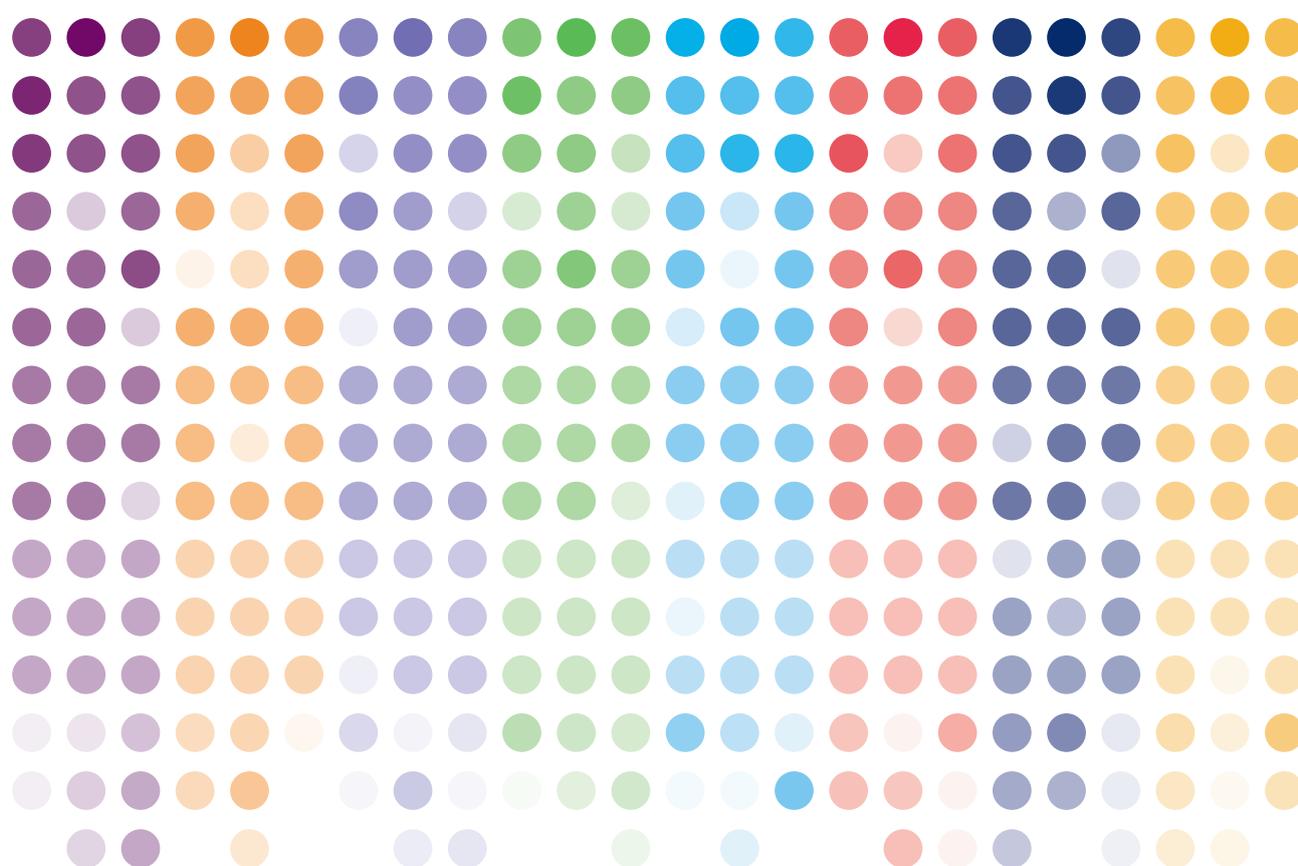


NIGALA

NI Guardian Ad Litem Agency

*A voice for Children and Young People
in Family Courts*



The Annual Report and Accounts of the Northern Ireland Guardian Ad Litem Agency

April 2016 – March 2017





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The Northern Ireland Guardian Ad Litem Agency Accounts for the Year ended 31 March 2017

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under section 11(3) (c) of the Government Resources
and Accounts Act (Northern Ireland) 2001
by the Department of Health, Social Services and Public Safety*

On

1 August 2017

The Northern Ireland Guardian Ad Litem Agency (NIGALA) was established as a Special Agency by virtue of powers contained in the Health and Personal Social Services (Special Agencies) (NI) Order 1990. The Northern Ireland Guardian Ad Litem (Establishment and Constitution) Order (NI) 1995 was introduced on 1st December 1995 making provision for the constitution of the Agency and appointment of the Agency Board.

Northern Ireland Guardian Ad Litem Agency - Board Members

Mr Bernard Mitchell (Chair)

Mr Peter Reynolds (Chief Executive – appointed 1st December 2016)

Mrs Gillian McGaughey (Non-Executive Director)

Mr Fred Smyth (Non-Executive Director)

Mr David Watters (Non-Executive Director)

Dr Karen Winter (Non-Executive Director)

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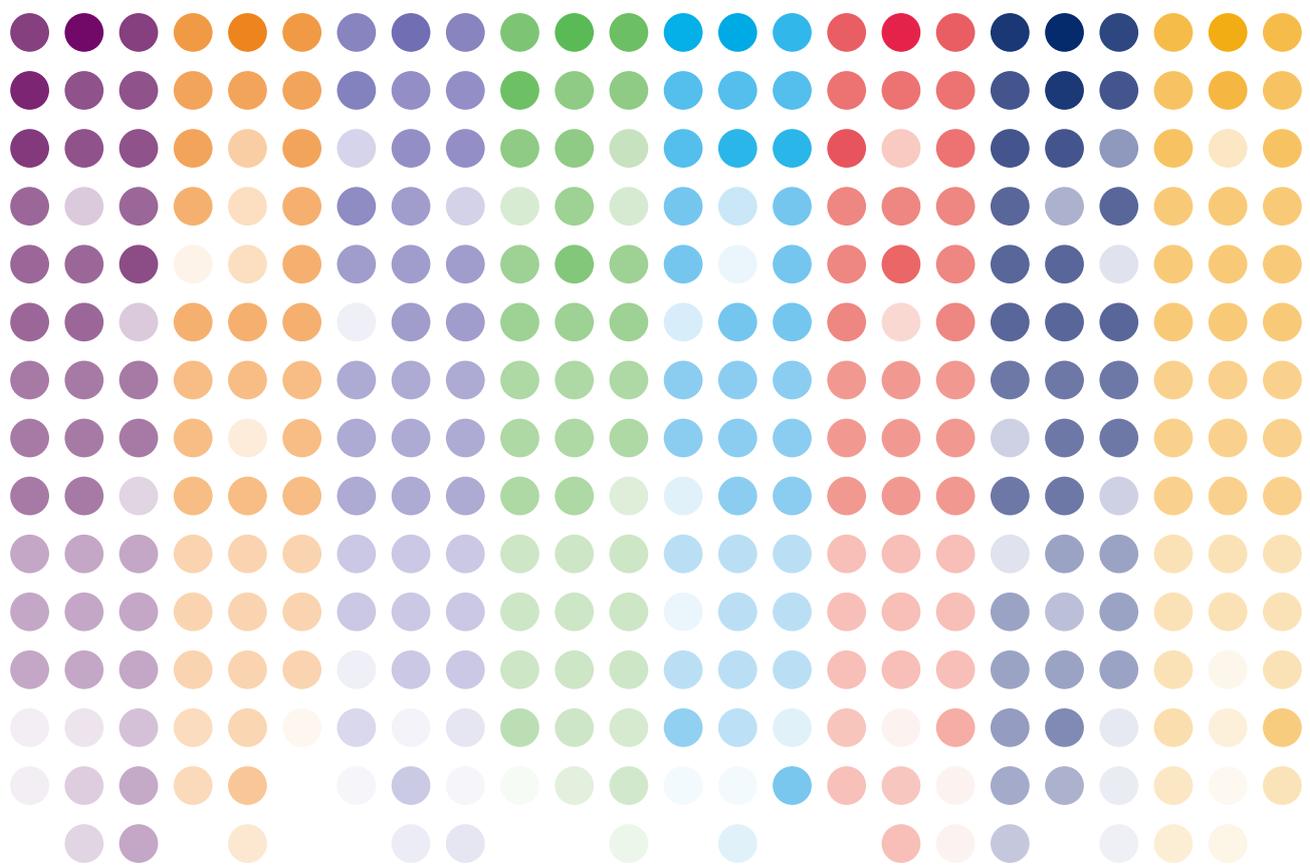
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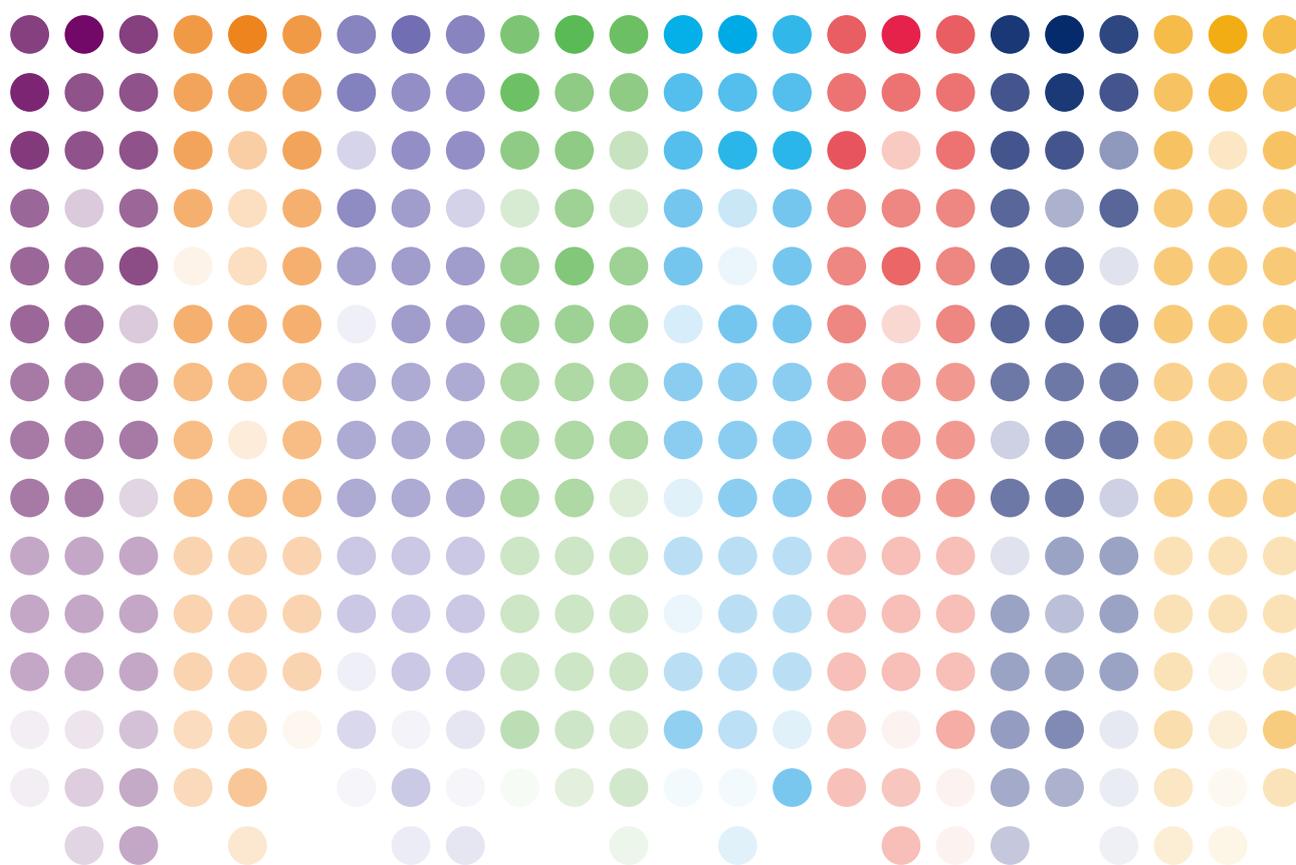


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INTRODUCTION



INTRODUCTION BY THE CHAIR

by Mr Bernard Mitchell



As Chair of NIGALA I am pleased to present the Northern Ireland Guardian Ad Litem Agency (NIGALA) Annual Report and Accounts for 2016-17.

The year ending the 31st March 2017 was a very busy and challenging year for the staff and Board of NIGALA, not only managing a significant increase in demand from all five HSC Trusts but also bringing about cultural changes in the areas of leadership, staff participation and information management. NIGALA recognises the pressures on the system of family justice and was pleased to work closely with key stakeholders in supporting the Care Proceedings Pilot and the Civil and Family Justice Review, chaired by the Right Honourable Lord Justice Gillen. No doubt there will be proposals for change going forward in how we all work collectively to achieve improved access to justice and better outcomes for court users, particularly those who are the most vulnerable in our society including both adults and children.

This year has seen yet another significant increase in the number of public law applications coming before the Courts and we anticipate that this demand will continue in line with previous annual increases, most marked following the tragic death of Peter Connolly in 2007. In this context, as a front-line, demand-led service, NIGALA faces significant challenges in allocating named guardians to children who are the subject of public law and adoption proceedings in accordance with practice guidance. Despite these pressures, in 2016-17 the Agency has continued to meet its key performance indicators. The credit for this rests with our staff and management and on behalf of the NIGALA Board I would wish to express our gratitude and appreciation for their continued commitment and dedication in the course of a difficult year.

Increasingly it is recognised that no one single organisation can work in isolation and increasingly the ability to work collectively and in collaboration with key stakeholders and the wider social care workforce is a model to be promoted and applauded. To that end,

during the year the Agency sought to promote closer engagement with key external stakeholders such as the Department of Health, HSC Trusts, CAF/CASS, the Law Society for Northern Ireland and Solicitors to improve the planning and delivery of services and this work will continue into 2017-18.

2016-17 also saw an ambitious programme of organisational development embracing everyone within the Agency and very much focussed on our key aim of independently representing and safeguarding the interests of children in specified public law and adoption proceedings in NI. This process of change continues building on the capacity of both staff and management, with a focus on '*quality*' and '*strategic development*'; this remains a key objective for the next five years.

The NIGALA Board and Management Team remain committed to the highest standards of professional practice and corporate governance, and to this end continue to strive for improvements based on systems of appraisal and development in line with best practice and statutory obligations.

None of the achievements outlined in this Annual Report would be possible without the work of so many dedicated and skilled contributors. A deep appreciation and indebtedness is extended to our guardians and administrative staff, non-executive directors and the Chief Executive and executive team for their continuing hard work and commitment.

Finally, in a climate of increasing financial austerity, NIGALA wishes to acknowledge the continued support, guidance and help of our sponsoring department in the Department of Health in recognising the financial resources required to support front line staff in providing what is a critical service to children and young people.

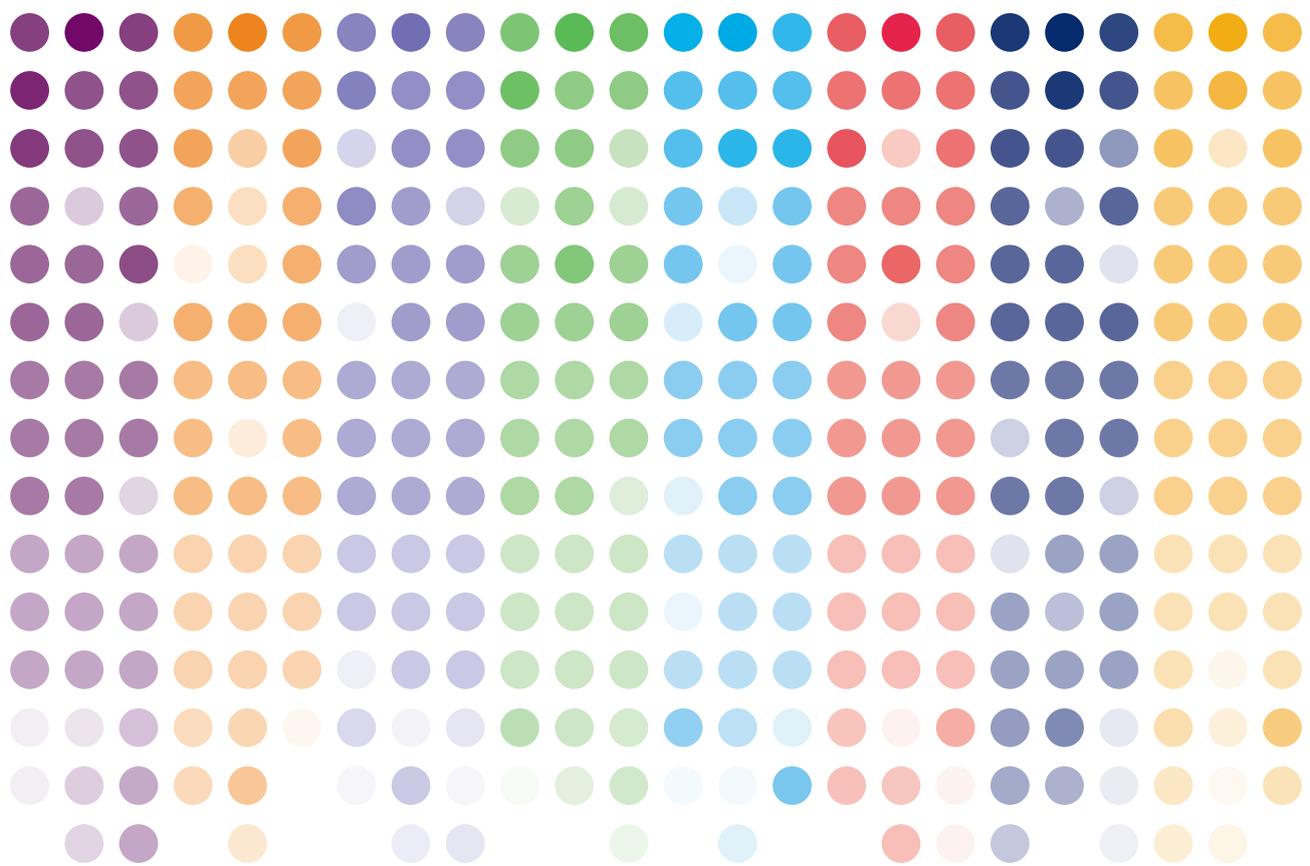


Mr Bernard Mitchell, Chair



SECTION 1

PERFORMANCE REPORT



PERFORMANCE OVERVIEW



Chief Executive's Statement & Overview

by Mr Peter Reynolds

The Northern Ireland Guardian Ad Litem Agency (NIGALA) is an Arm's Length Body which provides a front line service to children and young people who are at the sharp end of the spectrum of vulnerability and neglect. For those children who require the intervention of the state and the determination of the Courts to protect and safeguard their best interests, the appointment of a Guardian ad Litem offers an additional level of representation to ensure that decisions are made in order to achieve best outcomes based on a child's assessed needs.

