marketing and stakeholder engagement
- Workforce planning
- Staff performance management and training,
- Payroll
- Information Governance and Data Protection
- COVID-19 Contingency Planning
- Reporting to the Board and the Department of Education

The audit completed by the internal auditors found the internal control systems to be operating in a satisfactory manner with one minor area of improvement. The Internal Auditor was therefore able to give positive assurance to me as Accounting Officer that the Board's risk management, control and governance arrangements were satisfactory.

A review of the progress made by NICIE in implementing prior year adjustments was also undertaken and all prior year internal audit recommendations have been implemented.

### **External Auditor**

The company's External Auditors are M.B. Mc Grady and Co. There were no control deficiencies identified during the year to 31.3.2021. There is unlikely to be any emphasis of matter or qualifications contained in the Audit report for 2021-2022.

### **Other Sources of Assurance**

I have also relied on additional sources of assurance during the year, with regular reports from the staff, directors, NICIE Panel of Associates and independent advice from HR and legal experts and other relevant stakeholders.

NICIE also continues to report annually to the Charity Commission for Northern Ireland and Companies

House.

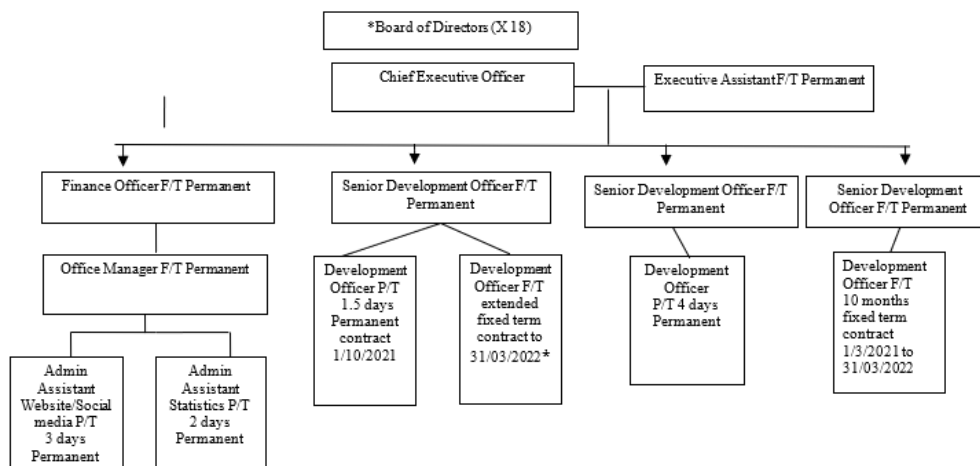
### **Quality of Data Used by the Board**

Senior Members of the NICIE Team and appropriately experienced officers or representatives of NICIE have supported all the committees. I regularly review and interrogate all data with Senior Management Team prior to any information being presented to the Board. These reports include monthly management accounts and budgets, which are prepared by NICIE's qualified accountant and are also reviewed by the FGPSA who have additional finance experience. Senior Development Officers who have a wealth of experience in the education sector which include reports compiled with various forums and relevant stakeholders complete other NICIE reports. An appropriately selected Panel of Associates who have been drawn from a select list based on skills and experience compile bespoke reports. Committee Members also reviewed these reports and data and sought clarification from officers on the information presented to them.

Additionally, our Internal Auditors Cavanagh Kelly independently compiled the internal audit report and the External Auditors M.B. Mc Grady and Co. independently verified the Final Financial Statements. In addition, as part of the internal audit programme all quality of data was assessed by ARAC and presented to the Board. It is my view and the view of the committees that the quality of the data used by NICIE is of an acceptable standard.

The staffing structure of NICIE for 2021/2022 is highlighted below:

**NICIE ORGANISATIONAL CHART**



**Ministerial Directions**

No Ministerial Directions were given for the year to 31 March 2022.

**Health and Safety**

I am satisfied that a fit-for-purpose health and safety policy is in place and is reviewed regularly. I am also satisfied that the organisation has complied with all its duties under Health and Safety. Whilst NICIE has always been mindful of compliance to health and safety, a working group was set up with representatives from both staff and directors to review return to office/ working from home and ensuring that the office environment was safe and managed in accordance with public health guidelines. This was and continues to be reviewed to ensure that all risks are managed and mitigated, and that the NICIE staff are protected, and the office environment is clean and appropriately managed and that all health and safety requirements and legislation is adhered to. College Gardens accommodation is not accessible for those with mobility issues, which forms part of the reason for NICIE’s objective need for new premises. However, without further finance a move to anywhere is not affordable, as it would mean making staff redundant.

The staff handbook continues to be reviewed, updated in line with legislation and appropriate guidance and circulated to all staff and training provided where relevant. A new electronic staff handbook with proper version controls has been created. NICIE continues to support all staff through the NICIE well-being programme, and this is managed through the NICIE health and wellbeing sub-committee. Several virtual activities have been carried out during the year and staff are continuously reminded to access the free wellbeing programmes available to them.

**Risk Assessment**

**Internal Controls and Risk Management**

I, along with the directors acknowledge our responsibility for NICIE’s system of internal control and for reviewing its effectiveness.



The Audit and Risk Assurance Committee (ARAC) reviewed the risks associated with the Council's activities. The Corporate Risk Register includes an evaluation of all levels of risk. Both inherent and residual risks were reviewed throughout the year with the committee and DE and some risks were decreased. NICIE had a Business Continuity Plan in place, which has also been reviewed and updated to manage all internal controls including remote working.

The Chairperson of the Audit and Risk Assurance Committee reports to each Board meeting on any matters that need to be brought to their attention.

I, as Accounting Officer, continue to enforce and ensure that risk management is embedded and owned by the Board and all NICIE staff. This has now effectively been incorporated and embedded into all NICIE business plans and daily operations of NICIE. The corporate risk register and risk management is viewed as a dynamic process which actively seeks to incorporate good practice. It is responsive and current and is managed through regular review of both internal developments and external factors.

As a NDPB, NICIE has a low-risk appetite in relation to compliance, regulation, and our strategic aims which I anticipate will continue.

As highlighted throughout this statement, COVID-19 remains a risk to staff and the business, but this is continuously reviewed and managed through the various committees, groups, and staff in NICIE along with the Business continuity plan.

### **Risk Profile faced by NICIE**

The NICIE corporate risk register as highlighted throughout this document has been updated to reflect the impact of COVID -19 and currently identifies four significant risks while acknowledging the continued impact of COVID- 19.

NICIE has successfully maintained business continuity and the main risks to the organisation remain.

These risks are reviewed on a quarterly basis by the ARAC. These are also circulated to Board Members and Staff

The first three risks relate to financial management and governance and some of the primary areas of concern for 2021/2022 are highlighted in the table below.

**Management of Significant Risks**

Description of Risk	Remedial action taken	Projected Time scale to resolve the issue
Failure of DE/DoF to guarantee NICIE Pension Liability	Reported to BoD/External Auditor. Continue to monitor and liaise with DE/DoF of any potential increases regarding non-guarantee from NILGOSC (NICIE Pension provider)	Completed June 2020
Failure to find a solution to NICIE accommodation to meet staff needs.	Engagement with DoF (Department of Finance) James House project team re potential move to new location. Business Case submitted to IMIE (Irish Medium and Integrated Education) regarding accommodation. NICIE understands Economists in the Department are reviewing the Business Case. QUB (Queens University Belfast) has agreed to roll over monthly lease for College Gardens until outcome of Business Case for Accommodation is known.	Ongoing and NICIE awaiting Business Case approval to stay temporarily in College Gardens  NICIE awaits response from IMIE
Limited DE budget for parental ballots and financial support for Transforming schools.	Requested that IMIE apply for more financial support for the five new Transforming schools for the next five years from Monitoring Round.	Ongoing
Failure to Strategically plan for IE (Integrated Education)	NICE will: Continue to present evidence to support its concerns about the potential conflict of interest of EA (Education Authority) as Managing Authority of Controlled Schools and lead body for	CEO has been given assurances that the Cross Directorate Group has been set up in March 2022. NICIE CEO has been invited to present to EA Board on the 31 March 2022

	<p>planning as included in recommendation 12 of the Strategic Investment Board report on Strategic Area Planning.</p> <p>Continue to represent the Integrated schools at Area Planning groups, articulating the out workings of the statutory duty, to the EA.</p> <p>Ensure Cases for Change are robust and reflect a robust evidence base to support DP (DEVELOPMENT PROPOSAL) for approval; and</p> <p>Continue to work with the EA to ensure a Memorandum Of Understanding (MOU) and Cross-Directorate Group (CDG) are in place by the end of March 2022.</p> <p>DE IMIE could give a presentation to EA CDG regarding the Statutory duties.</p> <p>CEO to draft a paper on Support for development of IE and invite EA, CSSC and DE AP (Area Planning) and IMIE to discuss and identify roles and responsibilities for each organisation in relation to Controlled Integrated Schools.</p>	
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I am satisfied that these risks were professionally managed and tolerable and significant progress continues to be made to mitigate these risks.

The remaining risk continues to present the greatest challenge to NICIE. The risk relates to the failure to increase the number of children benefiting from Integrated Education and to promote Integrated Education. The Education landscape continues to undergo significant changes and NICIE must continue to play an important influential role in making Integrated Education something, which school communities would consider to be of benefit to them, to the children and young people and to wider society in the long term. The passing of the Private Member’s Integrated Education Bill means that NICIE will have to work to ensure the effective implementation of the Bill in collaboration with DE and EA ensuring the work of NICIE complements the duties placed on those organisations to further the development of Integrated Education.

It is important for NICIE to play its part in promoting Shared Education and encouraging integrated

schools to actively participate.

Through Area Planning, NICIE continues to encourage schools and support organisations to consider Integrated Education as an option in a time of economic constraints and the desire for educational provision in each area to remain as a choice for the whole community. Where there is no integrated provision NICIE, in conjunction with parents and schools must demonstrate unmet demand for such provision to be considered. This is extremely difficult in a time when education budget constraints suggest no more growth but rationalisation. NICIE is acutely aware of the deficit in funding for education generally and is concerned with the challenges that that brings to enabling integrated education to grow. NICIE recognise the gap that exists for schools in local areas to consider options for Integrated Education as a solution to ensure education provision in an area. NICIE is willing and able, given financial support, to fill this gap to encourage conversations as per Transformation/ new school development.

We are also acutely aware of the Fresh Start Agreement Funding, which is enabling already existing integrated schools that have sought so hard to be part of the educational landscape to survive into the future. NICIE acknowledges the huge commitment that the Treasury, NIO, and DE have made to this.

NICIE staff also assess internal and external risks of all activities and risk is reviewed and mitigated with relevant approvals from NICIE's insurance providers.

## **COVID-19**

In an effort to mitigate against this ongoing and extraordinary situation, I have updated NICIE's Business Continuity and Contingency Plans to continue to meet business needs and outputs, where feasible. A Working from Home and staff wellbeing group has also been set up to manage staff and ensure that risk is managed, and staff are supported.

## **Fraud Risk**

NICIE continues to review and implement its fraud policy during the year and has zero tolerance in respect of fraud. Internal controls were also reviewed and are clearly embedded within the organisation. Staff and ARAC members were also circulated with a NIAO Internal fraud risk guide to highlight the potential for fraud as part of the ongoing review.

I have ensured that the NICIE Finance Officer is a member of the DE Education Sector Fraud forum. There were no instances of suspected fraud within NICIE during the year 2021-2022.

## **Raising Concerns at work (Whistle Blowing)**

NICIE has a policy on Raising Concerns at work (Whistleblowing), which encourages staff to report any instances of unlawful conduct, financial malpractice, or other actions that might compromise, in any way, the Council's reputation and integrity. There were no instances during 2021-2022.

## **Data Security breaches**

There were no data security breaches or losses during the year.