By giving children and young people a stronger voice in the court process, we aim to reduce the risks to their health and wellbeing thereby promoting their welfare, long-term development and life opportunities.

The Agency remains committed to the continuous development and improvement of the service it provides to children and young people based on building the knowledge and skills of professional staff. I am pleased therefore to present this Annual Report and Accounts for the period April 2016 to March 2017 outlining the performance of NIGALA for this period.

This has been a challenging year which has witnessed a significant 33% increase in public law applications for Care Orders in the year ending the 31st March 2017. Despite the Agency consistently meeting its Key Performance targets, workforce capacity has reduced in period, placing additional pressures on the Agency to ensure that all children and young people have a named guardian ad litem by the date of first hearing. Additionally staff attrition has accounted for the transfer of approximately 59 children's cases, over and above the 798 case appointments compared with last year, an increase of 13%. Demand

across the five HSC Trusts remains unpredictable thereby making it a constant challenge to match capacity with demand ensuring the timely allocation of children's cases.

I am proud and grateful to all the staff of NIGALA for their dedication and professionalism in working with children under increasingly difficult circumstances. Despite such challenges and meeting the priority of having a named guardian appointed to every child at the outset of proceedings, during the year the Agency has worked closely with the Departments of Health and Justice on the Care Proceedings Pilot, while promoting the priorities contained within the Social Work Strategy for Northern Ireland and the Assembly's vision for Health. NIGALA recognises the great opportunity for change and will work closely with key stakeholders across Health and Justice to bring about positive changes and best outcomes for children and young people.



Presentation to the Marie Curie and Alzheimer's Society
by Mr Peter Reynolds, CEO

Our priority of promoting the 'voice' of children as part of our core business has made significant strides with the establishment of a pilot project set up to consult with children and young people aimed at ultimately creating a 'Young Person's Forum'. Such developments have assisted in the design and content of engagement tools and revised signage for our Offices, ensuring that children have a more visible representation in our working

environments. The support of staff and the specific contribution from the Judiciary in promoting children's participation in NIGALA decision making cannot be underestimated. The sharing of knowledge and skills and promoting a culture of 'co-design' and 'co-production'¹ with enhanced collaborative working is a key objective going forward and which builds on the recommendations of the Francis Report reminding service providers of

¹ What is co-production? – 'developing more equal partnerships between people who use services and, carers and professionals' (Social Care Institute for Excellence – SCIE) (2015)

the need to develop more equal partnerships with people and stakeholders who use services. I am delighted to report that NIGALA has developed a joint forum for the planning and delivery of socio-legal seminars with the support of the NIGALA Solicitor's Panel, the five HSC Trusts and the Law Society for Northern Ireland.

These are but a sample of the achievements and initiatives delivered in year alongside work promoting a culture of leadership and trust which at its core focuses on valuing the workforce and building confidence and capacity. Managing and responding positively to all the challenges and changes required remains a key operational and strategic objective going forward. During the period of the next business year I am optimistic that we can continue to build on the work and achievements commenced in year, in order to promote a service which strengthens the voice of the child in our service.



*Presentation to the Children's Cancer Unit Charity
by Mr Peter Reynolds, CEO*

This has also been a year of sad reflection about friends and colleagues of yesteryear closely associated with NIGALA and who sadly passed away in 2016. I wish to pay special mention to Jim Currie MBE and Her Honour Judge Philpott QC both former NIGALA Chairs and our friend and colleague, Attracta Reid, guardian ad litem. In their memory NIGALA was pleased to host a number of charity events raising funds for the Children's Cancer Unit, Marie Curie and Alzheimer's Society.

I am pleased therefore to present an overview of NIGALA's performance as set against the strategic objectives for the year ending the 31 March 2017.

Peter Reynolds, Chief Executive

PERFORMANCE ANALYSIS

While the Agency's Legislative Mandate in respect of the governing legislation, the Children (NI) Order 1995 and the Adoption (NI) Order 1987 remains unchanged the strategic and operational context is evolving with a focus on efficiency and outcomes in a climate of financial austerity.

Achieving timely and sustainable outcomes informed by the child's assessed needs in line with their "timeframe" has to be balanced with the often competing Article 6 (Right to a Fair Hearing) and Article 8 rights (Right to Family Life) of the Human Rights Act 1998.

Workload Trends for 2016-17

The total number of case appointments evidenced an increase in case numbers (13% reflective of a rise from 709 in 2015-16 to 798 for the reporting period) and a corresponding increase of 19% to the number of children subject to proceedings (1263 children relative to 1060 in the preceding year).

This inevitably placed considerable demands on the Agency's capacity. It is of note that 226 (28%) of the 798 new appointments were returned cases. This is an interesting statistic which merits exploration to consider the rationale for the applications in the context of the focus on achieving timely and sustainable outcomes for children.

Appointments for guardians in Adoption proceedings accounted for 18% of the Agency workload (145 cases involving 176 children) compared to 25% of the workload in 2015-16 (173 cases involving 218 children). By way of contrast Public Law proceedings increased by 22% (653 compared with 536 in the preceding year) with a corresponding significant increase in the number of children represented (1087 compared with 838 during 2015-16).

Regional Trends

There was regional variation in overall Trust activity relative to Adoption and Public law proceedings as reflected in Table 1: Number of Adoption and Specified cases by Trust (1 April 2017 to 31 March 2017).

Table 1: Number of Adoption and Public Law cases by Trust
(1 April 2017 to 31 March 2017)

<u>HSC Trust</u>	<u>Public Law Proceedings</u>		<u>Adoption Proceedings</u>	
	Number of cases	Number of children	Number of cases	Number of children
Belfast HSCT	173	301	31	36
Northern HSCT	140	204	31	39
South Eastern HSCT	132	229	28	34
Southern HSCT	101	165	22	25
Western HSCT	105	186	32	41

The reduction in Adoption cases reflected a regional trend with the exception of the Western Trust which had both the highest number regionally and an increase on the preceding year. Likewise all the Trusts with the exception of the Southern Trust had an increase in the number of Specified proceedings.

The absence of reliable regional information to forecast or inform workload demand is a reality for the Agency.

Duration of Proceedings

The increased duration of Care proceedings has been the source of shared concern by the Social Care and Legal professions. The evaluation of the Care Proceedings Pilot (undertaken between 28th December 2015 and 31st December 2016 in the South-Eastern and Western Trusts) will provide information which will inform and support collaborative socio-legal practice in support of realising the shared objective of achieving timely and sustainable outcomes for vulnerable children.

A review of the average duration figure of 359 days for Care proceedings during 2016-17 reflects a 10% increase in the average from the preceding year. A year is a significant timeframe in a child/young person's life during which significant decisions which affect the rest of their lives are being made.

The full range of NIGALA case statistics for 2016-17 can be found on NIGALA website at www.nigala.hscni.net.

Business Performance Analysis 2016-17

A wide range of performance indicators and KPI's across all aspects of the NIGALA business supported the delivery of the corporate objectives 2016-17. The core indicators are set out below –

PRODUCTIVITY

KPI	TARGET	OUTCOME	RAG
An average of 11 'live' cases at any point in time per whole time equivalent (wte) Guardian ad Litem to be achieved as a workload figure in 2016-17	11	11.12	ACHIEVED

CASE ALLOCATION

KPI	TARGET	OUTCOME	RAG
95% of Secure Accommodation cases allocated within 8 working days following court request	95%	97%	ACHIEVED
95% of Emergency Protection Order cases allocated within 3 working days following court request	95%	100%	ACHIEVED
75% of all Care ² Type cases allocated within 8 working days of court request	60%	99%	ACHIEVED
90% of Adoption Case appointments allocated by work day 8 following court request	92%	98%	ACHIEVED

PERSONAL AND PUBLIC INVOLVEMENT

KPI	TARGET	OUTCOME	RAG
75% of responses to our survey from Children and Young People (8yrs+) by means of paper questionnaire or Viewpoint to give a satisfaction rating of 'good' or 'excellent'	75%	78%	ACHIEVED
75% of responses to our survey from the Judiciary to give a satisfaction rating of 'good' or 'excellent'	75%	100%	ACHIEVED
75% of responses to our survey of Accredited Solicitors to give a satisfaction rating of 'good' or 'excellent'.	75%	100%	ACHIEVED

² Care type cases include Article 56 investigations, Contact, Supervision and Care applications.

WORKFORCE DEVELOPMENT

KPI	TARGET	OUTCOME	RAG
90% of staff have an annual appraisal completed and a new learning plan and objectives set by June 2017	90%	97%	ACHIEVED
Maintain sickness absence levels to below 4.3%	4.3%	2.77%	ACHIEVED

FINANCIAL MANAGEMENT

KPI	TARGET	OUTCOME	RAG
Deliver breakeven target of 0.25% or £20k (whichever is the greater)	0.25%/£20k	0.14%/£6K	ACHIEVED
Pay 95% invoices upon full completion/receipt within 30 days	95%	98%	ACHIEVED

The KPI's are showing a steady improvement in achievement as NIGALA year on year continues to raise the target levels for achievement.

Finance and Fraud

NIGALA obtains finance services under a shared services agreement with the Business Services Organisation. As detailed on page 126 of the financial statements NIGALA achieved its breakeven target for 2016-17. NIGALA can also confirm that there were no reported incidents relating to fraud or suspected fraud.

With respect to losses and special payments NIGALA can confirm that no losses or special payments were made during 2016-17 as outlined in the tables overleaf.

Losses and Special Payments

Audited

Type of loss and special payment		2016-17		2015-16
		Number of Cases	£	£
Cash losses	Cash Losses - Theft, fraud etc			
	Cash Losses - Overpayments of salaries, wages and allowances			
	Cash Losses - Other causes			
		0	0	0
Claims abandoned	Waived or abandoned claims			
		0	0	0
Administrative write-offs	Bad debts			
	Other			
		0	0	0
Fruitless payments	Late Payment of Commercial Debt			
	Other fruitless payments and constructive losses			
		0	0	0
Stores losses	Losses of accountable stores through any deliberate act			
	Other stores losses			
		0	0	0
Special Payments	Compensation payments			
	- Clinical Negligence			
	- Public Liability			
	- Employers Liability			
	- Other			
		0	0	0
	Ex-gratia payments	0	0	0
	Extra contractual	0	0	0
	Special severance payments	0	0	0
TOTAL		0	0	0

Special Payments

There were no other special payments or gifts made during the year.

Other Payments and Estimates

There were no other payments made during the year.

Losses and Special Payments over £250,000	Number of Cases	2016-17 £	2015-16 £
Cash losses	0	0	0
Claims abandoned	0	0	0
Administrative write-offs	0	0	0
Fruitless payments	0	0	0
Stores losses	0	0	0
Special Payments	0	0	0
TOTAL	0	0	0

Remote Contingent Liabilities

In addition to contingent liabilities reported within the meaning of IAS37, NIGALA also reports liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of contingent liability.



Personal and Public Involvement & Stakeholder Engagement

Core themes for NIGALA during 2016-17 were:

- To progress processes of engagement with children and young people.
- To promote engagement with stakeholders in order to improve service delivery.

Progress Processes of Engagement with Children and Young People

In 2016-2017 the Children's Participation Group embarked on a project to update and revise resources for engagement with children and young people.

At the core of the project was an engagement process with children and young people. The first stage of the engagement process involved Guardians engaging with children and young people on the signage for the Guardian ad Litem Office in Belfast.

The aim was to co-produce the suites of characters and images which were to represent NIGALA branding in the office.

The second stage of the project was to develop tools and resources for Guardians engaging with Children and Young People. Two documents were developed which consist of a variety of engagement tools aimed at opening up dialogue with children and young people about their wishes and feelings as well as promoting children and young people's engagement with the Court process.

The documents are entitled ***About Me*** and ***About Court***. In order to progress this project a PPI grant was sought and obtained from Public Health Agency (PHA).

The third stage of the project was to set up a pilot project to consult with children and young people on the design and content of the engagement tools and to harness



their views and suggestions. The pilot project involved twenty two guardians who consulted with over thirty children.

The finished documents, About Me and About Court incorporate in their design and content the views and comments from the children and young people involved in the project. The suites of characters used are those which were co designed in the office décor/signage consultation process.

The newly designed signage in the Belfast office and the resources About Me and About Court are the outcome of NIGALA's consultation with children and young people.

Northern Ireland Commissioner for Children & Young People (NICCY)

In June 2017 NIGALA collaborated with NICCY and Voice of Young People in Care (VOYPIC) in a project to ascertain children and young people's views relating to media involvement in the Court process. Guardians from NIGALA consulted with 17 children as part of this project, and their views were the basis of a report by NICCY for the Civil and Family Justice Review.

Young Persons Forum

Following on from the successful engagement with children and young people as part of the NICCY Project, NIGALA has commenced a pilot exercise which has involved setting up a "Young Person's Forum". The Forum comprises currently five young people and is being piloted in the North West. The ultimate aim is to establish the group regionally.

The focus of the group is to place the views of children and young people centre of NIGALA decision making. The initial focus of the group has centred upon the issue of children's participation in Court proceedings and has involved engagement with the Judiciary.

To Promote Engagement with Stakeholders in Order to Improve Service Delivery

Stakeholder Events

In 2016-17, NIGALA has been involved in the Care Proceedings Pilot which has involved engagement with Health and Social Care Trusts, Solicitors, Court Services and the Department of Health in order to capture information relating to the causes of delay in Court proceedings.

NIGALA continues its engagement with the Judiciary through attendance at Family Court Business Committees and Children Order Advisory Committee (COAC).



Declan McAllister (Corporate Services Manager) presenting at the Care Proceedings Conference

In May 2016, members of NIGALA presented an input on Children's Participation at the Children Order Panel Accreditation Board (COPAB) Conference and displayed resources at a NIGALA stall (practical and literature) in relation to social work theory and direct work with children and young people. NIGALA has also completed a snapshot study which outlines information gathered about the level and manner of children and young people's participation in Court proceedings in the first six months of 2016. Further collaboration with the Judiciary relating to promoting children and young people's participation is planned in 2017.

NIGALA has also engaged with Stakeholders through membership of other fora with the Trusts including Legal Issues Group and the Regional Adoption and Fostering Taskforce and meetings with Health and Social Care Trusts have taken place to discuss feedback arrangements and initiatives to promote social work practice.

Children's Feedback

As part of the process to improve service delivery to children and young people, NIGALA provides feedback opportunities to children and young people at the end of their court proceedings.

Children and young people can provide feedback through the use of paper questionnaires, online questionnaires or a VOYPIC worker can assist with the feedback.

During 2016-17 feedback was available for a total of 429 children. Of the 429 children, feedback was selected for 235 (55%). Of the feedback sent out, 80 were returned/completed (34%).

The following summary is a breakdown of responses from children and young people using the various forms of feedback:-

Paper Questionnaire - There were 50 questionnaires were returned. 54% of respondents were female and 44% were male.



Half of respondents were aged under 10 years old (50%). 24% of respondents were aged between 10 and 12 years, 16% were aged between 13 and 15 years, 8% were aged 16 and over. One respondent did not answer the question.

Overall, respondents were happy with their Guardian. 52% of respondents rated their Guardian as 'Excellent', 28% rated their Guardian as 'Very Good' and only 6% of respondents did not think much of the Guardian.

Online Questionnaire - There were 19 online responses. A majority of respondents were female (58%) and 42% were male.



More than a third of respondents were less than 10 years of age (37%) while just under a third of children were between 13 and 15 years. 16% of the sample were between 10 and 12 years and 16% were over 16 years of age.

The vast majority of cases were Care applications (74%). 26% of cases were Adoption proceedings.

From the online feedback, just under half of respondents (47%) gave the Guardian a rating of 100%. 21% of the sample rated the Guardian as 70/100, with 11% giving a rating of 80/100. Two respondents (11%) gave a rating of 20/100.

VOYPIC (Interview) - There were 9 responses. The vast majority of respondents were female (67%). 33% (3 respondents) were male.



The vast majority of respondents (66%) were in either the over 16 age group or in the less than 10 age group. 22% of the sample were between 13 and 15 years old. Just 1 respondent (11%) was in the 10-12 years age group.

44% of cases are Care applications. 22% of cases are contact applications and 22% are Secure Accommodations. The lowest number (11%/1 respondent) is Adoption proceedings.

The vast majority of respondents (78%) are very satisfied with their Guardian and gave a satisfaction rating of 100%. Two respondents (22%) gave a satisfaction rating of 50%.

Judicial Feedback

Three members of the Judiciary provided feedback out of possible 16. Two of the three reported satisfaction with the Guardian ad Litem Service.