## **General Data Protection Regulation**

NICIE continues to maintain and review its GDPR policies, current data governance processes, procedures, and control. NICIE staff also ensure that all archived materials were appropriately dealt with which including archiving, destroying, and returning to materials to schools. NICIE is also currently

liaising with Public Record Office of Northern Ireland (PRONI) to ensure that records are managed in accordance with GDPR regulations. As part of the ongoing GDPR review training was provided to both staff and directors during the year including guidance on remote working.

**Government Funding Data Base**

NICIE is not listed on the Government Funding Data Base as NICIE does not award grant funding to the community and voluntary sector.

**EU-EXIT**

NICIE has not been impacted and is not aware of any future potential issues re EU -Exit other than potential external European funding.

**Significant Governance Issues**

- There are no further significant governance issues.

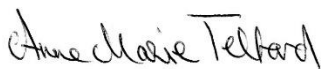
**Conclusion**

The aim of this statement is to ensure that information is provided as to how governance within NICIE has worked for the year to 31.3.2022 and identifies a range of significant governance issues that NICIE is facing during a period of significant change, uncertainty, and challenging circumstances.

NICIE will continue to ensure that it adheres to organisational needs and governance guidelines. Obviously as highlighted throughout this governance statement, NICIE has had to continue to review and change how it carried out some of its activities and revert to remote virtual meetings and training because of the schools' closure and the imminent closure of public and civic amenities over the last twelve months as NICIE have no control over these external events.

I can confirm that I will continue to review these issues and ensure that they are addressed. This governance statement was formally approved by the Audit and Risk Assurance Committee on 26 April 2022.

Dr Anne Marie Telford Chair



Signature of Accounting Officer

Date of Signature 26.4.2022

**Remuneration and Staff report**

**Remuneration Policy**

The remuneration of all Council staff is determined by the NICVA National Joint Council for local authorities and other authorities of equivalent status. The National Joint Council's principal role is to reach agreement, based on shared values, on a national scheme of pay and conditions for local application throughout the UK.

The NICVA National Joint Council's guiding principles are to support and encourage:

- High quality services delivered by a well-trained, motivated workforce with security of employment. To this end employer are encouraged to provide training and development opportunities for employees;
- Equal opportunities in employment; equality as a core principle which underpins both service delivery and employment relations; and both the removal of all discrimination and the promotion of positive action;
- A flexible approach to providing services to the community, which meets the needs of employees as well as employers; and
- Stable industrial relations and negotiation and consultation between employers and recognised trade unions.

**Salary and pension entitlements**

The following sections provide details of the remuneration and pension interests of the Board and most senior management of the department.

**Remuneration and pension entitlements (audited information)**

	2021-2022				2020-2021					
	Salary £'000	Benefits in kind (to nearest £100)	Bonus	Pension Benefits (to nearest £1,000)	Total (£'000)	Salary £	Benefits in kind (to nearest £100)	Bonus	Pension Benefits (to nearest £1,000)	Total (£'000)
R Marshall <i>CEO</i>	60-65	100	-	17,000	80-85	60-65	100	-	21,000	80-85
M Johnston <i>Finance Officer</i>	40-45	100	-	11,000	50-55	40-45	100	-	16,000	55-60
C Scott Wills <i>Senior Development Officer</i>	40-45	100	-	10,000	50-55	40-45	100	-	19,000	61-65
L McAlpine <i>Senior Development Officer</i>	40-45	100	-	9,000	50-55	40-45	100	-	20,000	61-65
S Pettis <i>Senior Development Officer</i>	40-45	100	-	13,000	50-55	35-40	100	-	25,000	61-65

**Remuneration and Staff report (continued)**

**Pension benefits**

The value of pension benefits during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increase due to inflation or any increase or decreases due to a track of pension rights.

**Salary**

‘Salary’ includes gross salary and any allowances all of which are subject to UK taxation. This report is based on payments made by NICIE and thus recorded in these financial statements.

**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.

**Bonuses**

No bonuses were paid during the year to 31 March 2022 (2021: £nil).

**Off payroll engagements**

During the year, there was no off payroll engagements (2021: none).

**Staff turnover**

NICIE employee turnover rate is set out in the table below.

	April 2021 to March 2022		April 2020 to March 2021	
	Number of staff	% of headcount	Number of staff	% of headcount
Starters	-	-	1	10%
Leavers	-	-	-	-

**Pay Ratios**

The banded remuneration of the highest-paid officer in NICIE in the financial year 2021-22 was £60,000 - £65,000 (2020-21, £60,000-£65,000). The relationship between the mid-point of this band and the remuneration of the NICIE workforce is disclosed below.

<u>2021-22</u>	25 <sup>th</sup> percentile	Median	75 <sup>th</sup> percentile
Total remuneration (£)	25,736	34,038	43,853
Pay ratio	2.43:1	1.84:1	1.43:1

**Remuneration and Staff report (continued)**

<b><u>2020-21</u></b>	<b>25<sup>th</sup> percentile</b>	<b>Median</b>	<b>75<sup>th</sup> percentile</b>
Total remuneration (£)	24,982	33,444	41,881
Pay ratio	2.50:1	1.86:1	1.49:1

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

The values for the salary component of remuneration for the 25<sup>th</sup> percentile, median and 75<sup>th</sup> percentile were £25,419, £32,798 and £42,614 respectively.

Remuneration ranged from £20,444 to £62,500 (2020-21, £19,698 to £62,500).

**Percentage Change in Remuneration**

The percentage changes in respect of NICIE are shown in the following table.

<b>Percentage change for:</b>	<b>2021-22 v 2020-21</b>
Average employee salary and allowances	1.1%
Highest paid director's salary and allowances	1.7%

No performance pay or bonuses were payable to the highest paid officer or employees in these years.



**Remuneration and Staff report (continued)**

**Pension entitlements**

Officials	Accrued pension at age 60 as at 31 March 2022 and related lump sum £'000	Real increase in pension and related lump sum at age 60 £'000	CETV at 31 March 2022 £'000	CETV at 31 March 2021 £'000	Real increase/Decrease in CETV £'000	Employer contribution to partnership payment Nearest £100
R Marshall <i>Chief Executive Officer</i>	6-10 No lump sum	0-2.5	102	83	11	-
M Johnston <i>Finance Officer</i>	6-10 No lump sum	0-2.5	104	91	8	-
C Scott Wills <i>Senior Development Officer</i>	10-15 Plus lump sum 10-15	0-2.5	211	193	9	-
L McAlpine <i>Senior Development Officer</i>	16-20 Plus lump sum 15-20	0-2.5	333	319	2	-
Sean Pettis <i>Senior Development Officer</i> (appointed August 2020)	0-5 No lump sum	0-2.5	20	12	5	-

**Pension entitlements**

NICIE is a member of the Northern Ireland Local Government Officers' Pension scheme. The Scheme is a funded defined benefit scheme, 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 "The Local Government Pension Scheme Regulations (Northern Ireland) 2014" (as amended) and "The Local Government Pension Scheme (Amendment and Transitional Provisions) Regulations (Northern Ireland) 2014" (as amended).

The funded nature of the LDPS requires participating employers and their 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 "The Local Government Pension Scheme Regulations (Northern Ireland) 2014" and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31<sup>st</sup> March 2019 and the contributions to be paid until 31<sup>st</sup> March 2023 resulting from that valuation are set out in the Funds Rates and Adjustment Certificate. The Northern Ireland Local Government Officers Superannuation Committee is responsible for the governance of the Fund.

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age.

**Remuneration and Staff report (continued)**

**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 because of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-2004 the other pension details, include the value of any pension benefit in another scheme or arrangement, which the individual has transferred to the CSP arrangements. 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 in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

**Real increase in CETV**

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, 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. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effects of any changes in factors and focuses only on the increase that is funded by the employer.

**Staff cost (Audited)**

	Permanently employed staff	Temporary agency staff	Total 2022 £	2021 £
Wages and salaries	454,316	-	454,316	393,013
Social security costs	41,658	-	41,658	33,940
Other pension costs	84,556	-	84,556	73,530
	580,530		580,530	500,483
Less recoveries in respect of outward secondments			(92,855)	(27,036)
IAS 19 – Actuarial valuation				
Current service cost			216,000	152,000
Past service cost/(gain)			-	-
Contributions by the employer			(83,000)	(73,000)
Total Net costs			620,675	552,447
			Number	Number
The average monthly number of persons employed by the company during the year was:			10	10

**Remuneration and Staff report (continued)**

Some staff employed by the company in 2022 and 2021 had permanent fixed term contracts of employment. During the year the charity incurred costs of £0 (2021: £0) relating to agency staff and secondees. The staff consists of 9 female and 4 male employees. The sickness absence rate for the year was 2022: 24.5 days / .89%. (2021: 15 days / .06%). The Directors and Management works continuously to reduce this figure and this is reviewed at BOD meetings and FGPSC

The Directors received **£0** for reimbursement of expenses during the year (2021: £51). **One** employee falls in emoluments band over £60,000 (2021: 1) and details are below.

	<b>2022</b>	2021
	<b>£'000</b>	£'000
Chief Executives' remuneration – Roisin Marshall	63,990	62,911
Company pension contributions to NILGOSC pension scheme. Roisin Marshall	12,236	12,026
	<b>76,226</b>	<b>74,937</b>

**Compensation schemes – exit packages**

The following section provides details of the exit packages paid by the company.

	<b>Number of voluntary redundancies</b>	<b>Total number of exit packages by cost band 2022</b>	<b>Total number of exit packages by cost band 2021</b>
< £10,000	Nil	Nil	Nil
£10,000-£25,000	Nil	Nil	Nil
Total number of exit packages	Nil	Nil	Nil
Total resource cost	Nil	Nil	Nil



Maeve Marnell  
**Chair NICIE**  
**Date 25.6.2022**

**Assembly Accountability and Audit Report**

**Regularity of expenditure**

There were no losses and special payments made by the Council in the year. (2020/21 – £nil)

**Fees and Charges**

There were no fees and charges made by the Council in the year. (2020/21 - £nil)

**Remote contingent liabilities**

There were no contingent liabilities requiring disclosure under Assembly reporting requirements. The Council had no significant remote contingent liabilities to report 2021-22, (2020-21 £nil). Note 17 provides further details regarding the contingent liabilities, which are included in the financial statements.



Roisin Marshall  
**Chief Executive**  
25.6.2022

*Independent auditors' report to the directors of The Northern Ireland Council for Integrated Education (company limited by guarantee)*

**Opinion**

We have audited the financial statements of Northern Ireland Council for Integrated Education (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards. We have also audited the information in the Remuneration and staff report and the Assembly Accountability and audit report that is described in those reports as having been audited.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with International Financial Reporting Standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Material uncertainty relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**Other information**

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

***Independent auditors' report to the directors of The Northern Ireland Council for Integrated Education (company limited by guarantee)***

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors has been prepared in accordance with applicable legal requirements.
- In all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

The parts of the remuneration and staff report and Assembly Accountability Report to be audited has been properly prepared in accordance with DoF directions made under the Government Resources and Accounts Act (Northern Ireland) 2001.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.; or
- the Governance Statement does not reflect compliance with DoF guidance.

**Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law,) are responsible for the preparation of the financial statements. They are also responsible for being satisfied that they give a true and fair view, and for such internal control, as the trustees determine is necessary, to enable the preparation of financial statements that are free from material misstatement, whether due to fraud, or error.

***Independent auditors' report to the directors of The Northern Ireland Council for Integrated Education (company limited by guarantee)***

In preparing the financial statements, the directors are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The following are required to be considered:

- the nature of the industry and sector, control environment and entity performance;
- results of our enquires of management, about their own identification and assessment of the risks of irregularities;
- review of company policies and procedures relating to:
  - identifying, evaluation and complying with laws and regulations and whether they are aware of instances of noncompliance;
  - detecting and responding to the risks of fraud and whether they have any knowledge of any actual, suspected or alleged fraud;
  - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team and specific component audit teams regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

Because of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud is in relation to expenditure not being applied in line with intended purposes and the calculation and payment of salaries. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

**Audit response to risks identified.**

The current audit is conducted with professional scepticism using procedures that are in accordance with International Standards on Auditing.