Quality Improvement

Investors in People Recognition



NIGALA was delighted to retain its *Investors in People Bronze Award* in June 2016. The Agency has sought and acquired iIP external assurance and recognition since 2006 and is always looking at ways of ensuring that staff feel valued as members of the organisation, their views taken into consideration and training put in place to improve quality, knowledge and skills.

Climate & Culture Survey

NIGALA undertook a Culture and Climate Survey, organised by BSO HR, in 2015 and the NIGALA Board agreed to carry out this type of survey on a two-yearly basis. The survey was repeated early in February 2017 and while not complacent about on-going challenges to do with staff support and workload demands, the report reflected an extremely positive culture within the organisation.

Learning and Development

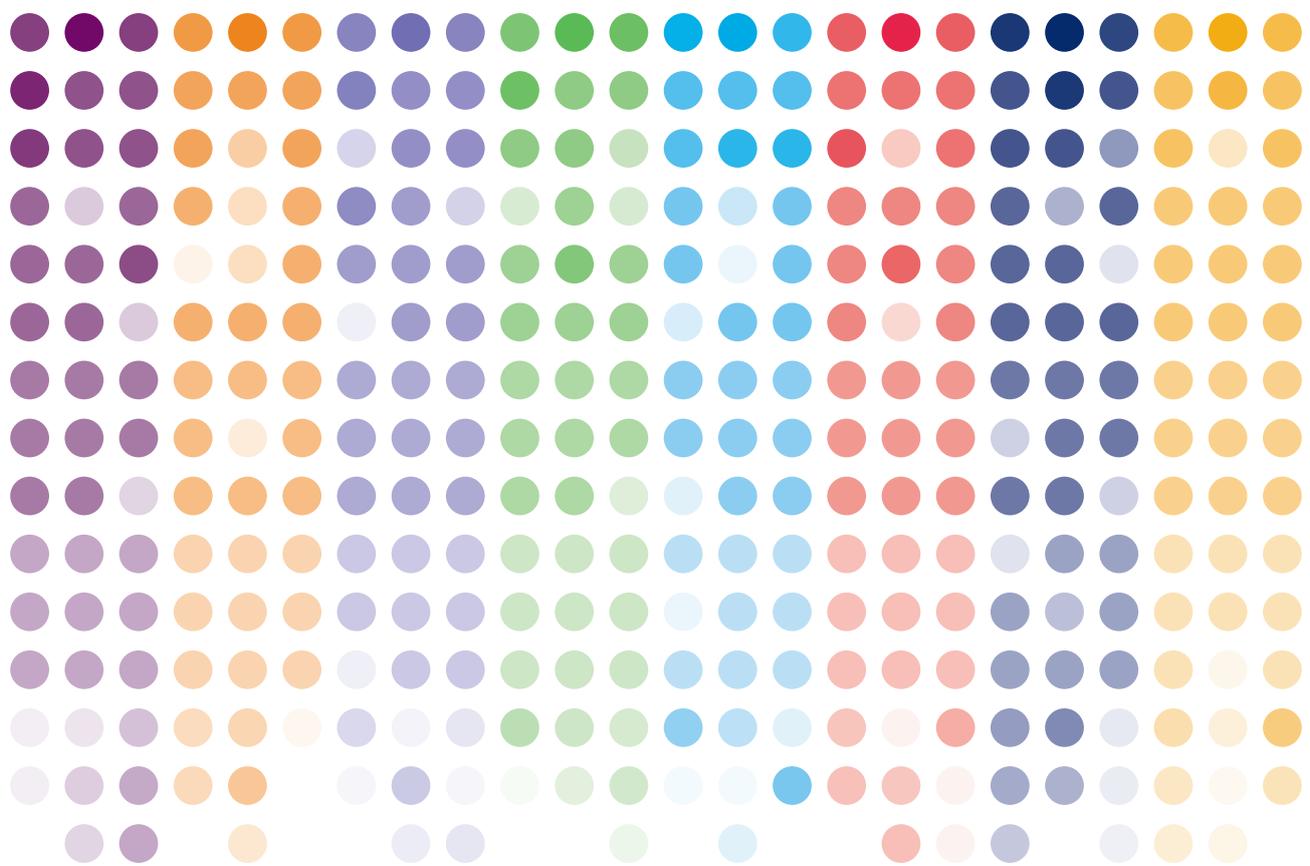
Skills Sharing Initiatives

NIGALA provided a wide range of learning opportunities throughout the year as set out in the 2016-17 *Learning and Development Plan* which is overseen by the Social Care Governance Committee.

One new element in the training plan over the past year has been the development of 'skills sharing' days where the Agency has harnessed the considerable skills that already exist within the guardian ad litem group. For example in October 2016 more than 40 staff were involved in a skills sharing event on *working with children with a disability*. We have

SECTION 2

ACCOUNTABILITY REPORT



CORPORATE GOVERNANCE REPORT

Directors Report

Our Vision

The Voice for Children and Young People in Family Courts.

Our Mission Statement

To independently represent children and young people's wishes, feelings and best interests in public law and adoption proceedings in order to safeguard and promote their welfare.

The Mission Statement expresses the core principles enshrined in Articles 3 and 60 of the Children (NI) Order 1995.

Our Values

NIGALA has a shared set of values that define our culture:

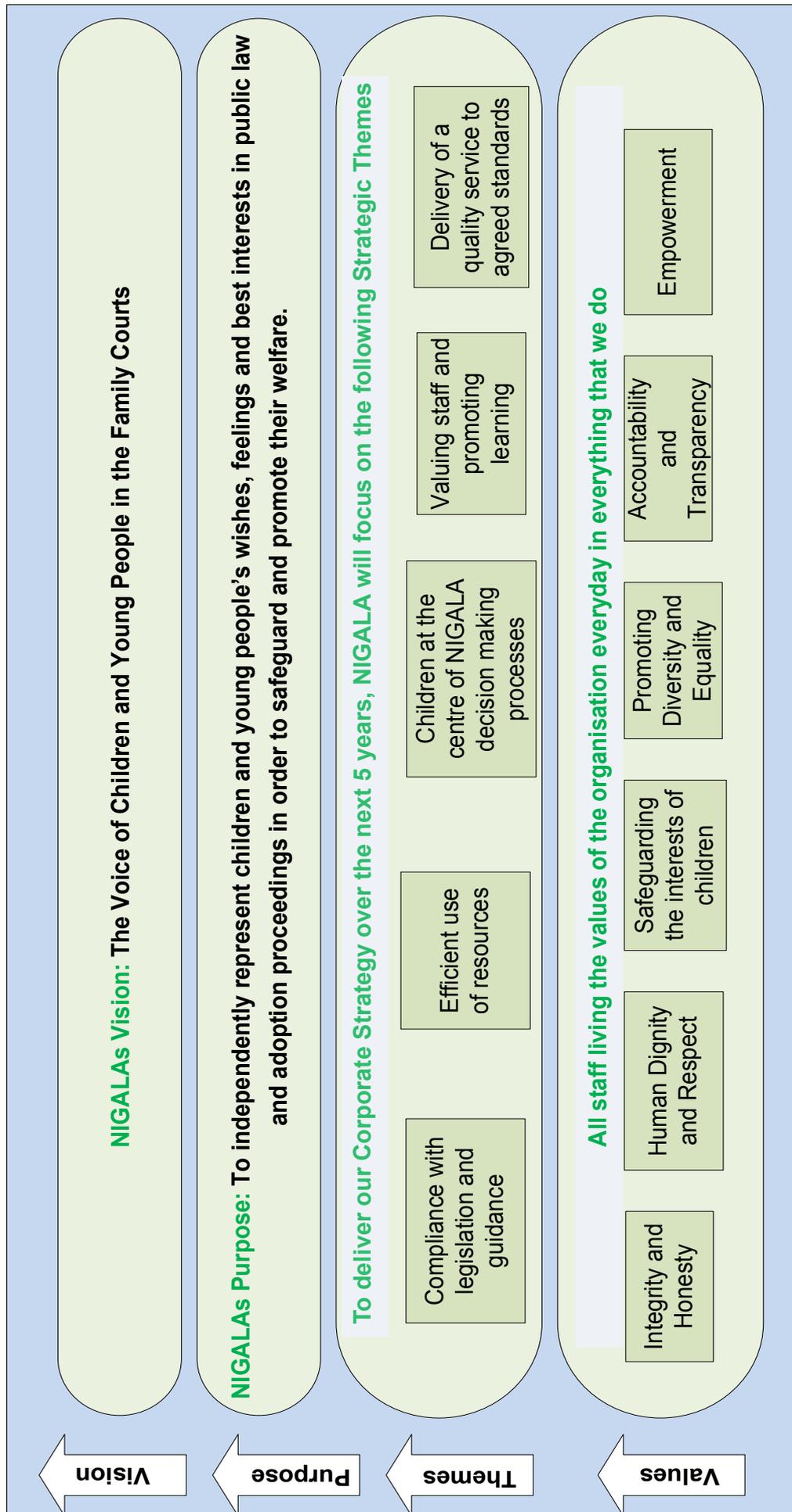
- Safeguarding the Interests of Children
- Human Dignity and Respect
- Promoting Diversity and Equality
- Integrity and Honesty
- Empowerment
- Accountability and Transparency

Values, Principles and Strategic Objectives

NIGALA has constantly striven to deliver a service of the highest quality and have sought to utilise the resources at their disposal in the most efficient and effective manner. Figure 1 overleaf brings together NIGALA's Strategic and Culture Map which sets out the behaviours that are expected when employees are living our values in their everyday work in pursuit of the five strategic themes;

1. Children at the centre of NIGALA decision making processes
2. Valuing Staff and Promoting Learning
3. Delivery of a Quality Service to Agreed Standards
4. Efficient Use of Resources
5. Compliance with Legislation and Guidance

Figure 1: NIGALA Strategic and Culture Map



Equality

NIGALA benefits from participating in the BSO Equality Consortium. The sharing of expertise and learning alongside the co-ordination of activities continues to assist in the development of a well-informed, pro-active approach to mainstreaming equality. The NIGALA Equality Scheme aligns and streamlines the equality agenda with Social Care Governance and Personal and Public Involvement initiatives thereby creating greater corporate ownership.



The Agency completed a five year review of the Equality Scheme which provided an opportunity to undertake a self-assessment and evaluation of the effectiveness of the scheme. The NIGALA Annual Review of Progress submitted to the Equality Commission can be accessed via www.nigala.hscni.net.

Comments, Compliments, Complaints and Incidents

Numbers and Types of Comments, Compliments and Complaints

A key element which also informs the management of risk is the NIGALA Comments, Compliments and Complaints Policy and reporting system.

During the period 1 April 2016 to 31 March 2017 NIGALA received a total of 7 Comments, 13 Compliments and 0 Complaints.

Numbers and Types of Incidents

In support of the management of risk, NIGALA has an effective incident management system in place to capture the categories of incidents. During the year 2016-17 there were 27 reported incidents. The chart below details the incident type by Risk grading (see chart and table below).

Chart 1: Incident type by Risk Grading

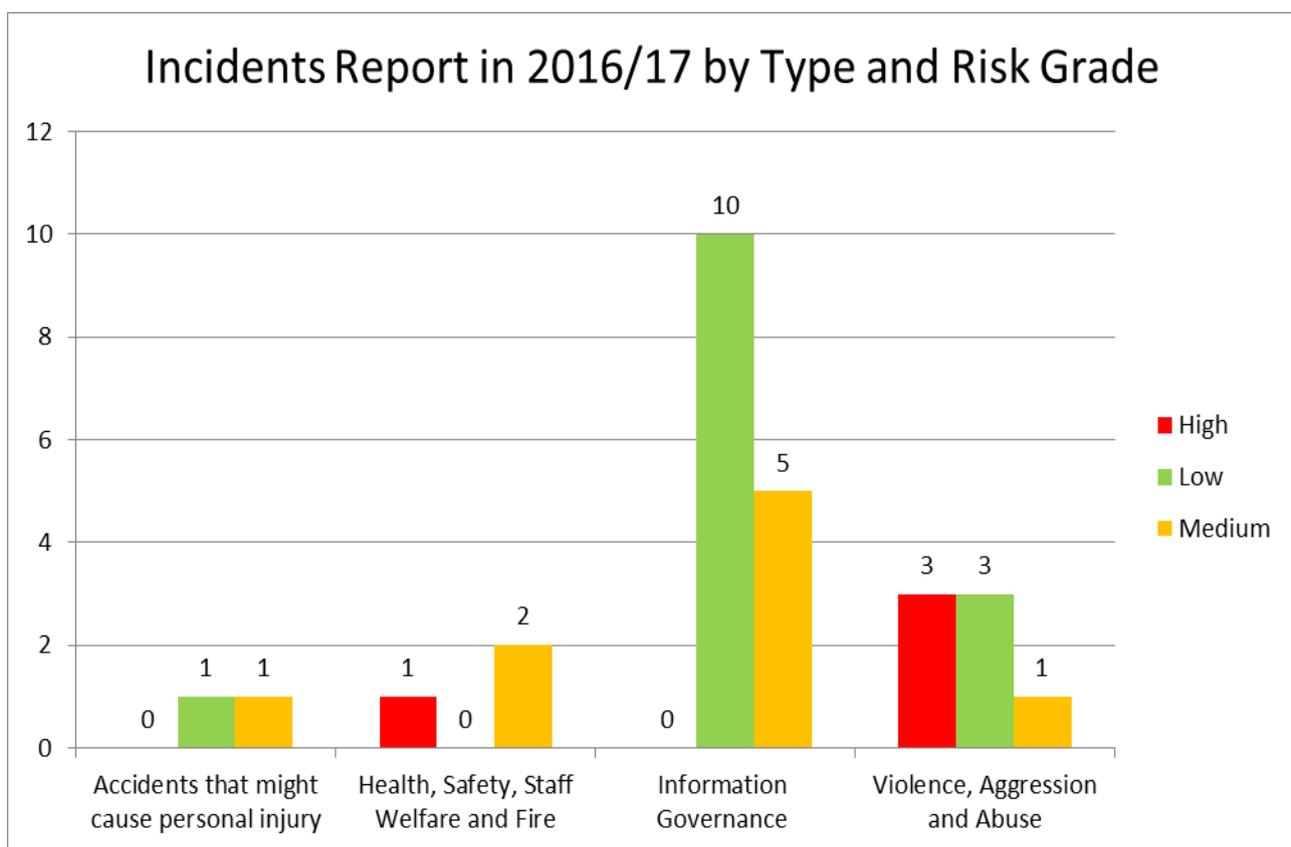


Table 2: Incident type by Risk Grading

Risk Grade	Violence, Aggression & Abuse	Accidents that might cause personal injury	Fraud or Suspected Fraud	Health, Safety, Staff Welfare & Fire	Information Governance	Total
Low Risk	3	1	0	0	10	14
Medium Risk	1	1	0	2	5	9
High Risk	3	0	0	1	0	4
Total	7	2	0	3	15	27

Sustainability Report

The statutory duty for Sustainable Development applicable to public authorities is set out at section 25 of the Northern Ireland (Miscellaneous Provisions) Act 2006 and applies to all Northern Ireland Departments and District Councils.

The six priority areas are:

- Building a dynamic, innovative economy that delivers the prosperity required to tackle disadvantage and to lift communities out of poverty;
- Strengthening society so that it is more tolerant, inclusive and stable and permits positive progress in quality of life for everyone;
- Driving sustainable, long-term investment in key infrastructure to support economic and social development;
- Striking an appropriate balance between the responsible use and protection of natural resources in support of a better quality of life and a better quality environment;
- Ensuring a reliable, affordable and sustainable energy provision and reducing our carbon footprint;
- Ensuring the existence of a policy environment which supports the overall advancement of sustainable development in and beyond Government.

NIGALA continues to be committed to ensuring it makes an active contribution to those areas which it can influence. Prominence is therefore given to the way in which NIGALA conducts its work to minimise, where relevant, a negative impact on these duties, but more importantly to make sustainable improvements wherever possible.

As outlined in the NIGALA Sustainable Development Plan the Agency is committed to putting sustainable development at the centre of its business processes and this commitment is highlighted in the NIGALA Corporate and Business Plan 2016-17. As part of the DoH objectives within the Sustainable Development Strategy “Everyone’s Involved” and the Strategy Implementation Plan “Focused on the Future”; NIGALA has produced a

Sustainability action plan for 2013-17 with all actions monitored annually by the Executive Team and six monthly by the NIGALA Health, Safety and Wellbeing Committee.

NIGALA continues to promote its flexible working approach and has put in place initiatives such as the 'Cycle to Work Scheme', encouraging the use of public transport through the



Translink Tax Smart Card and Commuter Link Card, along with promoting the use of teleconferencing, and more recently videoconferencing. The promotion of sustainable development practices are outlined in the biannual NIGALA staff newsletter.

Health, Safety and Wellbeing

The Health, Safety and Wellbeing Committee, which reports to the NIGALA Executive Team, has a responsibility to promote measures which ensure the health, safety and wellbeing of staff at work and for oversight of the NIGALA Sustainability action plan.

The Committee has representation from administration, corporate services, guardians ad litem, and management, and also representation from each NIGALA office.

The Committee meets twice yearly and during 2016-17 met on the following dates:

- 5 May 2016
- 17 January 2017

The following initiatives were undertaken during 2016-17;

- Annual review of Health, Safety and Wellbeing Committee Terms of Reference;
- Completion of annual office risk assessments and reporting to the Department;
- DSE risk assessments continuing for staff;
- Defibrillators purchased for each office and a number of staff trained in the operation of the device;
- Oversight of the NIGALA Sustainability action plan;
- Oversight of the NIGALA Property Asset Management Plan;
- Staff completion of annual Fire Awareness eLearning module;

- Annual review of fire safety and health and safety compliance via Departmental Controls Assurance Standards in which substantive compliance in both areas has been achieved.

NIGALA has access to an Occupational Health Service. In addition the Agency continues to fund and operate a programme of employee assistance and confidential counselling through the Carecall organisation.

Our Buildings

NIGALA holds three office accommodation leases sited strategically in Belfast, Londonderry and Armagh. In 2016-17 NIGALA completed the rent review process for each office and renewal leases were agreed for each office. The renewal lease which has been agreed for the Armagh and Londonderry office extends until July 2020 and the lease for the office in Belfast extends to September 2018.

Procurement

NIGALA as an Arm's Length Body (ALB) of the Department of Health complies with the NI Public Procurement Policy. The Agency has a service level agreement with BSO Procurement and Logistics Service (PaLs), who are a recognised Centre of Procurement Expertise (CoPE). PaLs undertake all procurement activity on NIGALA's behalf and adhere to all objectives and aims detailed in the NI Public Procurement Policy. Regular monitoring and performance meetings take place between NIGALA and staff from BSO to ensure all performance indices are met.

Statement of Accounting Officer Responsibilities

Accounts for Year Ended 31 March 2017

Under the Health and Personal Social Services (Northern Ireland) Order 1972; the Department of Health has directed the Northern Ireland Guardian Ad Litem Agency to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The financial statements are prepared on an accruals basis and must provide a true and fair view of the state of affairs of the Northern Ireland Guardian Ad Litem Agency of its income and expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the financial statements the Accounting Officer is required to comply with the requirements of Government Financial Reporting Manual (FReM) and in particular to:

- observe the Accounts Direction issued by the Department of Health, Social Services and Public Safety including relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.
- make judgements and estimates on a reasonable basis.
- state whether applicable accounting standards as set out in FReM have been followed, and disclose and explain any material departures in the financial statements.
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Northern Ireland Guardian Ad Litem Agency will continue in operation.
- keep proper accounting records which disclose with reasonable accuracy at any time the financial position of the Northern Ireland Guardian Ad Litem Agency.
- pursue and demonstrate value for money in the services the Northern Ireland Guardian Ad Litem Agency provides and in its use of public assets and the resources it controls.

The Permanent Secretary of the Department of Health, as Principle Accounting Officer for Health and Personal Social Services Resources in Northern Ireland has designated, Mr Peter Reynolds of the Northern Ireland Guardian Ad Litem Agency as the Accounting Officer for the Northern Ireland Guardian Ad Litem Agency. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Northern Ireland Guardian Ad Litem Agency's assets, are set out in the Accountable Officer Memorandum, issued by the Department of Health, Social Services and Public Safety.

ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

CERTIFICATE OF THE CHAIRMAN AND CHIEF EXECUTIVE

I certify that the annual accounts set out in the financial statements and notes to the accounts (pages 87 - 127) which I am required to prepare on behalf of the Northern Ireland Guardian Ad Litem Agency have been compiled from and are in accordance with the accounts and financial records maintained by the Northern Ireland Guardian Ad Litem Agency and with the accounting standards and policies for HSC bodies approved by the DoH.

P. Reynolds Chief Executive

6th July 2017 Date

I certify that the annual accounts set out in the financial statements and notes to the accounts (pages 87 - 127) as prepared in accordance with the above requirements have been submitted to and duly approved by the Board.

Bernard Mitchell Chairman

6th July 2017 Date

P. Reynolds Chief Executive

6th July 2017 Date

Governance Statement 2016-17

1. Introduction/Scope of Responsibility

The Board of the NI Guardian ad Litem Agency ('the Agency') is accounting for internal control. As Accounting Officer and Chief Executive of the Board, I have responsibility for maintaining a sound system of good governance that supports the achievement of the organisation's policies, aims and objectives, whilst safeguarding the public funds and assets for which I am responsible in accordance with the responsibilities assigned to me by the Department of Health (DoH).

As Accounting Officer, I represent the Agency's aims and objectives on a number of external groups which include the multi-disciplinary Children Order Advisory Committee (COAC) chaired by the Family Judge of the Royal Courts of Justice, Northern Ireland and the Law Society of Northern Ireland Solicitor Accreditation Panel. With the introduction of Shared Services Systems in 2012-13 I have ensured representation of the Agency on the Regional Organisations Partnership Forums managed by the Business Services Organisation (BSO). NIGALA is also represented on ARIS, Next Steps and TESSA steering groups and the Adoption and Children Bill stakeholder group. NIGALA recognises the inter-dependence of partner stakeholder groups aligned to family justice and in this regard works collaboratively with all Family Court Business Committees and engages regularly with NI Courts and Tribunals Service and the Directorate of Legal Services (DLS).

As Accounting Officer, I further our aims and objectives through internal committees of the organisation i.e. the Agency Board, Audit and Risk Assurance Committee, Remuneration Committee, Information Governance Committee and Social Care Governance Committee. The aims and objectives of NIGALA are also progressed through the formal sponsorship arrangements with the DoH Family and Children's Policy Directorate.

NIGALA has a Management Statement and Financial Memorandum in place; revised this year and which sets out the strategic control framework within which NIGALA is required to

operate and the conditions under which Government funds are provided as detailed in Government Accounting Northern Ireland. The Accounting Officer and the Chair of NIGALA appraises the DoH at the highest level of engagement through twice yearly Accountability Meetings, and at the same time the NIGALA works in partnership with the DoH Sponsor Branch to ensure operational and strategic issues are raised appropriately throughout the year.

2. Compliance with Corporate Governance Best Practice

NIGALA applies the principles of good practice in Corporate Governance and continues to further strengthen its governance arrangements. The NIGALA Board does this by undertaking continuous assessment of its compliance with corporate governance best practice by exercising strategic control over the operation of the organisation through a system of corporate governance which includes:-

- The regular review by the Audit and Risk Assurance Committee of governance documents including standing financial instructions, standing orders, the standards of business conduct for all staff and the review of this Governance Statement;
- The existence in standing orders of a schedule of matters reserved solely for Board decisions;
- The existence in standing orders of a scheme of delegation, which delegates decision making authority within set parameters to the Chief Executive and other officers;
- The agreement of regular reports which come before the Board for approval;
- A robust system for the approval of relevant Agency policies;
- The production of a Mid-Year Assurance Statement and end of year Governance Statement;
- A Board approved accountability structure of Board sub-committees as outlined in Figure 2 overleaf;
- Annual assessment of the Controls Assurance Standards and
- A completion of a self-assessment tool for all Board committees.



The action plan from the Board self-assessment for 2015-16 was progressed throughout the year and the NIGALA Board completed a further self-assessment for year ended 31st March 2017 and developed a revised action plan which it will review on a bi-annual basis at Board Level to ensure continual improvement in governance and best practice.

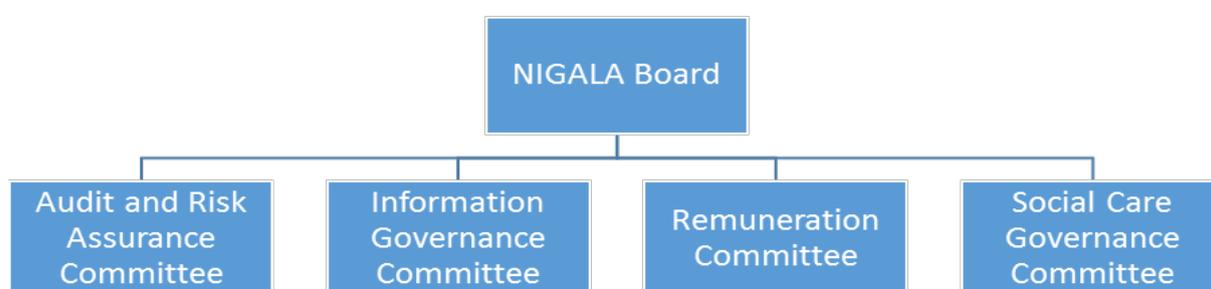
The summary Board assessment for NIGALA was RAG rated green and this includes the section on data quality and information received by the Board. There were no RAG rated red compliance areas.

3. Governance Framework

3.1 Role and Performance of Committees

The Board's committee structure is outlined in Figure 2 below.

Figure 2: NIGALA Board's Committee Structure



The NIGALA Board has corporate responsibility to ensure the achievement of all aims and objectives set by the Minister, and for promoting the efficient, economic and effective use of staff and other resources. The Board comprises of a Chair, four Non-Executive Directors and the Chief Executive. The Board has delivered the following key functions:

1. Established the overall strategic direction of the organisation within the policy and resources framework determined by the Minister;
2. Overseen the delivery of planned results by monitoring performance against objectives and ensuring corrective action is taken when necessary;
3. Implemented effective financial stewardship through value for money, financial control and financial planning and strategy;
4. Ensured high standards of corporate governance;
5. Appraised and remunerated the Chief Executive;
6. Made well-informed and high-quality decisions based on a clear line of sight into the business;
7. Ensured that there is effective dialogue between NIGALA and its stakeholders on its plans and performance and that these are responsive to stakeholder needs;
8. Ensured that NIGALA has robust and effective arrangements in place for social care governance and risk management;
9. Revised the Terms of Reference for the Board sub-committees
10. Overseen the Board Sub Committee work and action plans

The NIGALA Board met on 6 occasions during 2016-17. Attendance of members at the Board committee is set out in the table below:

Name	% Attendance	Meetings attended out of 6 meetings
Bernard Mitchell	100%	6
Peter Reynolds	100%	6
David Watters	83%	5
Gillian McGaughey	66%	4
Karen Winter	83%	5
Fred Smyth	100%	6

The NIGALA Audit and Risk Assurance Committee advises the Board and Accounting Officer with regard to their responsibilities for issues of risk, control and governance and the reliability of associated assurances provided by the External and Internal auditor;

through a process of constructive challenge. This committee has met on 4 occasions during 2016-17 and provides an annual written report to the Board on Committee work and actions taken during 2016-17. Key highlights from the Committee include the reporting of breakeven during 2016-17 and the continued development of the NIGALA Risk Assurance Framework. The performance of the Committee was assessed using the Audit and Risk Assurance Committee checklist which was reported to the DoH in September 2016.

Committee Attendance:

Name	% Attendance	Meetings attended out of 4 meetings
David Watters	100%	4
Fred Smyth	75%	3
Karen Winter	100%	4

The NIGALA Remuneration Committee makes recommendations to the Board on all aspects of remuneration and terms and conditions of employment for the Chief Executive and the contract for services and fee structure for self employed Guardians ad Litem. This Committee has met on one occasion during 2016-17 and provides an annual written report to the Board on Committee work and actions taken during 2016-17. Key highlights from the Committee included the reporting of performance assessment for the Chief Executive in line with the DoH Senior Executive Pay Circular and the review of the Self-Employed Guardian ad Litem fees.

Committee Attendance:

Name	% Attendance	Meetings attended out of 1 meeting
Bernard Mitchell	100%	1
Fred Smyth	100%	1
David Watters	100%	1

The Social Care Governance Committee supports the Board in all aspects of social care governance by providing an independent and objective review of the adequacy and effectiveness of control systems and processes in place to support the delivery of the Guardian ad Litem service to children and young people. The Committee met on 5 occasions during 2016-17. The Committee is chaired by a member of the Board and reports to the Board after every meeting.

Committee Attendance:

Name	% Attendance	Meetings attended out of 5 meetings
Karen Winter	100%	5
Gillian McGaughey	60%	3

The NIGALA Information Governance Committee has primary responsibility for advising the Board on relevant processes and assurances which are required to manage all personal and corporate information handled by the Agency. This Committee has met on 4 occasions during 2016-17. The Committee has overseen the Agency action plan for information governance in particular recommendations from the Information Commissioner Review on information breaches and from the Independent Information Governance Review conducted by the HSC Leadership Centre in November 2016. NIGALA has completed an evaluation of the Committee’s effectiveness for 2016-17 and an associated action plan is in place.

Committee Attendance:

Name	% Attendance	Meetings attended out of 4 meetings
Fred Smyth	75%	3
Gillian McGaughey	100%	4

4. Business Planning and Risk Management

Business planning and risk management are at the heart of NIGALA governance arrangements to ensure that statutory obligations and ministerial priorities are properly reflected in the management of business at all levels within the organisation. In the period 2016-17, 95% of Business Plan Objectives were met in accordance with an agreed strategic direction. One business objective for 2016-17 has been transferred to the 2017-18 Business Plan.

Business Planning

The system of business planning is designed to take account of strategic and operational priorities and ensure feedback from NIGALA staff, stakeholders and the DoH Sponsoring Branch. The system of business planning involves the following:

- Taking cognisance of independent assurance reports and recommendations on the NIGALA internal control framework;
- DoH Sponsoring Department Priorities as discussed with NIGALA to be included in the Business Plan;
- Review of prior year objectives and whether continued progress needs to be identified in the current business planning cycle;
- Identification of objectives through regular business planning preparation meetings between the Executive Team, Board Members and Staff; and
- Cognisance of the external environment and potential risks impacting on the Guardian ad Litem service delivery and the identification of key actions to be included in the business planning process.

Objectives in the Business Plan are monitored by the Executive Team on a monthly basis using a RAG rating approach, and are monitored by the Board on a bi-annual basis with progress updates submitted to DoH Sponsoring Branch bi-annually in accordance with the Business Plan monitoring arrangements.

Risk Management

The Risk Management Strategy and the system of risk management and internal control at NIGALA is based on the mitigation of risk to a reasonable level and seeks to eliminate all risk of failure to achieve policies, aims and objectives where possible. The system is based on an on-going process designed to:

- Identify and prioritise risks to the achievement of organisational policies, aims and objectives; and
- Evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
- Assess Risk Appetite on the basis that where NIGALA is willing to accept an amount of risk to meet greater reward it will identify the risk appetite as 'Risk Open'. Where NIGALA is not willing to tolerate increased risks it will identify that risk as "Risk Averse".

The Chief Executive has overall responsibility to the Board for risk management. The Corporate Services Manager is responsible for implementation of the Risk Management Strategy. The Risk Management Strategy now forms the basis for systematic (monthly) review of risk by the Executive Team.

In 2016-17 all new and existing risks identified were assessed in terms of likelihood of occurrence and level of impact on the organisation. The top five risks are reviewed on a monthly basis at the Executive Team Meeting and at each Audit and Risk Assurance Committee the Risk Register, Risk Action Plan and Risk Assurance Framework are reviewed as standing reports.

The embedding of risk management within the Agency is carried out in the following ways:

- The full Risk Register is formally reviewed quarterly at each Risk Management Committee;



- The Agency's Risk Register is 'live' on Datix (a software for supporting risk management) and the top five risks are reviewed by the Executive Team on a monthly basis;
- Risk Management, Adverse Incident and Complaints Awareness Training now form part of the induction programme for new staff;
- Risk management is a standing item on the agenda of each Audit Committee (this includes a report on the Risk Register and update on action plan progress);
- The Board receives a bi-annual progress report on risk management;
- The top five corporate risks are communicated to all staff via the bi-annual Agency newsletter;
- Trend analysis reports are brought to each meeting of the Agency's Risk Management Committee and improvements to service delivery are developed through actions on lessons learned; and
- There is a direct link between management's Risk Committee and the Social Care Governance Committee which identifies possible risks impacting on the professional service delivered by NIGALA having taken account of the views of the Judiciary and the children who are subjects of proceedings.

Leadership for risk management is provided through the Executive Team and the Risk Management Committee which adheres to existing Guidance and Policy on the management of the Risk Register, actions to mitigate risk and learning lessons from reports on incident management and complaints. The system of internal control has been in place in the Agency for the year ended 31st March 2017, and up to the date of approval of the Annual Report and Accounts accords with DoH Guidance. A Mid-Year Assurance Statement was submitted on the 14th October 2016 which updated progress on the continuing effectiveness of the system of internal control to the Permanent Secretary of the DoH.

5. Information Risk

In terms of information risk, the Agency deals directly with sensitive personal client information. During 2016-17 the ICO completed their review on two information breach incidents reported by NIGALA. The ICO provided a full response with no further actions identified based on their review but provided some additional good practice which NIGALA has included in the internal Information Governance Action Plan for 2016-17.

The Agency has also implemented a range of actions to ensure the security of personal client information and to mitigate any risk of personal data loss within the Agency as follows:

- Implementation and training of key staff in their roles as Senior Information Risk Owner (SIRO) and Information Asset Owner (IAO);
- Completion of the Security of Information – HSC e-learning module by all NIGALA staff;
- Continued oversight of a Data Sharing Agreement with the NIGALA Panel of Solicitors;
- Quarterly review of information governance arrangements and action plan within the Agency by the Information Governance Committee;
- Completion of an Independent Review of Information Governance arrangements by the HSC Leadership Centre on behalf of the NIGALA Board and inclusion of recommendations in the Information Governance Action Plan, and;
- Regular information governance awareness campaigns throughout NIGALA.

6. Public Stakeholder Involvement

The Agency has a Personal and Public Involvement (PPI) Strategy which includes a user and stakeholder map and action plan to inform and promote effective engagement with our users and stakeholders.



In 2016-17 from a total of 429 children represented within the relevant age ranges a total of 235 agreed they would complete feedback. NIGALA obtained feedback from 80 of these children subject to Court proceedings using a range of mechanisms which included an on line questionnaire, a paper questionnaire and a face to face interview facilitated by the Voice of Young People in Care (VOYPIC). There were a number of respondents who did not answer all questions.

Feedback on the service was also taken from the Judiciary and Solicitors representing the children.

The Agency identified in 2016-17 a KPI of 75% of respondents giving a satisfaction rating of “good” or “excellent”. The table below demonstrates results achieved over the last three years.