In responding to the identified key audit matters above we obtained an understanding of the charity's objectives and funders requirements together with the salary calculation and processing process, we performed enquires of management and inspected relevant documents and

***Independent auditors' report to the directors of The Northern Ireland Council for Integrated Education (company limited by guarantee)***

calculations, verifying expenditures, completing a recalculation of salaries during the year, assessing the completeness and accuracy of disclosures within the financial statements and concurred the figures were materially accurate.

In addition to the above, our procedures to respond to risks identified include the following:

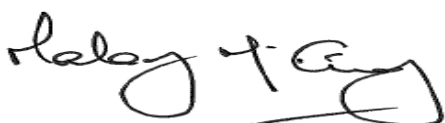
- reviewing the full financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerns of actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance;
- obtained an understanding of provisions and held discussions with management to understand the basis of recognition or non-recognition of provisions; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and significant component audit teams, and remained alert to any indications of fraud or noncompliance with laws and regulations throughout the audit.

In addition, we are required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities, which govern them. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



27<sup>th</sup> June 2022

Mr Malachy McGrady (Senior Statutory Auditor)  
for and on behalf of M.B.Mc Grady & Co  
Chartered Accountants & Statutory Auditors  
52 St Patricks Avenue  
Downpatrick, Co. Down  
BT30 6DS



**Statement of financial activities (including income and expenditure account)  
for the year ended 31 March 2022**

	Note	2022 £	2021 £
<b>Incoming resources/income</b>			
<b>Incoming resources from generated funds</b>			
- Voluntary income	3	<b>763,266</b>	683,297
<b>Total incoming resources</b>		<b>763,266</b>	683,297
<b>Resources expended/expenditure</b>			
<b>Charitable activities</b>			
- Development of Integrated Education and schools in Northern Ireland		<b>(880,449)</b>	(739,651)
<b>Governance costs</b>		<b>(9,515)</b>	(9,965)
<b>Other resources expended</b>			
- Other finance costs	6	<b>(18,000)</b>	(15,000)
<b>Total resources expended</b>		<b>(907,964)</b>	(764,616)
<b>Net outgoing resources before recognised gains and losses</b>	4	<b>(144,698)</b>	(81,319)
Re-measurement on defined benefit pension	12	<b>388,000</b>	(90,000)
<b>Net movement in funds</b>		<b>243,302</b>	(171,319)
Funds at 1 April		<b>(836,234)</b>	(664,915)
<b>Funds at 31 March</b>	14	<b>(592,932)</b>	(836,234)

All amounts above relate to the continuing restricted operations of the company.

There is no material difference between the net outgoing resources before recognised gains and losses for the financial year stated above, and the historical cost equivalent.

The net outgoing resources before recognised gains and losses is the net outgoing resources required by the Companies Act 2006 as opposed to that required by the Statement of Recommended Practice.

There are no changes in equity other than the results shown in the statement of financial position therefore a separate statement of changes in equity has not been presented.

**Statement of financial position as at 31 March 2022**

	Note	2022 £	2021 £
<b>Non-current assets</b>			
Property, plant and equipment	7	17,239	17,427
<b>Current assets</b>			
Trade and other receivables	9	16,249	4,422
Cash and cash equivalents	10	70,781	67,741
		<b>87,030</b>	<b>72,163</b>
<b>Total assets</b>		<b>104,269</b>	<b>89,590</b>
<b>Current liabilities</b>			
Trade and other payables	11	(42,201)	(33,824)
<b>Non-current assets less net current liabilities</b>		<b>62,068</b>	<b>55,766</b>
<b>Non-current liabilities</b>			
<b>Pension commitments as per Note 12</b>	12	<b>(655,000)</b>	<b>(892,000)</b>
<b>Total assets less liabilities</b>		<b>(592,932)</b>	<b>(836,234)</b>
<b>Reserves</b>			
Restricted funds	14	(592,932)	(836,234)

The financial statements on pages 56 to 57 were approved by the Board of directors on 25<sup>th</sup> June 2022 and were signed on its behalf by: Mrs Maeve Marnell, Chair of NICIE Board of Directors.

The notes on pages 59 to 70 form an integral part of these financial statements



Maeve Marnell  
**Chairperson**



Roisin Marshall  
**Chief Executive Officer**

**The Northern Ireland Council for Integrated Education Registered number: NI022427**  
**Statement of cash flows for the year ended 31 March 2022**

	Note	2022 £	2021 £
<b>Net cash (outflow)/inflow from operating activities</b>		<b>8,925</b>	<b>(18,199)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	7	(5,885)	(10,940)
<b>Net cash inflow ( outflow) from investing activities</b>		<b>(5,885)</b>	<b>(10,940)</b>
<b>Net (decrease)/increase in cash and cash equivalents in the year</b>		<b>3,040</b>	<b>(29,139)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>67,741</b>	<b>96,880</b>
<b>Cash and cash equivalents at the end of the year</b>	15	<b>70,781</b>	<b>67,741</b>

**Reconciliation of net outgoing reserves to net cash inflow from operating activities**

	2022 £	2021 £
Net (outgoing)/incoming resources before recognised gains and losses	(144,698)	(81,319)
Depreciation on tangible fixed assets	6073	1,653
Movement in trade and other receivables	(11,827)	756
Movement in trade and other payables	8,377	(33,289)
Difference between pension charge and cash contributions	133,000	79,000
Other finance costs	18,000	15,000
<b>Net cash (outflow)/inflow from operating activities</b>	<b>8,925</b>	<b>(18,199)</b>

**Notes to the financial statements for the year ended 31 March 2022**

**1 Statement of accounting policies**

These financial statements have been prepared in accordance with the Companies Act 2006, Accounting and Reporting by Charities; Statement of Recommended Practice applicable to charities preparing their accounts in accordance with International Financial Reporting standards and the principles of the 2021-22 *Government Financial Reporting Manual (FReM)* issued by the Department of Finance. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy, which is judged most appropriate to the particular circumstances of The Northern Ireland Council for Integrated Education for giving a true and fair view, has been selected. The particular policies adopted by The Northern Ireland Council for Integrated Education are described below. They have been applied consistently in dealing with items that are considered material to the financial statements.

**Accounting convention**

These financial statements have been prepared under the historical cost.

**Going concern**

The directors have received funding for the year ended March 2023, which has been confirmed from the Department of Education. The company is in a net current asset position with funding secured sufficient to meet liabilities as they fall due in the period of 12 months from approval of the financial statements. The financial statements have been prepared on the going concern basis, which assumes that NICIE will continue in operational existence for the foreseeable future.

**Property, plant, equipment, and depreciation**

Property, plant and equipment is stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the income statement during the financial year in which they are incurred.

For all assets depreciation is calculated to write off the cost less their estimated residual values, on a reducing balance basis over the expected useful economic lives of the assets concerned, or over the life of project, whichever is earlier. The principal annual rates used are as follows:

Information technology	:	33 <sup>1</sup> / <sub>3</sub> %
Furniture and fittings	:	20%

**Trade and other receivables**

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**1 Statement of accounting policies (continued)**

**Trade and other receivables (continued)**

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

**Cash and cash equivalents**

In the cash flow statement cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

**Trade and other payables**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

**Government grants**

Grants that relate to specific revenue expenditure are credited to the statement of financial activities when received.

**Taxation**

The Company is registered as a charity for tax purposes and is exempt from corporation tax on its activities. The activities of the company are exempt for value added tax purposes. The company therefore does not have to account for value added tax on its income nor is it able to recover the value added tax element of expenditure.

**VAT**

The company is not registered for VAT. All expenditure and capital purchase in the financial statements is stated inclusive of VAT.

**Pension funding**

Retirement benefits to employees of NICIE are provided by the Northern Ireland Local Government Officers Superannuation Committee (“NILGOSC”) defined benefit scheme, which is externally funded and contracted out of the State Earnings Related Pension Scheme.

In respect of this scheme, NICIE’s staff constitute only a small percentage of the overall membership. NICIE has no influence over the level of contributions.

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**1 Statement of accounting policies (continued)**

**Pension funding (continued)**

In previous years NICIE's share of the NILGOSC scheme could not be identified and in keeping with such multi-employer schemes NICIE treated its pension cost as if it were a defined contribution (rather than a defined benefit) scheme. In late 2006, NILGOSC separated each of the employer scheme details and, as a result, NICIE has had to incorporate the year-end deficit on the scheme in its balance sheet and the movement on the scheme within the statement of financial activities.

The assets of the NILGOSC scheme are held separately from those of NICIE. Pension scheme assets are measured using market value. Pension scheme liabilities are measured using the projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term to the liability. The service cost and associated administration costs of NICIE's defined benefit pension scheme are charged to net outgoing resources before recognised gains. In addition, a retirement benefit interest charge on the net pension deficit is charged to the statement of financial activities as a finance cost. Actuarial gains and losses are recognised directly in statement of financial activities so that NICIE's balance sheet reflects the fair value of the scheme's surplus or deficit at the balance sheet date.

**Critical accounting estimates and judgements**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**Incoming resources**

**Grants**

Revenue grants are credited to incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future period, in which case they are deferred.

**Other income**

Other income, which excludes value added tax, is accounted for on the accruals basis.

**Resources expended**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

**Charitable activities**

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**1 Statement of accounting policies (continued)**

**Governance costs**

Governance costs include those incurred in the governance of its assets, which are associated with constitutional and statutory requirements.

**Bank interest**

All interest is accounted for in the statement of financial activities on the accruals basis.

**Operating leases**

Rentals applicable to operating leases are charged to the statement of financial activities over the period in which the cost is incurred.

**Fund accounting**

NICIE has one type of fund for which it is responsible. The definition of this fund is as follows:

**Restricted funds**

Restricted funds, subject to specific trusts, are those given to NICIE, which are to be expended for the specific objects specified by the donor.

**2 Statement of operating costs by operating segment**

The trustees consider that NICIE acts as one operating segment and therefore no statement of operating costs by operating segment has been presented.

**3 Voluntary income**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Department of Education Northern Ireland	638,653	632,502
Department of Foreign Affairs and Trade Ireland	17,510	20,864
Donations	14,248	950
Recoveries in respect of outward secondments	92,855	28,981
	<b>763,266</b>	<b>683,297</b>

Notes to the financial statements for the year ended 31 March 2021 (continued)

**4 Net outgoing resources before recognised gains and losses**

	<b>2022</b>	2021
	£	£
<b>This is stated after charging:</b>		
Staff costs (Note 5)	713,530	579,483
Depreciation of property, plant and equipment (Note 7)	6,073	1,653
Fees payable to NICIE's auditors for the audit of the financial statements	5,652	5,652
Operating lease rentals	19,100	19,100

**5 Staff costs**

	<b>2022</b>	2021
	£	£
Wages and salaries	454,316	393,013
Social security costs	41,658	33,940
Other pension costs	84,556	73,530
	580,530	500,483
IAS 19 – Actuarial valuation		
Current service cost	216,000	152,000
Past service cost/(gain)	-	-
Contributions by the employer	(83,000)	(73,000)
	713,530	579,483

During the year the charity incurred costs of £0 (2021: £nil) relating to agency staff and secondees.

	<b>Number</b>	Number
The average monthly number of persons employed by the company (including directors) during the year was:	<b>10</b>	10

The Directors received £0 for reimbursement of expenses during the year (2021: £51). One employee falls in emoluments band over £60,000 (2021: one) and details are below.