Satisfaction Group	2016-17	2015-16	2014-15
Children and Young People (8 years+)	78%	78%	78%
Judiciary	100%	100%	100%
Accredited Solicitors	100%	100%	100%

7. Assurance

The Board receives regular assurance from a range of sources which include internal and external audit, sub-committee reports, minutes and a schedule of assurance reports from the Executive Team. The Chair appraises the quality of the information and performance of the committees in the annual appraisal of each of the Non-Executive Directors.

7.1 Controls Assurance Standards

NIGALA assessed its compliance with the applicable Controls Assurance Standards which were defined by the Department and against which a degree of progress was expected in 2016-17. Action plans are kept under review for all relevant controls assurance standards and the following table outlines the current assessment score for each standard during 2016-17.

Controls Assurance Standard	NIGALA Compliance % Rating 2016-17	DoH Indicator 2016-17	Internal Auditor Assessments
Risk Management (core standard)	93%	75% - 99% (Substantive)	NIGALA's assessment verified by Internal Audit 16/17
Governance (core standard)	93%	75% - 99% (Substantive)	
Financial Management (core standard)	91%	75% - 99% (Substantive)	
Emergency Planning	80%	75% - 99% (Substantive)	
Human Resources	85%	75% - 99% (Substantive)	
Buildings, Land, Plant and non-medical equipment	86%	75% - 99% (Substantive)	Not Reviewed by Internal Audit in 16/17
Purchasing and Supply	90%	75% - 99% (Substantive)	
Information, Communication and Technology	81%	75% - 99% (Substantive)	
Health and Safety	88%	75% - 99% (Substantive)	
Information Management	89%	75% - 99% (Substantive)	



Controls Assurance Standard	NIGALA Compliance % Rating 2016-17	DoH Indicator 2016-17	Internal Auditor Assessments
Security Management	94%	75% - 99% (Substantive)	
Research Governance	94%	75% - 99% (Substantive)	
Waste Management	91%	75% - 99% (Substantive)	
Fire Safety	91%	75% - 99% (Substantive)	

Indicator Table of compliance

0 : Negligible	1-29 : Minimal	30 - 74 : Moderate	75 – 99 : Substantive	100 : Full
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Standards which have been assessed as not applicable to the Northern Ireland Guardian ad Litem Agency are as follows:

- Food Hygiene;
- Decontamination of Medical Devices;
- Environmental Cleanliness;
- Fleet and Transport Management;
- Infection Control;
- Medical Devices and Equipment Management; and
- Medicines Management

Internal Audit have confirmed that actions plans which have been put in place to improve compliance against all the applicable standards are reasonable.

8. Sources of Independent Assurance

NIGALA obtains independent assurance from the following sources:

Internal Audit

NIGALA has an internal audit function which operates to defined standards and whose work is informed by an analysis of risks to which the organisation is exposed and annual audit plans are based on this analysis. In 2016-17, the Internal Auditor reviewed the following systems: Financial Management, Solicitor Panel Management, Culture and Climate Review and Case Allocation Management. Follow up reviews were conducted on previous actions with reports provided at the Audit and Risk Assurance Committee in October 2016 and March 2017. The Internal Auditor provided substantive assurance for the Case Allocation Management audit and satisfactory assurance for all other audits. There were no priority 1 findings, but a number of priority 2 findings have been accepted and incorporated into relevant action plans.

In her Annual Report, the Internal Auditor reported satisfactory assurance in relation to NIGALA's system of internal controls and the recommendations linked to weaknesses in control identified, had relevant action plans in place or were being implemented.

The Agency has a Service Level Agreement with the Business Services Organisation (BSO) for, Human Resources, Procurement, Equality, Shared Services Financial Payments, Payroll and Travel and the review of these systems by the Internal Auditor is reported as part of the BSO Annual Assurance Report. Provisional assurance was received from the BSO Accounting Officer in April 2017 with all services receiving satisfactory assurance with the exception of Payroll Shared Services which received unacceptable assurance and Recruitment Shared Services which received limited assurance. BSO have given an assurance that they have accepted all of the recommendations in the 2016-17 Internal Audit Reports issued to date and an action plan is in place to address these control weaknesses.

External Audit

The NI Audit Office conduct an external audit of NIGALA's financial statements and provide assurance, through the audit opinion report, that the accounts are 'True and Fair' and that the income and expenditure has been used for the purposes intended. This report is addressed to the Northern Ireland Assembly rather than NIGALA. The results of the audit and any issues that NIAO identify during the course of conducting their audit are communicated to the NIGALA Audit Committee and Management in the Report to Those Charged with Governance (RTTCWG). A representative from the Northern Ireland Audit Office attends the NIGALA Audit and Risk Committee Meetings. The External Auditor is required to certify, examine and report on each of the Statements comprising the Financial Statements of the Agency.

Regulation and Quality Improvement Authority (RQIA)

NIGALA had its first inspection conducted by RQIA during 2012-13. NIGALA submitted an update to the progress of the recommendations of the Independent Review of the Governance Arrangements at the Northern Ireland Guardian ad Litem Agency in 2015. Recommendations have all been progressed.

Investors in People (IiP)

Investors in People conducted a follow up recognition review of NIGALA in June 2016 and confirmed Investors in People accreditation at the Bronze standard stating "... a *positive culture..... encouraging an environment of trust, respect, involvement and value for the contribution that staff make*".

9. Review of Effectiveness of the System of Internal Governance

As Accounting Officer, I have responsibility for the review of effectiveness of the system of internal governance. My review of the effectiveness of the system of internal governance is informed by the work of the Internal Auditors, by Assurance Reports from the Executive Managers within the Agency who have responsibility for the development and maintenance of the Internal Control Framework and comments made by the External Auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, Audit Committee, Social Care Governance Committee, Information Governance Committee and Risk Management Committee and plans to address weaknesses and ensure continuous improvement to the system are in place.

10. Internal Governance Divergences – Current and New for 2016-17

10.1 Update on prior year control issues which have now been resolved and are no longer considered to be control issues.

In terms of professional risk, during the course of 2016-17, the Agency continued to experience a high level of case workload demand from the Courts which has resulted in a 13% increase in cases involving an increase of 19% in the number of children represented in the previous year 2015-16. In line with a savings plan submitted to the Department for 2016-17 along with NIGALA's 5 year Corporate Plan, the increase in levels of demand relative to the funding made available to NIGALA in 2016-17 is not in my opinion adequate to fund the service as required. As Accounting Officer a major risk remains that of continuing to provide a service which is optimally child focused based on manageable Guardian ad Litem caseloads adhering to the highest standards of professional, accountable practice and strong leadership.

In the Mid-Year Assurance Statement I highlighted as a critical challenge and risk the issue of increasing case demand in a time of increasing financial austerity. Following a



review of financial resources including forecasts for 2016-17 a decision was taken not to over commit resources to the filling of any further vacant positions, noting one Guardian retirement in September 2016, until the Revenue Resource Limit (RRL) for 2017-18 is known. At present Guardian ad Litem capacity has been further reduced and it is of critical important that the RRL for 2017-18 provides the level of funding needed to adequately allow for the protection and safeguarding of the children and young people we represent in public law and adoption proceedings. Such is the nature of the service provided by NIGALA in order to sustain the quality of work to the most vulnerable in our society beyond 2017-18 matching demand with appropriate funding is critical. Further updates on this control issue are as follows:

- NIGALA was granted non-recurrent funding of £360k for 2016-17. This has enabled the risks to service delivery to be managed with a composite number of employed and self-employed Guardians ad Litem.
- NIGALA successfully secured the agreement of the Minister to the recurrent allocation of £360K in September 2014. However the decision continues to remain subject to wider financial considerations.
- NIGALA has maintained the absence of a waiting list throughout 2016-17 (*see Figure 3*) but as a front line statutory service for children and young people, NIGALA is subject to the complexities of public law proceedings and while striving to safeguard the best interests of children and young people, cases in Court do not necessarily follow a predictable trajectory with a range of factors contributing to delay e.g. linked to resource issues, waiting for the completion of parenting capacity/capability assessments and available court time etc.
- The most challenging risk facing NIGALA is how best to manage work load pressures in the context of budgetary constraints. This poses the question, whether NIGALA could be in breach of its statutory obligations under the Children (NI) Order 1995 (the Order). By imposing a cap or waiting list which will inevitably lead to delay in cases being progressed, this in turn acts to breach the '*no delay*' principle which underpins the Order. In addition the Agency will attract considerable criticism from the judiciary if unable to appoint guardians within the timetable drawn up by the Court. In accordance

with a duty to ‘safeguard the interests of the child’ a delay in the appointment of a guardian may well prejudice the interests of the child thereby having an adverse impact.

- NIGALA is an active participant in the DoH Care Proceedings Pilot which commenced in January 2016.

With respect to the internal project to review case referral and allocation practice designed to improve KPIs in respect of case allocation, a revised Caseload Weighting Pilot has been in place with significant improvement witnessed with respect to KPIs in respect of case allocation waiting times. This is subject to review and change where necessary. These are reviewed on a monthly basis at the Executive Team and reported at each Board meeting. Such a tool will not however support the allocation of cases to Guardians ad Litem in the face of further increases in demand as evidenced in 2016 -17.

Figure 3:

Case Allocation Type	KPI	Achievement 2016-17	Achievement 2015-16	Achievement 2014-15
Adoption	90% in 8 working days	100%	98%	98%
Secure	95% in 8 working days	97%	100%	100%
Care	50% in 8 working days	99%	95%	89%

While figure 3 shows the Agency meeting its KPIs for the allocation of guardians in 8 working days, against a backdrop of sustained increases in work load demands and case duration this is not considered to be a sustainable situation. To maintain such a level of performance, a number of variables must be considered for change;

- Workload demands must be managed differently;
- Capacity must increase allowing for manageable caseloads;

- Align expectations across the system of family justice with what can be realistically achieved.

In terms of the Agency's recruitment and selection process, policies are based on the principle of equality of opportunity and controls are in place to ensure that all such decisions are taken in accordance with the relevant legislation.

In relation to payments in respect of Litigation and Legal Services, the Agency controls, put in place by management are robust and operating effectively and comply with the DoH Circular HSS F 67-2006. The Agency also appoints Solicitors from the NIGALA Solicitor Panel and all Solicitors are also members of the Law Society of Northern Ireland's Children's Panel to represent children under the Children (NI) Order 1995. All payments in respect of these cases are managed through the Legal Services Agency Legal Aid Regulations.

10.2 Update on prior year control issues which continue to be considered control issues

In terms of prior year significant governance issues, the Agency is anticipating a continued high level of demand in adoption and public law applications in the next financial year. The Corporate and Business Plan for 2017-21 includes a focus on service outcomes, staff engagement and continuous improvement.

In relation to the management of Guardian ad Litem children's case files, a less paper working strategy has been effectively implemented from the 30th November 2016 and no further hard copy case files are created at the point of case allocation. This has significantly reduced the amount of hard copy paper being used and strengthened the protection of children's personal information processed daily by Guardians ad Litem.

The NIGALA Board has been assured on the progress on the NIGALA Culture and Climate action plan in response to the findings from the Culture and Climate Survey in July 2015. The DoH have been kept fully informed and the follow up independent review on

Culture and Climate by Internal Audit has provided further satisfactory assurance on the actions taken by the Executive team.

NIGALA has continued to report financial pressures on a monthly basis to the DoH and at 31st March 2017 following the allocation of additional non-recurrent funding NIGALA has achieved the HSC Breakeven target and the national 30 day prompt payment target and the regional 10 day prompt payment target.

10.3 Identification of new issues in the current year

NIGALA highlighted information breaches and their management at the Mid-Year Accountability Meeting. The Information Commissioner's report received provided a status of no further action but additional good practice was identified and these have been incorporated into the NIGALA Information Governance Action plan. The HSC Leadership Centre conducted a Review of Information Governance Arrangements at NIGALA and a number of recommendations have been accepted and also included in the NIGALA Information Governance Action plan.

In 2015-16 and in 2016-17, issues in relation to the Shared Services Model (provided through the Business Services Organisation) have been identified resulting in '*limited*' and '*unacceptable*' assurance being provided in two reports for Payroll and '*limited*' for Recruitment. Assurances on progress against action plans have been sought from BSO and matters remain under close scrutiny by the NIGALA Audit and Risk Committee.

NIGALA is an active stakeholder in the Care Proceedings Pilot – Improving Children's Lives, jointly sponsored by the DoH/DOJ which commenced in January 2016. The Agency is the central data collection source for the pilot which covers two court areas in the Western and South Eastern Health and Social Care Trusts. Commitments have been given by NIGALA to reporting on a quarterly basis to the Pilot Steering Group and interfacing in the Pilot Review process. The focus of the Pilot is concentrated on good decision making and minimising unnecessary delay for children and young people subject to Public Law proceedings, thereby improving outcomes for children by achieving permanence for them at the earliest point. As part of the Care Proceedings Pilot, the

volume of care application cases coming before the Courts has been acknowledged as being 'significantly *higher*' than originally anticipated³ impacting on what is already stretched capacity across the system.

NIGALA has responded to the DoH consultation on the Adoption and Children Bill and in particular has included elements of the NIGALA Panel Regulations which require review.

In light of a recent tribunal case (the Uber case)⁴ which was adjudicated upon in October 2016, a detailed judgement has been provided on the status of self-employed linked to the integration of self-employed contractors into the workforce. The major issue in the Uber case is that the 'arms-length' contract for services bore no resemblance to the actual working relationship between Uber and the drivers. Against this backdrop NIGALA is currently taking forward a review of the Self-employed contract for services which will be completed during 2017-18.

With regard to the wider control environment, the Agency has in place a range of organisational controls commensurate with the current assessment of risk which is designed to ensure the efficient and effective discharge of its business in accordance with the law and Departmental direction. Every effort is made to ensure that the objectives of the Agency are pursued in accordance with the recognised and accepted standards of public administration.

The outlook for 2017-18 is increasingly constrained, particularly in respect of resource funding. In a statement to the House of Commons on 24 April 2017 the Secretary of State for Northern Ireland outlined an indicative Budget position for NI departments. This position was based on the advice of the Head of the NI Civil Service (NICS) in conjunction with the NICS Board. The purpose of this statement was to provide clarity to departments as to the basis for departmental allocations in the absence of an Executive, so that Permanent Secretaries can plan and prepare to take more detailed decisions in that light. The departmental allocations set out by the Secretary of State provide the basis on which

³ The number of children for Trust care applications has increased from 538 to 718 between the years 2015-16 and 2016-17, with care case type appointments increasing by 33% (417 compared with 313)

⁴ <https://www.judiciary.gov.uk/wp-content/uploads/2016/10/aslam-and-farrar-v-uber-reasons-20161028.pdf>

departments are now planning for 2017-18. However, the Secretary of State was clear that the indicative budget position did not constrain the ability of an incoming Executive to adjust its priorities during the year. He also advised that some £42 million Resource DEL and £7 million Capital DEL was left unallocated in order to maintain flexibility for a new Executive to allocate resources to meet further priorities as they deem appropriate. Therefore, while there is the potential for an incoming Executive to adjust these plans and also to allocate the unallocated resources, individual departments cannot anticipate any additional funding at this stage until such decisions are made.

Across the HSC sector it is expected that the significant financial challenges faced will intensify and extensive budget planning work to support the 2017-18 financial plan is ongoing between the NIGALA and the Department of Health (DOH). However, as with other financial years the NIGALA remains committed to achieving financial break-even.

Conclusion

NIGALA has a rigorous system of accountability which I can rely on as Accounting Officer to form an opinion on the probity and use of public funds, as detailed in Managing Public Money NI. In maintaining and reviewing the effectiveness of the system of internal governance, the Board has put in place a schedule of reports of varying frequency covering areas such as Finance, Performance, Health and Safety, Social Care Governance, Equality, Risk Management, Comments, Compliments and Complaints and Personal and Public Involvement. These reports are integrated within the Risk Assurance Framework and keep the Board up to date with performance against set targets and planned developments. Similarly the Audit and Risk Assurance Committee receives an annual report outlining compliance against the set controls assurance standards expected by the DoH.

I remain alert to the significant issue of the implications of the high level of caseload and the requirements to ensure the efficiency and effectiveness of NIGALA systems and processes in the coming year and the impact on staff and management, which will be notified to the DoH and will be monitored regularly. As necessary, any risks to the quality

of the Guardian ad Litem service will be brought to the attention of all key stakeholders with a view to appropriate action being taken. Further to considering the Accountability Framework within the Agency and in conjunction with assurances given by the Head of Internal Audit who has confirmed a satisfactory level of assurance, I am content that NIGALA has operated a sound system of internal governance during the period of 2016-17.

P. Reynolds

Date: 6th July 2017

Mr Peter Reynolds
Chief Executive

NIGALA Board

The Board of NIGALA comprises a Non-Executive Chair, four Non-Executive Members and the Chief Executive. Non-Executive Members are appointed through open competition by the Minister of Health. The terms of office for members are found in the NIGALA (Establishment and Constitution) Order (NI) 1995. The Order provides that the Members shall be appointed for a period of four years. The Order also provides for the re-appointment of the Members for such further period, not exceeding four years, as the Department may determine.

Board Members' Interests

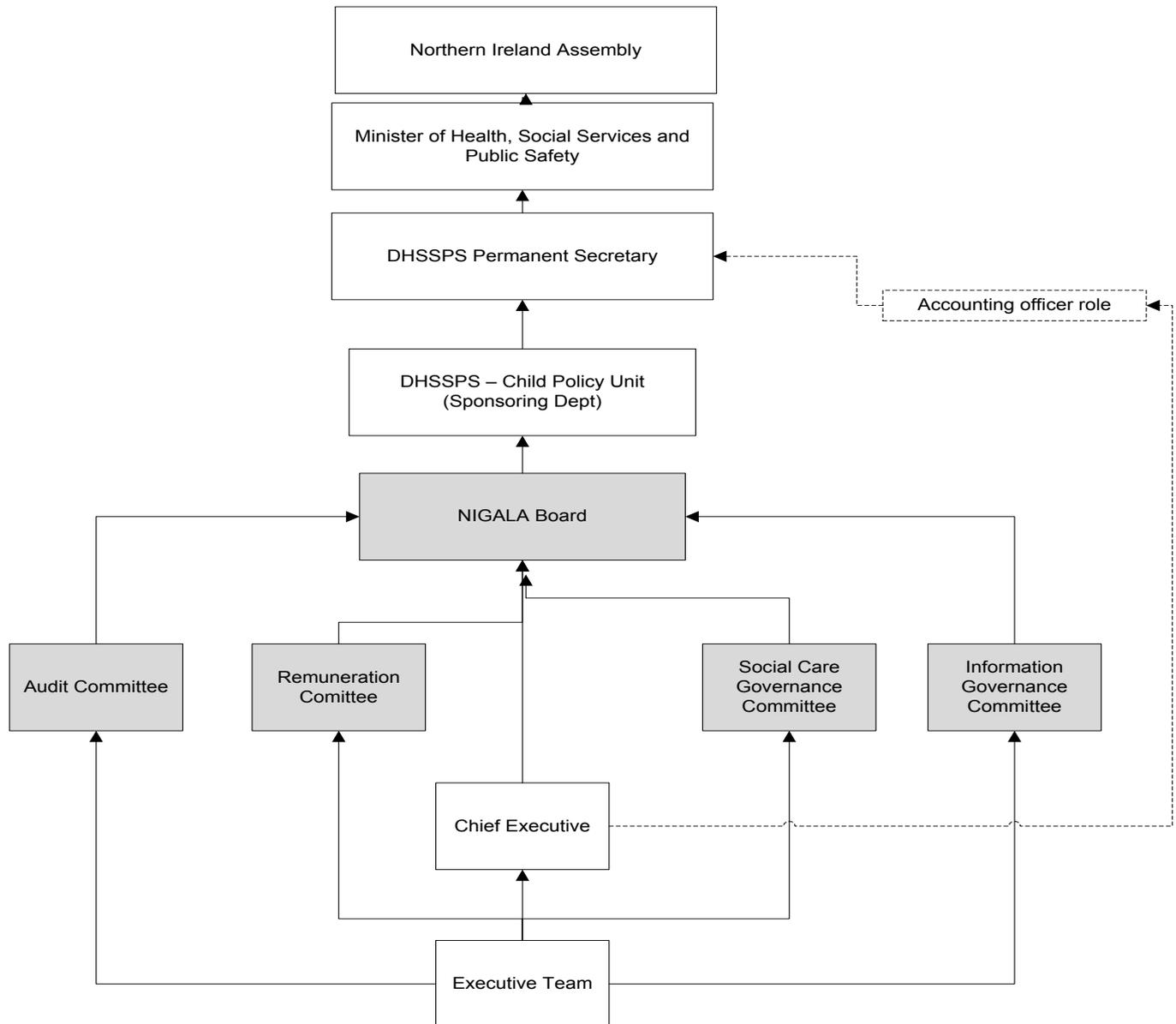
The following interests are held by NIGALA Board members:

Name	Interest
Mr Bernard Mitchell	<ul style="list-style-type: none">• Member NI Advisory Board - Marie Curie Cancer Care (<i>unremunerated</i>)• Non-Executive Director - NI Transport Holding Company• Non-Executive Member - Audit and Risk Committee, PONI• Chair of Board - Strand Arts Centre (<i>unremunerated</i>)
Mrs Gillian McGaughey	<ul style="list-style-type: none">• Director/Company Secretary - St Anne's Cathedral, Belfast• Director/Company Secretary - Belfast Cathedral Enterprises Ltd
Mr Fred Smyth	<ul style="list-style-type: none">• Vice Chair - Simon Community NI
Mr David Watters	<ul style="list-style-type: none">• Chairman - Belfast Charitable Society• Managing Partner/Owner - RSM Northern Ireland• Chairman/Owner - RSM Northern Ireland (Consulting) Ltd
Dr Karen Winter	<ul style="list-style-type: none">• Member of Advisory Committee - Fostering Network NI• Belfast HSCT – Provision of Training• Barnardo's NI - Consultancy
Mr Peter Reynolds	<ul style="list-style-type: none">• None



Board Committee Structure and Composition

The Board committees and accountability structure is shown in the diagram below



P. Reynolds

Date: 6th July 2017

Mr Peter Reynolds
Chief Executive

REMUNERATION AND STAFF REPORT

Remuneration Report

Scope of the Report

The Remuneration Report summarises the Remuneration Policy of NIGALA and particularly its application in connection with senior executives. The Report also describes how NIGALA applies the principles of good corporate governance in relation to senior executives' remuneration in accordance with HSS(SM) 3/2001 and subsequent supplements issued by the DHSSPS.

Remuneration Committee

NIGALA, as set out in its Standing Orders, has delegated certain functions to the Remuneration Committee. The Remuneration Committee; a subcommittee of the NIGALA Board exists to advise the full Board on:

- a) The performance, development, succession planning and appropriate remuneration and terms of service for the Chief Executive.
- b) The setting of robust objectives, performance measures and evaluation processes for the Chief Executive.
- c) The oversight of appropriate contractual arrangements for the Chief Executive including the proper calculation and scrutiny of termination payments taking account of such national guidance as is appropriate.
- d) The contractual arrangements and level of fees and expenses to be paid to the self-employed contracted members who have been appointed to the Agency's Panel for the purposes of undertaking guardian ad litem work.



The Remuneration Committee is also responsible for the determination of the remuneration of senior managers and, in the case of NIGALA, this is confined to the Chief Executive since the introduction of Agenda for Change terms and conditions of service for all other members of staff. Guidance on remuneration of senior managers is issued centrally by the DoH.

Assessment of performance of the Chief Executive is carried out annually by the Board Chair who makes a full report including a recommendation to the Remuneration Committee in regard to the application of the relevant pay circular and associated performance banding which relates to the actual pay award. The assessment of performance is carried out following annual appraisal and the review of performance against Chief Executive objectives set at the beginning of the financial year. This is submitted to the Board for approval.

Remuneration Committee Membership

The Remuneration Committee membership is as follows:

- Mr Bernard Mitchell – Committee Chair (Board Chair)
- Mr David Watters
- Mr Fred Smyth
- The Human Resource Director of the Business Services Organisation, with which NIGALA has a service level agreement for personnel services attends upon invitation
- The NIGALA Corporate Services Manager attends upon invitation

The committee met on the following dates in 2016-17:

- 24 June 2016

Policy Statement on Remuneration of the Chief Executive

The overall objective of the senior manager remuneration arrangements is to achieve a fair, transparent, affordable and defensible pay and grading system for all Senior Executives employed across the HSC.

Executive Pay Arrangement

The main components of the arrangements are:

- pay and terms and conditions of service for the Chief Executive are determined by the DoH
- the Chief Executive post is subject to evaluation by the DoH Evaluation Panel which is responsible for the management, maintenance and integrity of the evaluation process
- pay ranges will be reviewed annually and the effective date for any extension of the pay ranges following review of the ranges by the Minister will be 1st April in the year of the review
- there will be progression through the pay range subject to fully acceptable performance
- An officer on a senior executive contract is currently on secondment and performance related payment was made in 2016/17 for assessed performance in 2013/14 and 2014/15.

Contracts

HSC appointments are made on the basis of the merit principle in fair and open competition and in accordance with all relevant legislation and Circular HSS (SM) 3/2001. Unless otherwise stated, the employee/s covered by this Report are appointed on a permanent basis, subject to satisfactory performance.



The date of appointment for the NIGALA Executive and Non-Executive Directors, and the Chair are set out below:

Table 3: Date of Appointment for the NIGALA Executive & Non-Executive Directors

Name	Position	Date of Appointment
<i>Chair</i>		
Bernard Mitchell	Chair	3 November 2011 (re-appointed 3 November 2015)
<i>Non-Executive Directors</i>		
David Watters	Non-Executive Director	5 August 2013
Dr Karen Winter	Non-Executive Director	12 May 2014
Gillian McGaughey	Non-Executive Director	13 January 2014
Fred Smyth	Non-Executive Director	13 January 2014
<i>Executive Director</i>		
Mr Peter Reynolds	Chief Executive	1 December 2016 ⁵

⁵ Acting position from 21 October 2015

Notice Periods

3 months' notice is to be provided by either party except in the event of summary dismissal. There is nothing to prevent either party waiving the right to notice or from accepting payment in lieu of notice.

Retirement Age

Currently, employees are required to retire at age 65 years and occupational pensions are normally effective from age 60 years. With effect from 1st October 2006, with the introduction of the Equality (Age) Regulations (Northern Ireland) 2006, employees are able to request to work beyond age 65 years.

Compensation for Premature Retirement

In accordance with DHSSPSNI circular HSS (S) 11/83 and subsequent supplements, there is provision within the HSC Superannuation Scheme for premature retirement with immediate payment of superannuation benefits and compensation for eligible employees on the grounds of:-

- Efficiency of the service
- Redundancy
- Organisational change

Section 16 of the Agenda for Change Terms and Conditions Handbook (issued on 14 February 2007 under cover of the Department's Guidance Circular HSS (AfC) (4) 2007) sets out the arrangements for early retirement on the grounds of redundancy and in the interest of the service. Further Circulars were issued by the Department HSS (AfC) (6) 2007 and HSS (AfC) (5) 2008 setting out changes to the timescale for the operation of the transitional protection under these arrangements.



Under the terms of Section 16 of the Agenda for Change Terms and Conditions Handbook individuals who were members of the HSC Superannuation Scheme prior to 1 October 2006, are over 50 years of age and have at least 5 years membership of the HSC Superannuation Scheme qualify for transitional protection. Staff who qualify for transitional protection are entitled to receive what they would have received by way of pension and redundancy payment had they taken redundancy retirement on 30 September 2006. This includes enhancement of up to 10 years additional service (reduced by the number of years between September 2006 and the actual date of retirement) and a lump sum redundancy payment of up to 30 weeks pay (reduced by 30% for each year of additional service over 6 2/3 years).

Alternatively, staff made redundant who are members of the HSC Pension Scheme, have at least two years “continuous service” and two years “qualifying membership” and have reached the minimum pension age currently 50 years can opt to retire early without a reduction in their pension as an alternative to a lump sum redundancy payment of up to 24 months. In this case the cost of the early payment of the pension is paid from the lump sum redundancy payment. However if the redundancy payment is not sufficient to meet the early payment of pension cost, the employer is required to meet the additional cost.

Reporting of Early Retirement and Other Compensation Scheme – Exit Packages

Comparative data for the previous year is also shown

Exit package cost band	Number of compulsory		Number of other departures		Total number of exit packages by cost	
	2017	2016	2017	2016	2017	2016
<£10,000	0	0	0	0	0	0
£10,000 - £25,000	0	0	0	0	0	0
£25,001 - £50,000	0	0	0	0	0	0

Exit package cost band	Number of compulsory		Number of other departures		Total number of exit packages by cost	
	2017	2016	2017	2016	2017	2016
£50,001 - £100,000	0	0	0	0	0	0
£100,001- £150,000	0	0	0	0	0	0
£150,001- £200,000	0	0	0	0	0	0
£200,001-£250,000	0	0	0	0	0	0
£250,001-£300,000	0	0	0	0	0	0
£300,001-£350,000	0	0	0	0	0	0
£350,001-£400,000	0	0	0	0	0	0
Total number of exit packages by type	0	0	0	0	0	0
	£000s	£000s	£000s	£000s	£000s	£000s
Total resource cost	0	0	0	0	0	0

Redundancy and other departure costs have been paid in accordance with the provisions of the HSC Pension Scheme Regulations and the Compensation for Premature Retirement Regulations, statutory provisions made under the Superannuation Act 1972. Exit costs are accounted for in full in the year in which the exit package is approved and agreed and are included as operating expenses at note 4. Where early retirements have been agreed, the additional costs are met by the employing authority and not by the HSC pension scheme. Ill-health retirement costs are met by the pension scheme and are not included in the table.

Staff Report for Year Ended 31st March 2017

The average number of Whole Time Equivalent persons employed by NIGALA during 2016-17 is 69. The cumulative sickness and absenteeism rate for the NIGALA for 2016-17 was 2.77% which was below NIGALA's corporate target to maintain absences at 4.30%. NIGALA will continue to ensure there are robust processes in place to monitor sickness absence in 2017-18.

Staff Composition

NIGALA has 69 WTE staff – 20% of whom work part-time or compressed hours. It also has a higher percentage of females in the workforce (87% are female). NIGALA staff composition, in terms of pay band and gender is set out below –

<i>Pay Band</i>	<i>% of Workforce</i>	<i>%Male</i>	<i>%Female</i>
Band 2-3	13%	-	100%
Band's 4-6	14%	10%	90%
Band 8a	67%	13%	87%
Band 8b	4%	33%	67%
Senior Exec	1%	100%	-

Staff Policies

A number of staff policies were reviewed during the year 2016-17;

- Storage and Retention of Records Policy
- Trade Union Recognition Agreement
- Asset Register Policy

- Acceptance of Gifts and Hospitality Policy
- Environmental Management Policy
- Purchasing and Finance Authorisation Policy
- Whistleblowing Policy
- Communication Plan
- Social Media Guidance
- Use of Agency Workers Procedure
- Disciplinary Procedure
- Working Well Together Policy & Procedure
- Joint Declaration of Protection
- Capability Procedure

These policies were consulted on, including with the Trade Unions and were endorsed by Board and its committees during 2016-17.

Staff Costs

	2017		2016	
	Permanently employed staff £	Others £	Total £	Total £
Staff costs comprise:				
Wages and salaries	2,601,140	58,154	2,659,294	2,567,102
Social security costs	279,175	0	279,175 ⁶	211,024
Other pension costs	421,109	0	421,109	394,923
Sub-Total	3,301,424	58,154	3,359,578	3,173,049
Capitalised staff costs			0	
Total staff costs reported in Statement of Comprehensive Expenditure	3,301,424	58,154	3,359,578	3,173,049
Less recoveries in respect of outward secondments			75,933	6,141
Total net costs				3,166,908

⁶ There was a greater increase in social security costs than that of wages and salaries in 16/17 as a result of employer's national insurance contributions increasing from 10.4% to 12.8% from 1 April 2016.



Average number of persons employed

The average number of whole time equivalent persons employed during the year was as follows;

	2017		Restated ⁷ 2016	
	Permanently employed staff No.	Others No.	Total No.	Total No.
Administrative and Clerical	27	2	29	27
Social Services	41	0	41	40
Less average staff number relating to capitalised staff costs	0	0	0	0
Less average staff number in respect of outward secondments	1	0	1	1
Total net average number of persons employed	69	2	71	68

The NIGALA participates in the HSC Superannuation Scheme. Under this multi-employer defined benefit scheme both NIGALA and employees pay specified percentages of pay into the scheme and the liability to pay benefit falls to the DoH. NIGALA is unable to identify its share of the underlying assets and liabilities in the scheme on a consistent and reliable basis.

As per the requirements of IAS 19, full actuarial valuations by a professionally qualified actuary are required at intervals not exceeding four years. The actuary reviews the most recent actuarial valuation at the Statement of Financial Position date and updates it to reflect current conditions. A full valuation as at 31 March 2012 was certified in February 2015 and is used in the 2016-17 accounts.

⁷ When calculating average staff numbers recruitment agency staff numbers had not been included in previous years figures and should be in accordance with the HSC Account Manual and therefore the figures were restated for 2016 to include these an allow figures to be more comparable.



Senior Management Remuneration (Audited)

The salary, pension entitlements and the value of any taxable benefits in kind of the most senior members of the NIGALA were as follows:

Name	2016-17				2015-16					
	Salary £000s	Bonus / Performance pay £000	Benefits in Kind (Rounded to nearest £100)	Pension Benefit £000s	Total £000s	Salary £000s	Bonus / Performance pay £000	Benefits in Kind (Rounded to nearest £100)	Pension Benefit £000s	Total £000s
Non-Executive Members										
Bernard Mitchell	5-10	-	-	-	5-10	5-10	-	-	-	5-10
David Watters	0-5	-	-	-	0-5	0-5	-	-	-	0-5
Gillian McCaughey	0-5	-	-	-	0-5	0-5	-	-	-	0-5
Fred Smyth	0-5	-	-	-	0-5	0-5	-	-	-	0-5
Karen Winter	0-5	-	-	-	0-5	0-5	-	-	-	0-5
Executive Members										
Peter Reynolds (CEO from 1 December 2016)	55-60	-	400	31	90-95	55-60	-	400	16	70-75



Pensions of Senior Management (Audited)

Non-Executive Members

- Bernard Mitchell
- David Watters
- Gillian McCaughey
- Fred Smyth
- Karen Winter

Executive Members

Peter Reynolds (CEO from 1 December 2016)

	Real increase in pension and related lump sum at pension age £000s	Accrued pension at pension age as at 31/3/17 and related lump sum £000s	CETV at 31/03/16 £000s	CETV at 31/03/17 £000s	Real increase in CETV in CETV £000s
Bernard Mitchell	-	-	-	-	-
David Watters	-	-	-	-	-
Gillian McCaughey	-	-	-	-	-
Fred Smyth	-	-	-	-	-
Karen Winter	-	-	-	-	-
	0-2.5 plus lump sum of 2.5-5	20-25 plus lump sum of 70-75	541	597	38

Salary and Pension Entitlements (Audited)

The salary, pension entitlement and the value of any taxable benefits in kinds paid to both Executive and Non-Executive Directors is set out in the table overleaf. (This information is subject to audit):

There is a requirement for the Remuneration Report to include a Single Total Figure of Remuneration. The figure includes salary, bonus/performance pay, benefits in kind as well as pension benefits. The value of pension benefits accrued 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 increases due to inflation or any increase or decreases due to a transfer of pension rights. This is also included on the following page.