	<b>2022</b>	2021
	£	£
Chief Executives' remuneration – Roisin Marshall	63,990	62,911
Company pension contributions to NILGOSC pension scheme.	12,236	12,026
	76,226	74,937

**6 Other finance costs**

	<b>2022</b>	2021
	£	£
Interest income on pension scheme assets	53,000	47,000
Interest cost on defined benefit obligation	(71,000)	(62,000)
	(18,000)	(15,000)



Notes to the financial statements for the year ended 31 March 2022 (continued)

**7 Property, plant and equipment**

	<b>Information technology £</b>	<b>Furniture and fittings £</b>	<b>Total £</b>
<b>Cost</b>			
At 1 April 2021	54,160	28,593	82,753
Disposal			
Additions	5,209	676	5,885
<b>At 31 March 2022</b>	<b>59,369</b>	<b>29,269</b>	<b>88,638</b>
<b>Accumulated depreciation</b>			
At 1 April 2021	39,009	26,317	65,326
Depreciation on Disposal	5,602	471	6,073
Charge for the year			
<b>At 31 March 2022</b>	<b>44,611</b>	<b>26,788</b>	<b>71,399</b>
<b>Net book amount</b>			
<b>At 31 March 2022</b>	<b>14,758</b>	<b>2,481</b>	<b>17,239</b>
At 31 March 2021	15,151	2,276	17,427
<b>Cost</b>			
At 1 April 2020	44,943	26,870	71,813
Disposal			
Additions	9,217	1,723	10,940
<b>At 31 March 2021</b>	<b>54,160</b>	<b>28,593</b>	<b>82,753</b>
<b>Accumulated depreciation</b>			
At 1 April 2020	37,605	26,068	63,673
Depreciation on disposal			
Charge for the year	1,404	249	1,653
<b>At 31 March 2021</b>	<b>39,009</b>	<b>26,317</b>	<b>65,326</b>
<b>Net book amount</b>			
<b>At 31 March 2021</b>	<b>15,151</b>	<b>2,276</b>	<b>17,427</b>
At 31 March 2020	7,338	802	8,140

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**8 Financial instruments**

As the cash requirements of The Northern Ireland Council for Integrated Education largely are met through, Grant-in-Aid provided by DE, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the NDPB's expected purchase and usage requirements and the NDPB is therefore exposed to little credit, liquidity or market risk.

**9 Trade and other receivables**

	<b>2022</b>	2021
	<b>£</b>	<b>£</b>
Trade receivables	7,664	-
Prepayments and accrued income	8,585	4,422
	<b>16,249</b>	<b>4,422</b>

The fair values of trade and other receivables are not materially different from the carrying values.

All of the charity's financial assets are classified as loans and receivables. The company has no assets that may be classified as held at fair value through profit and loss, derivatives used for hedging or available-for-sale.

**10 Cash and cash equivalents**

	<b>2022</b>	2021
	<b>£</b>	<b>£</b>
Balance at 1 April	67,741	96,880
Net change in cash and cash equivalents	3,040	(29,139)
Balance at 31 March	<b>70,781</b>	<b>67,741</b>

The following balances at 31 March were held at:

Commercial banks and cash in hand	70,781	67,741
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**11 Trade and other payables**

	<b>2022</b>	2021
	<b>£</b>	<b>£</b>
Trade payables	15,857	10,843
Accruals and deferred income	26,344	22,981
	<b>42,201</b>	<b>33,824</b>

The fair value of trade and other payables are not materially different from their carrying value as the impact of discounting is not significant. There is no difference between the amounts shown above and the total contractual undiscounted cash flows of trade and other payables.

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**12 Pension commitments**

The net pension ‘liability’ shown below does not represent a shortfall, which requires short-term cash funding. The amount shown below is calculated to comply with the new Financial Reporting Standard, the specific requirements of which differ from the basis on which pension liabilities are actuarially calculated for the ongoing funding of the scheme. The Financial Reporting Standard requires:

- (i) actuarial deficiencies to be recognised immediately as a “liability” in the financial statements rather than being spread forward over employees’ remaining service lives;
- (ii) the actuary, in valuing the scheme’s liabilities, is required to use a bond yield as the discount rate for valuing future liabilities, rather than a rate that reflects the expected return on the scheme’s particular asset portfolio, with the result of an apparent increase in the present value of future longer-term liabilities.

IAS 19 figures in relation to employees and ex-employees who are members of the NILGOSC pension scheme.

	<b>2022</b>	2021
Rate of increase in salaries	<b>4.6%</b>	4.2%
Rate of increase in pensions in payment	<b>3.1%</b>	2.7%
Discount rate	<b>2.8%</b>	2.1%
Inflation assumption	<b>3.1%</b>	2.7%
Pension accounts revaluation rate	<b>3.1%</b>	2.7%

The mortality assumptions used were as follows:

	<b>2022</b>	2021
	<b>Years</b>	Years
Average expected future life at age 65 for:		
Male currently aged 65	<b>21.8</b>	21.9
Female currently aged 65	<b>25.0</b>	25.1
Male currently aged 45	<b>23.2</b>	23.3
Female currently aged 45	<b>26.4</b>	26.5

Notes to the financial statements for the year ended 31 March 2022 (continued)

**12 Pension commitments (continued)**

The market value of assets in the scheme and the expected rate of return were:

Asset Allocation	Quoted %	Unquoted %	Total %	Value at 31 Mar 2022 £	Value at 31 Mar 2021 £
Equities	42.8%	0.1%	42.9%	1,179,750	1,158,426
Property	0%	10.0%	10.0%	275,000	222,678
Government Bonds	24.7%	0.0%	24.7%	679,250	590,472
Corporate Bonds	2.2%	0.0%	2.2%	60,500	302,742
Multi Asset Credit	13.1%	0.0%	13.1%	360,250	-
Cash	4.0%	0.0%	4.0%	110,000	132,606
Other	0%	3.1%	3.1%	85,250	95,076
<b>Total market value of assets</b>	<b>86.8%</b>	<b>13.2%</b>	<b>100.0%</b>	<b>2,750,000</b>	<b>2,502,000</b>
<b>Present value of scheme liabilities</b>				<b>3,405,000</b>	<b>3,394,000</b>
<b>Deficit in scheme</b>				<b>655,000</b>	<b>892,000</b>

**Reconciliation of present value of scheme liabilities**

	2022 £	2021 £
At 1 April	<b>3,394,000</b>	2,719,000
Current service cost	<b>216,000</b>	152,000
Past service cost	-	-
Member contributions	<b>29,000</b>	26,000
Interest cost	<b>71,000</b>	62,000
Re-measurement on scheme liabilities	<b>(251,000)</b>	488,000
Benefits paid	<b>(54,000)</b>	(53,000)
<b>At 31 March</b>	<b>3,405,000</b>	<b>3,394,000</b>

**Reconciliation of fair value of scheme assets**

	2022 £	2021 £
At 1 April	<b>2,502,000</b>	2,011,000
Expected return	<b>53,000</b>	47,000
Re-measurement on scheme assets	<b>137,000</b>	398,000
Employer contributions	<b>83,000</b>	73,000
Member contributions	<b>29,000</b>	26,000
Benefits paid	<b>(54,000)</b>	(53,000)
<b>At 31 March</b>	<b>2,750,000</b>	<b>2,502,000</b>

Scheme assets do not include any of The Northern Ireland Council for Integrated Education's own financial instruments, or any property occupied by The Northern Ireland Council for Integrated Education.

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**12 Pension commitments (continued)**

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the balance sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

**Analysis of amount charged to statement of financial activities:**

	2022 £	2021 £
Current service cost	216,000	152,000
Past service cost	-	-
Expected return	(53,000)	(47,000)
Interest cost	71,000	62,000
Re-measurement on defined benefit pension scheme	(388,000)	90,000
<b>Total operating charge</b>	<b>(154,000)</b>	<b>257,000</b>

The total service cost of £216,000(2021: £152,000) is included within staff costs. The total contributions expected to be made by the scheme by NICIE in the year to 31<sup>st</sup> March 2023 are £99,000

**Sensitivity analysis**

IAS19R requires the disclosure of the sensitivity of the results to the methods and assumptions used.

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below.

<b>Changes in assumptions at year ended 31 March 2022</b>	<b>Approximate % increase to employer liability</b>	<b>Approximate monetary amount (£'000)</b>
0.1% decrease in Real Discount Rate	1.6%	54
1 year decrease in member life expectancy	3.5%	119
0.1% increase in the Salary Increase Rate	0.3%	10
0.1% increase in the Pension Increase Rate	1.2%	41

**Notes to the financial statements for the year ended 31 March 2022 (continued)**

**12 Pension commitments (continued)**

**Employer Contribution Rates**

The liabilities show the underlying commitment that NICIE has in the long term to pay retirement benefits. The total pension liability is £3,405,000 (2021 - £3,394,000) and results in a net overall deficit balance of £655,000 (2021 £892,000) which is recorded on the Statement of Financial Position. The deficit on the NILGOSC scheme will be funded over a period of many years through increased employer contributions over the remaining working life of employees as assessed by the scheme actuary. For 2021/22, employers participating in the scheme contributed at the rate of 19.5% (2021 –19.5%).

**Scheme Gains and Losses**

Actuarial gains and losses represent the extent to which actual outcomes have differed from the assumptions, which were used in calculating IAS 19 figures.

For assets, the gain/loss is normally the difference between the actual and expected return on assets, and for liabilities, the gain/loss normally arises from the change in financial assumptions. These actuarial gains/losses are shown in the table below as experience gains and losses.

**Amounts for current and previous four years:**

	2022	2021 £	2020 £	2019 £	2018 £
<b>Scheme liabilities</b>	<b>3,405,000</b>	3,394,000	2,719,000	2,861,000	2,650,000
<b>Scheme assets</b>	<b>2,750,000</b>	2,502,000	2,011,000	2,084,000	1,907,000
<b>Deficit in scheme</b>	<b>(655,000)</b>	(892,000)	(708,000)	(777,000)	(743,000)
<b>Experience adjustments on scheme assets</b>					
Amount (£)	<b>137,000</b>	398,000	(162,000)	89,000	43,000
<b>Experience adjustments on scheme liabilities</b>					
Amount (£)	<b>251,000</b>	(488,000)	330,000	(51,000)	(62,000)

**13 Members liability**

The liability of each member is limited to £10.

**14 Reserves – restricted funds**

	2022 £	2021 £
At 1 April	<b>(836,234)</b>	(664,915)
Net outgoing (losses)/resources before recognised losses	<b>(144,698)</b>	(81,319)
Actuarial re-measurement on defined benefit pension scheme	<b>388,000</b>	(90,000)
At 31 March	<b>(592,932)</b>	(836,234)

The net liabilities at the year-end include a deficit of £655,000 (2021: £892,000) in respect of pension scheme liabilities of the NILGOSC pension fund.

Notes to the financial statements for the year ended 31 March 2022 (continued)

**15 Analysis of net assets between funds**

	Restricted fund £	2022 Total funds £	2021 Total funds £
Fixed Assets	17,239	17,239	17,427
Current Assets	87,030	87,030	72,163
Current liabilities	(42,201)	(42,201)	(33,824)
Pension commitments	(655,000)	(655,000)	(892,000)
<b>Net funds</b>	<b>(592,932)</b>	<b>(592,932)</b>	<b>(836,234)</b>

**16 Financial commitments**

At 31 March, the company had annual commitments under non-cancellable operating leases expiring as follows:

	Property 2022 £	Property 2021 £
Within 1 year	<b>19,000</b>	19,100
Within two to five years	-	-

**17 Contingent liabilities**

The company has a contingent liability to repay revenue grants received, if certain conditions are not fulfilled.

**18 Capital commitments**

At 31 March 2022, the company had **no** capital commitments (2021: none).

**19 Losses and special payments**

At 31 March 2022, the company had **no** losses and special payments (2021: none).

**20 Related party transactions**

NICIE is a Non-Departmental Public Body (NDPB) sponsored by DE. DE is regarded as a related party. During the year, NICIE has had various transactions with the DE and with other entities for which DE is regarded as the parent Department.

None of the board members, members of the key management staff or other related parties have undertaken any material transactions with NICIE during the year (2021: none). As per the register of interests maintained by NICIE, there were no conflicts of interest during the year (2021: none).

**21 Ultimate controlling party**

There is no ultimate controlling party.