HSC Superannuation, Pension Schemes and Cash Equivalent Transfer Values

As Non-Executive members do not receive pensionable remuneration, there will be no entries in respect of pensions for Non-Executive members. Cash equivalent Transfer Value (CETV) is the actuarially assessed capital value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued as a member accrued benefits in any contingent spouse's pension payable from the scheme.

CETV is a payment made by a pension scheme, or arrangement to secure pension benefits in another pension scheme or arrangement when a member leaves the scheme or chooses to transfer their benefits accrued in their former scheme. The Pension figures showing relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The CETV figures, and from 2004-05 the other pension details, include the value of any pension benefits in another scheme or arrangement which the individual has transferred to the HSS Pension Scheme. They also include any additional pension benefits accrued to the member as a result of them purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated within the guidelines of framework prescribed by the Institute and Faculty of Actuaries.

Real increase in CETV – this reflects the increase in CETV effectively funded by the employer. It takes account of the increase of accrued pension due to inflation, contributions paid by the employees (including the value of any benefits transfer from another pension scheme or arrangement) and uses column market valuation factors for the start and end of the period.

Fair Pay Statement

The Hutton Fair Pay Review recommended that, from 2011-12, all public service organisations publish their top to median pay multiples each year. The DoH subsequently issued Circular HSC (F) 23/2012, setting out a requirement to disclose the relationship between the remuneration of the most highly paid director in the organisation and the median remuneration of the organisation’s workforce. Following application of the guidance contained in Circular (F) 23/2012, the following can be reported:

	2016-17	2015-16
Band of Highest Paid Director’s Total Remuneration:	55-60	55-60
Median Total Remuneration	47,559	47,088
Ratio	1.3	1



Further details about the Health Service pension arrangements can be found at the website www.hscpensions.hscni.net



6th July 2017

Date: _____

Mr Peter Reynolds
Chief Executive

ACCOUNTABILITY AND AUDIT REPORT

The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

I certify that I have audited the financial statements of the Northern Ireland Guardian Ad Litem Agency for the year ended 31 March 2017 under the Health and Personal Social Services (Northern Ireland) Order 1972. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Assembly Accountability disclosures that are described in those reports as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Health and Personal Social Services (Northern Ireland) Order 1972. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

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

Opinion on regularity

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



Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Northern Ireland Guardian Ad Litem Agency's affairs as at 31 March 2017 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Health and Personal Social Services (Northern Ireland) Order 1972 and Department of Health directions issued thereunder.

Opinion on other matters

In my opinion:

- the parts of the Remuneration and Staff Report and the Assembly Accountability disclosures within the Accountability Report to be audited have been properly prepared in accordance with Department of Finance directions made under the Health and Personal Social Services (Northern Ireland) Order 1972; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

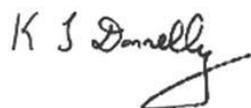
Matters on which I report by exception

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

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

Report

I have no observations to make on these financial statements.

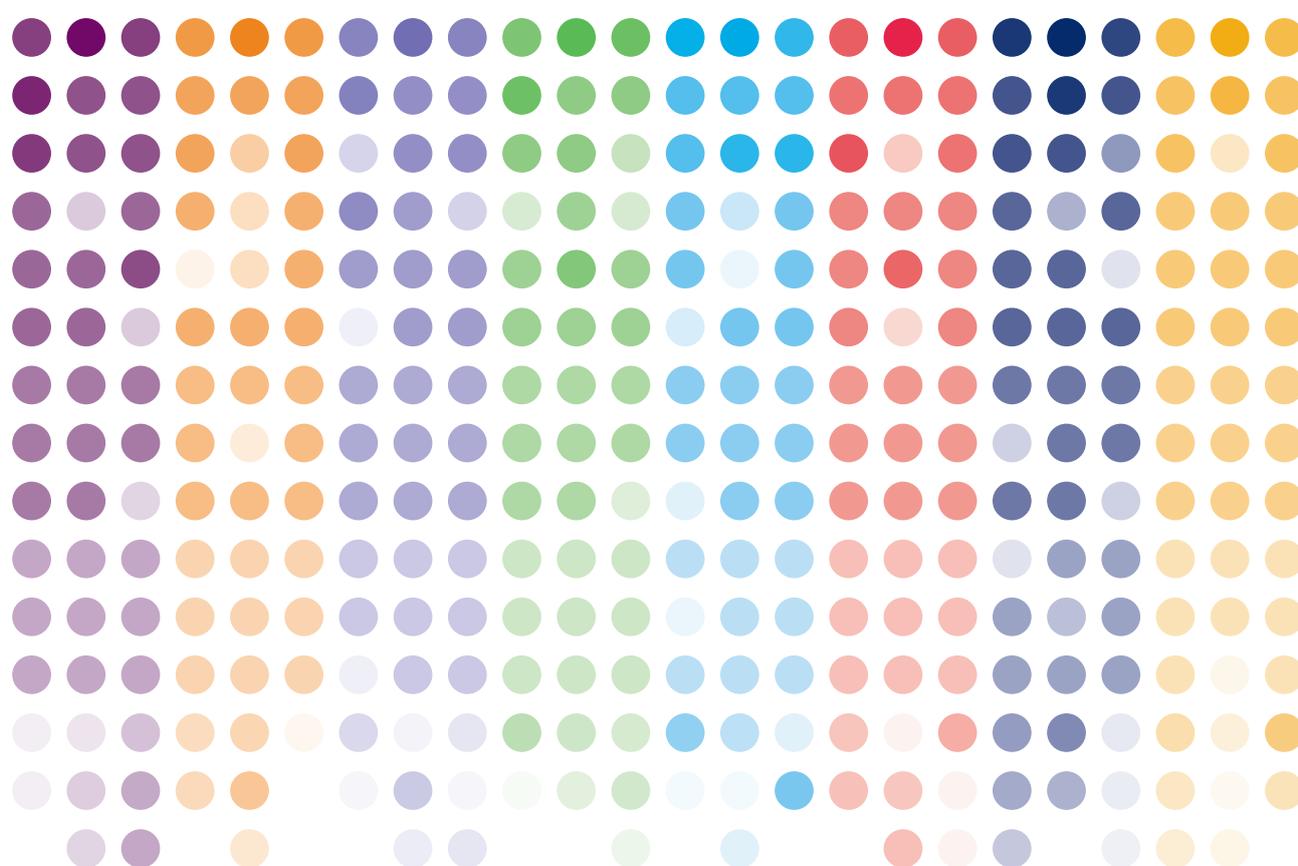


*KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU*

25 July 2017

SECTION 3

FINANCIAL STATEMENTS



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

ANNUAL ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

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NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

STATEMENT of COMPREHENSIVE NET EXPENDITURE for the year ended 31 March 2017

This account summaries the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which includes changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

		2017	2016
	NOTE	£	£
Income			
Income from activities	4.1	-	-
Other Income (Excluding interest)	4.2	76,271	6,141
Deferred income	4.3	-	-
Total operating income		<u>76,271</u>	<u>6,141</u>
Expenditure			
Staff costs	3	(3,359,578)	(3,173,049)
Purchase of goods and services	3	(11,177)	(10,643)
Depreciation, amortisation and impairment charges	3	(74,030)	(74,859)
Provision expense	3	-	-
Other expenditure	3	(880,560)	(1,022,287)
Total operating expenditure		<u>(4,325,345)</u>	<u>(4,280,838)</u>
Net Expenditure		<u>(4,249,074)</u>	<u>(4,274,697)</u>
Finance income	4.2	-	-
Finance expense	3	-	-
Net expenditure for the year		<u>(4,249,074)</u>	<u>(4,274,697)</u>
Revenue Resource Limit (RRL) received from DoH	24.1	4,254,939	4,284,488
Surplus/(Deficit) against RRL		<u>5,865</u>	<u>9,791</u>
OTHER COMPREHENSIVE EXPENDITURE			
		2017	2016
Items that will not be reclassified to net operating costs:	NOTE	£	£
Net gain/(loss) on revaluation of property, plant & equipment	5.1/8/5.2/8	532	2,570
Net gain/(loss) on revaluation of intangibles	6.1/8/6.2/8	8,652	(651)
Net gain/(loss) on revaluation of financial instruments	7/8	-	-
Items that may be reclassified to net operating costs:			
Net gain/(loss) on revaluation of investments		-	-
TOTAL COMPREHENSIVE EXPENDITURE for the year ended 31 March 2017		<u>(4,239,890)</u>	<u>(4,272,778)</u>

The notes on pages 94 - 127 form part of these accounts.

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

STATEMENT of FINANCIAL POSITION as at 31 March 2017

This statement presents the financial position of the NIGALA. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	NOTE	2017		2016	
		£	£	£	£
Non Current Assets					
Property, plant and equipment	5.1/5.2	65,078		93,082	
Intangible assets	6.1/6.2	126,677		153,508	
Financial assets	7	-		-	
Trade and other receivables	12	-		-	
Other current assets	12	-		-	
Total Non Current Assets			191,755		246,590
Current Assets					
Assets classified as held for sale	9	-		-	
Inventories	10	500		500	
Trade and other receivables	12	31,457		35,714	
Other current assets	12	45,949		61,708	
Intangible current assets	12	-		-	
Financial assets	7	-		-	
Cash and cash equivalents	11	23,515		23,174	
Total Current Assets			101,421		121,096
Total Assets			293,176		367,686
Current Liabilities					
Trade and other payables	13	(229,781)		(407,301)	
Other liabilities	13	-		-	
Intangible current liabilities	13	-		-	
Financial liabilities	7	-		-	
Provisions	15	-		-	
Total Current Liabilities			(229,781)		(407,301)
Total assets less current liabilities			63,395		(39,615)
Non Current Liabilities					
Provisions	15	-		-	
Other payables > 1 yr	13	-		-	
Financial liabilities	7	-		-	
Total Non Current Liabilities			-		-
Total assets less total liabilities			63,395		(39,615)
Taxpayers' Equity and other reserves					
Revaluation reserve		24,757		15,573	
SoCNE Reserve		38,638		(55,188)	
Total equity			63,395		(39,615)

The financial statements on pages 87 to 90 were approved by the Board on 6th July 2017 and were signed on its behalf;

Signed Bernard Mitchell (Chairman) Date: 6th July 2017
 Signed P. Reynolds (Chief Executive) Date: 6th July 2017

The notes on pages 94 - 127 form part of these accounts.



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY
STATEMENT of CASHFLOWS for the year ended 31 March 2017

The Statement of Cash Flows shows the changes in cash and cash equivalents of the NIGALA during the reporting period. The statement shows how the NIGALA generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by the NIGALA. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to the NIGALA's future public service delivery.

	NOTE	2017 £	2016 £
Cashflows from operating activities			
Net surplus after interest/Net operating cost		(4,249,074)	(4,274,697)
Adjustments for non cash costs	3	83,421	84,344
(Increase)/decrease in trade and other receivables	12	20,016	(565)
<i>Less movements in receivables relating to items not passing through the NEA</i>			
Movements in receivables relating to the sale of property, plant & equipment		-	-
Movements in receivables relating to the sale of intangibles		-	-
Movements in receivables relating to finance leases		-	-
Movements in receivables relating to PFI and other service concession arrangement contracts		-	-
(Increase)/decrease in inventories		-	-
Increase/(decrease) in trade payables	13	(177,520)	(73,443)
<i>Less movements in payables relating to items not passing through the NEA</i>			
Movements in payables relating to the purchase of property, plant & equipment	5	4,976	32,169
Movements in payables relating to the purchase of intangibles	6	59,076	(54,726)
Movements in payables relating to finance leases		-	-
Movements on payables relating to PFI and other service concession arrangement contracts		-	-
Use of provisions	15	-	-
Net cash outflow from operating activities		<u>(4,259,105)</u>	<u>(4,286,918)</u>
Cashflows from investing activities			
(Purchase of property, plant & equipment)	5	(14,139)	(52,826)
(Purchase of intangible assets)	6	(60,215)	(4,350)
Proceeds of disposal of property, plant & equipment		-	-
Proceeds on disposal of intangibles		-	-
Proceeds on disposal of assets held for resale		-	-
Net cash outflow from investing activities		<u>(74,354)</u>	<u>(57,176)</u>
Cash flows from financing activities			
Grant in aid		4,333,800	4,343,000
Cap element of payments - finance leases and on balance sheet (SoFP) PFI and other service concession arrangements		-	-
Net financing		<u>4,333,800</u>	<u>4,343,000</u>
Net increase (decrease) in cash & cash equivalents in the period		341	(1,094)
Cash & cash equivalents at the beginning of the period	11	23,174	24,268
Cash & cash equivalents at the end of the period	11	<u>23,515</u>	<u>23,174</u>

The notes on pages 94 - 127 form part of these accounts.

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

STATEMENT OF CHANGES in TAXPAYERS EQUITY for the year ended 31 March 2017

This statement shows the movement in the year on the different reserves held by NIGALA, analysed into 'Statement of Comprehensive Net Expenditure Reserve' (i.e. those reserves that reflect a contribution from the Department of Health). The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The Statement of Comprehensive Net Expenditure Reserve (SoCNE Reserve) represents the total assets less liabilities of the NIGALA, to the extent that the total is not represented by other reserves and financing items.

	NOTE	SoCNE Reserve £	Revaluation Reserve £	Total £
Balance at 31 March 2015		(132,591)	13,654	(118,937)
Changes in Taxpayers Equity 2015-16				
Grant from DoH		4,343,000	-	4,343,000
Transfers between reserves		-	-	-
(Comprehensive expenditure for the year)		(4,274,697)	1,919	(4,272,778)
Transfer of asset ownership		-	-	-
Non cash charges - auditors remuneration	3	9,100	-	9,100
Balance at 31 March 2016		(55,188)	15,573	(39,615)
Changes in Taxpayers Equity 2016-17				
Grant from DoH		4,333,800	-	4,333,800
Transfers between reserves		-	-	-
(Comprehensive expenditure for the year)		(4,249,074)	9,184	(4,239,890)
Transfer of asset ownership		-	-	-
Non cash charges - auditors remuneration	3	9,100	-	9,100
Balance at 31 March 2017		38,638	24,757	63,395

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017
STATEMENT OF ACCOUNTING POLICIES

1. Authority

These accounts have been prepared in a form determined by the Department of Health based on guidance from the Department of Finance's Financial Reporting manual (FReM) and in accordance with the requirements of Article 90(2) (a) of the Health and Personal Social Services (Northern Ireland) Order 1972 No 1265 (NI 14) as amended by Article 6 of the Audit and Accountability (Northern Ireland) Order 2003.

The accounting policies follow IFRS to the extent that it is meaningful and appropriate to the Northern Ireland Guardian Ad Litem Agency (the "NIGALA"). Where a choice of accounting policy is permitted, the accounting policy which has been judged to be most appropriate to the particular circumstances of the NIGALA for the purpose of giving a true and fair view has been selected. The NIGALA's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts, unless otherwise stated.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment.

1.2 Currency

These accounts are presented in UK Pounds sterling.

1.3 Property, Plant and Equipment

Property, plant and equipment assets comprise Land, Buildings, Dwellings, Transport Equipment, Plant & Machinery, Information Technology, Furniture & Fittings, and Assets under construction.

Recognition

Property, plant and equipment must be capitalised if:

- it is held for use in delivering services or for administrative purposes;
- it is probable that future economic benefits will flow to, or service potential will be supplied to, the entity;
- it is expected to be used for more than one financial year;
- the cost of the item can be measured reliably; and
- the item has cost of at least £5,000; or
- Collectively, a number of items have a cost of at least £5,000 and individually have a cost of more than £1,000, where the assets are functionally interdependent, they had broadly simultaneous purchase dates, are anticipated to have simultaneous disposal dates and are under single managerial control; or
- Items form part of the initial equipping and setting-up cost of a new building, ward or unit, irrespective of their individual or collective cost.

On initial recognition property, plant and equipment are measured at cost including any expenditure such as installation, directly attributable to bringing them into working condition. Items classified as “under construction” are recognised in the Statement of Financial Position to the extent that money has been paid or a liability has been incurred.

Valuation of Land and Buildings

Land and buildings are carried at the last professional valuation, in accordance with the Royal Institute of Chartered Surveyors (Statement of Asset Valuation Practice) Appraisal and Valuation Standards in so far as these are consistent with the specific needs of the HSC.

The last valuation was carried out on 31 January 2015 by Land and Property Services (LPS) which is an independent executive body within the Department of Finance. The valuers are qualified to meet the ‘Member of Royal Institution of Chartered Surveyors’ (MRICS) standard. Professional revaluations of land and buildings are undertaken at least once in every five year period and are revalued annually, between professional valuations, using indices provided by LPS.

Land and buildings used for the Arm’s Length Body (ALB) services or for administrative purposes are stated in the statement of financial position at their revalued amounts, being the

fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

Fair values are determined as follows:

- Land and non-specialised buildings – open market value for existing use;
- Specialised buildings – depreciated replacement cost; and
- Properties surplus to requirements – the lower of open market value less any material directly attributable selling costs, or book value at date of moving to non-current assets.

Modern Equivalent Asset

DoF has adopted a standard approach to depreciated replacement cost valuations based on modern equivalent assets and, where it would meet the location requirements of the service being provided, an alternative site can be valued. Land and Property Services (LPS) have included this requirement within the latest valuation.

Assets Under Construction (AUC)

Properties in the course of construction for service or administration purposes are carried at cost, less any impairment loss. Assets are revalued and depreciation commences when they are brought into use.

Short Life Assets

Short life assets are not indexed. Short life is defined as a useful life of up to and including 5 years. Short life assets are carried at depreciated historic cost as this is not considered to be materially different from fair value and are depreciated over their useful life.

Where estimated life of fixtures and equipment exceed 5 years, suitable indices will be applied each year and depreciation will be based on indexed amount.

Revaluation Reserve

An increase arising on revaluation is taken to the revaluation reserve except when it reverses an impairment for the same asset previously recognised in expenditure, in which case it is credited to expenditure to the extent of the decrease previously charged there. A revaluation

decrease is recognised as an impairment charged to the revaluation reserve to the extent that there is a balance on the reserve for the asset and, thereafter, to expenditure.

1.4 Depreciation

No depreciation is provided on freehold land since land has unlimited or a very long established useful life. Items under construction are not depreciated until they are commissioned. Properties that are surplus to requirements and which meet the definition of “non-current assets held for sale” are also not depreciated.

Otherwise, depreciation is charged to write off the costs or valuation of property, plant and equipment and similarly, amortisation is applied to intangible non-current assets, less any residual value, over their estimated useful lives, in a manner that reflects the consumption of economic benefits or service potential of the assets. Assets held under finance leases are also depreciated over the lower of their estimated useful lives and the terms of the lease. The estimated useful life of an asset is the period over which the ALB expects to obtain economic benefits or service potential from the asset. Estimated useful lives and residual values are reviewed each year end, with the effect of any changes recognised on a prospective basis. The following asset lives have been used.

Asset Type	Asset Life
Freehold Buildings	25 – 60 years
Leasehold property	Remaining period of lease
IT Assets	3 – 10 years
Intangible assets	3 – 10 years
Other Equipment	3 – 15 years

1.5 Impairment loss

If there has been an impairment loss due to a general change in prices, the asset is written down to its recoverable amount, with the loss charged to the revaluation reserve to the extent that there is a balance on the reserve for the asset and, thereafter, to expenditure within the Statement of Comprehensive Net Expenditure. If the impairment is due to the consumption of economic benefits the full amount of the impairment is charged to the Statement of

Comprehensive Net Expenditure and an amount up to the value of the impairment in the revaluation reserve is transferred to the Statement of Comprehensive Net Expenditure Reserve. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of the recoverable amount but capped at the amount that would have been determined had there been no initial impairment loss. The reversal of the impairment loss is credited firstly to the Statement of Comprehensive Net Expenditure to the extent of the decrease previously charged there and thereafter to the revaluation reserve.

1.6 Subsequent expenditure

Where subsequent expenditure enhances an asset beyond its original specification, the directly attributable cost is capitalised. Where subsequent expenditure which meets the definition of capital restores the asset to its original specification, the expenditure is capitalised and any existing carrying value of the item replaced is written-out and charged to operating expenses.

The overall useful life of the NIGALA's buildings takes account of the fact that different components of those buildings have different useful lives. This ensures that depreciation is charged on those assets at the same rate as if separate components had been identified and depreciated at different rates.

1.7 Intangible assets

Intangible assets includes any of the following held - software, licences, trademarks, websites, development expenditure, Patents, Goodwill and intangible Assets under Construction. Software that is integral to the operating of hardware, for example an operating system is capitalised as part of the relevant item of property, plant and equipment. Software that is not integral to the operation of hardware, for example application software, is capitalised as an intangible asset. Expenditure on research is not capitalised: it is recognised as an operating expense in the period in which it is incurred. Internally-generated assets are recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use;
- the intention to complete the intangible asset and use it;

- the ability to sell or use the intangible asset;
- how the intangible asset will generate probable future economic benefits or service potential;
- the availability of adequate technical, financial and other resources to complete the intangible asset and sell or use it; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Recognition

Intangible assets are non-monetary assets without physical substance, which are capable of sale separately from the rest of the ALB's business or which arise from contractual or other legal rights. Intangible assets are considered to have a finite life. They are recognised only when it is probable that future economic benefits will flow to, or service potential be provided to, the NIGALA; where the cost of the asset can be measured reliably. All single items over £5,000 in value must be capitalised while intangible assets which fall within the grouped asset definition must be capitalised if their individual value is at least £1,000 each and the group is at least £5,000 in value. The amount recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date of commencement of the intangible asset, until it is complete and ready for use.

Intangible assets acquired separately are initially recognised at fair value.

Following initial recognition, intangible assets are carried at fair value by reference to an active market, and as no active market currently exists depreciated replacement cost has been used as fair value.

1.8 Non-current assets held for sale

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. In order to meet this definition IFRS 5 requires that the asset must be immediately available for sale in its current condition and that the sale is highly probable. A sale is regarded as highly probable where an active plan is in place to find a buyer for the asset and the sale is considered likely to be concluded within one year. Non-current assets held for sale are measured at the lower of their



previous carrying amount and fair value, less any material directly attributable selling costs. Fair value is open market value, where one is available, including alternative uses.

Assets classified as held for sale are not depreciated.

The profit or loss arising on disposal of an asset is the difference between the sale proceeds and the carrying amount. The profit from sale of land which is a non-depreciating asset is recognised within income. The profit from sale of a depreciating asset is shown as a reduced expense. The loss from sale of land or from any depreciating assets is shown within operating expenses. On disposal, the balance for the asset on the revaluation reserve is transferred to the Statement of Comprehensive net Expenditure reserve.

Property, plant or equipment that is to be scrapped or demolished does not qualify for recognition as held for sale. Instead, it is retained as an operational asset and its economic life is adjusted. The asset is de-recognised when it is scrapped or demolished.

1.9 Inventories

Inventories are valued at the lower of cost and net realisable value. This is considered to be a reasonable approximation to fair value due to the high turnover of stocks.

1.10 Income

Operating Income relates directly to the operating activities of the ALB and is recognised when, and to the extent that, performance occurs, and is measured at the fair value of the consideration receivable.

Grant in aid

Funding received from other entities, including the Department and the Health and Social Care Board are accounted for as grant in aid and are reflected through the Statement of Comprehensive Net Expenditure Reserve.

1.11 Investments

The NIGALA does not have any investments.

1.12 Other expenses

Other operating expenses for goods or services are recognised when, and to the extent that, they have been received. They are measured at the fair value of the consideration payable.

1.13 Cash and cash equivalents

Cash is cash in hand and deposits with any financial institution repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in 3 months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

1.14 Leases

Leases are classified as finance leases when substantially all the risks and rewards of ownership are transferred to the lessee. All other leases are classified as operating leases.

The NIGALA as lessee

Property, plant and equipment held under finance leases are initially recognised, at the inception of the lease, at fair value or, if lower, at the present value of the minimum lease payments, with a matching liability for the lease obligation to the lessor. Lease payments are apportioned between finance charges and reduction of the lease obligation so as to achieve a constant rate on interest on the remaining balance of the liability. Finance charges are recognised in calculating the ALB's surplus/deficit.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. Lease incentives are recognised initially as a liability and subsequently as a reduction of rentals on a straight-line basis over the lease term.

Contingent rentals are recognised as an expense in the period in which they are incurred.

Where a lease is for land and buildings, the land and building components are separated. Leased land may be either an operating lease or a finance lease depending on the conditions in the lease agreement and following the general guidance set out in IAS 17. Leased buildings are assessed as to whether they are operating or finance leases.



The NIGALA as lessor

Amounts due from lessees under finance leases are recorded as receivables at the amount of the ALB's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the ALB's net investment outstanding in respect of the leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

1.15 Private Finance Initiative (PFI) transactions

The NIGALA has had no PFI transactions during the year.

1.16 Financial instruments

- Financial assets

Financial assets are recognised on the balance sheet when the NIGALA becomes party to the financial instrument contract or, in the case of trade receivables, when the goods or services have been delivered. Financial assets are derecognised when the contractual rights have expired or the asset has been transferred.

Financial assets are initially recognised at fair value.

- Financial liabilities

Financial liabilities are recognised on the balance sheet when the NIGALA becomes party to the contractual provisions of the financial instrument or, in the case of trade payables, when the goods or services have been received. Financial liabilities are de-recognised when the liability has been discharged, that is, the liability has been paid or has expired.

Financial liabilities are initially recognised at fair value.

- Financial risk management

IFRS 7 requires disclosure of the role that financial instruments have had during the period in creating or changing the risks a body faces in undertaking its activities. Because of the relationships with HSC Commissioners, and the manner in which they are funded, financial instruments play a more limited role within the NIGALA in creating risk than would apply to a non public sector body of a similar size, therefore the ALBs are not exposed to the degree of financial risk faced by business entities.

ALBs have limited powers to borrow or invest surplus funds and financial assets and liabilities are generated by day to day operational activities rather than being held to change the risks facing the ALBs in undertaking activities. Therefore the HSC is exposed to little credit, liquidity or market risk.

- Currency risk

The ALB is principally a domestic organisation with the great majority of transactions, assets and liabilities being in the UK and Sterling based. The NIGALA has no overseas operations. The NIGALA therefore has low exposure to currency rate fluctuations.

- Interest rate risk

The NIGALA has limited powers to borrow or invest and therefore has low exposure to interest rate fluctuations.

- Credit risk

Because the majority of the NIGALA's income comes from contracts with other public sector bodies, the NIGALA has low exposure to credit risk.

- Liquidity risk

Since the NIGALA receives the majority of its funding through its principal Commissioner which is voted through the Assembly, it is therefore not exposed to significant liquidity risks.



1.17 Provisions

The NIGALA had no provisions in 2016-17 or 2015-16.

1.18 Contingencies

The NIGALA had no contingent assets or liabilities in 2016-17 or 2015-16.

1.19 Employee benefits

Short-term employee benefits

Under the requirements of IAS 19: Employee Benefits, staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the cost of any untaken leave that has been earned at the year end. This cost has been determined using individual's salary costs applied to their unused leave balances determined from a report of the unused annual leave balance as at 31 March 2017. It is not anticipated that the level of untaken leave will vary significantly from year to year. [Untaken flexi leave is estimated to be immaterial to the NIGALA and has not been included].

Retirement benefit costs

Past and present employees are covered by the provisions of the HSC Superannuation Scheme.

The ALB participates in the HSC Superannuation Scheme. Under this multi-employer defined benefit scheme both the ALB and employees pay specified percentages of pay into the scheme and the liability to pay benefit falls to the DoH. The NIGALA is unable to identify its share of the underlying assets and liabilities in the scheme on a consistent and reliable basis.

The costs of early retirements are met by the NIGALA and charged to the Statement of Comprehensive Net Expenditure at the time the NIGALA commits itself to the retirement.

As per the requirements of IAS 19, full actuarial valuations by a professionally qualified actuary are required at intervals not exceeding four years. The actuary reviews the most recent actuarial valuation at the Statement of Financial Position date and updates it to reflect current conditions. The 2012 valuation for the HSC Pension scheme will be used in the 2016-17 accounts.

1.20 Reserves

Statement of Comprehensive Net Expenditure Reserve

Accumulated surpluses are accounted for in the Statement of Comprehensive Net Expenditure Reserve.

Revaluation Reserve

The Revaluation Reserve reflects the unrealised balance of cumulative indexation and revaluation adjustments to assets other than donated assets.

1.21 Value Added Tax

Where output VAT is charged or input VAT is recoverable, the amounts are stated net of VAT. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets.

1.22 Third party assets

Assets belonging to third parties (such as money held on behalf of patients) are not recognised in the accounts since the ALB has no beneficial interest in them. Details of third party assets are given in Note 23 to the accounts.

1.23 Government Grants

The note to the financial statements distinguishes between grants from UK government entities and grants from European Union.

1.24 Losses and Special Payments

Losses and special payments are items that the Assembly would not have contemplated when it agreed funds for the health service or passed legislation. By their nature they are items that ideally should not arise. They are therefore subject to special control procedures compared with the generality of payments. They are divided into different categories, which govern the way that individual cases are handled.



Losses and special payments are charged to the relevant functional headings in expenditure on an accruals basis, including losses which would have been made good through insurance cover had HSC bodies not been bearing their own risks (with insurance premiums then being included as normal revenue expenditure). However, the note on losses and special payments is compiled directly from the losses and compensations register which reports amounts on an accruals basis with the exception of provisions for future losses.

1.25 Accounting Standards that have been issued but have not yet been adopted

Under IAS 8 there is a requirement to disclose those standards issued but not yet adopted.

The IASB issued new and amended standards (IFRS 10, IFRS 11 & IFRS 12) that affect the consolidation and reporting of subsidiaries, associates and joint ventures. These standards were effective with EU adoption from 1 January 2014.

Accounting boundary IFRS' are currently adapted in the FReM so that the Westminster departmental accounting boundary is based on ONS control criteria, as designated by Treasury. A similar review in NI, which will bring NI departments under the same adaptation, has been carried out and the resulting recommendations were agreed by the Executive in December 2016. With effect from 2020-21, the accounting boundary for departments will change and there will also be an impact on departments around the disclosure requirements under IFRS 12. ALBs apply IFRS in full and their consolidation boundary may change as a result of the new Standards.

Management consider that any other new accounting policies issued but not yet adopted are unlikely to have a significant impact on the accounts in the period of the initial application.

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 2 ANALYSIS OF NET EXPENDITURE BY SEGMENT

The core business and strategic direction of the Northern Ireland Guardian Ad Litem Agency is to act as a 'voice' for children who are subjects of public law and adoption proceedings before the courts in Northern Ireland.

The Agency Board acts as the Chief Operating Decision Maker and receives financial information on the Agency as a whole and makes decisions on this basis. Hence, it is appropriate that the Agency reports on a single operational segment basis.

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 3 OPERATING EXPENSES

3 Operating Expenses are as follows:

	2017	2016
	£	£
Staff costs ¹ :		
Wages and Salaries	2,659,294	2,567,102
Social security costs	279,175	211,024
Other pension costs	421,109	394,923
Supplies and services- General Establishment	11,177	10,643
Premises	292,935	369,960
Miscellaneous expenditure	183,187	257,465
Fees- Self Employed Guardians	1,788	1,176
Recharges from other HSC organisations	283,350	275,374
Total Operating Expenses	109,909	108,827
	4,241,924	4,196,494
Non cash items		
Depreciation	37,408	41,504
Amortisation	36,622	33,355
Loss on disposal of property, plant & equipment (including land)	291	385
Auditors remuneration	9,100	9,100
Total non cash items	83,421	84,344
Total	4,325,345	4,280,838

¹Further detailed analysis of staff costs is located in the Staff Report on page 78 within the Accountability Report.

During the year the NIGALA purchased no non audit services from its external auditor (NIAO).



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 4 INCOME

4.1 Income from Activities

The NIGALA had no income from activities in 2016-17 and 2015-16.

4.2 Other Operating Income

	2017	2016
	£	£
Other income from non-patient services	338	-
Seconded staff	75,933	6,141
TOTAL INCOME	76,271	6,141

4.3 Deferred income

The NIGALA had no income released from conditional grants in 2016-17 and 2015-16.



**NORTHERN IRELAND GUARDIAN AD LITEM AGENCY
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017
NOTE 5.1 Property, plant & equipment - year ended 31 March 2017**

	Land £	Buildings (excluding dwellings) £	Dwellings £	Assets under Construction £	Plant and Machinery (Equipment) £	Transport Equipment £	Information Technology (IT) £	Furniture and Fittings £	Total £
Cost or Valuation									
At 1 April 2016	-	493,947	-	-	43,340	-	162,922	8,528	708,737
Indexation	-	12,305	-	-	-	-	-	-	12,305
Additions	-	-	-	-	-	-	9,163	-	9,163
Donations / Government grant / Lottery Funding	-	-	-	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-
Impairment charged to the SoCNE	-	-	-	-	-	-	-	-	-
Impairment charged to revaluation reserve	-	-	-	-	-	-	-	-	-
Reversal of impairments (indexn)	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	(1,452)	-	(1,452)
At 31 March 2017	-	506,252	-	-	43,340	-	170,633	8,528	728,753

Cost or Valuation

At 1 April 2016
Indexation
Additions
Donations / Government grant /
Lottery Funding
Reclassifications
Transfers
Revaluation
Impairment charged to the SoCNE
Impairment charged to revaluation
reserve
Reversal of impairments (indexn)
Disposals
At 31 March 2017

Depreciation

At 1 April 2016
Indexation
Reclassifications
Transfers
Revaluation
Impairment charged to the SoCNE
Impairment charged to the
revaluation reserve
Reversal of impairments (indexn)
Disposals
Provided during the year
At 31 March 2017

-	465,663	-	-	-	43,340	-	104,215	2,437	615,655
-	11,773	-	-	-	-	-	-	-	11,773
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	9,163	-	-	-	-	-	(1,161)	-	(1,161)
-	-	-	-	-	-	-	27,027	1,218	37,408
-	486,599	-	-	-	43,340	-	130,081	3,655	663,675



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 5.1 (continued) Property, plant & equipment- year ended 31 March 2017

Land £	Buildings (excluding dwellings) £	Dwellings £	Assets under Construction £	Plant and Machinery (Equipment) £	Transport Equipment £	Information Technology (IT) £	Furniture and Fittings £	Total £
-	19,653	-	-	-	-	40,552	4,873	65,078
-	28,284	-	-	-	-	58,707	6,091	93,082

Carrying Amount
At 31 March 2017

At 31 March 2016

Asset financing

Owned
Finance leased
On B/S (SoFP) PFI and other
service concession arrangements
contracts

-	19,653	-	-	-	-	40,552	4,873	65,078
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	19,653	-	-	-	-	40,552	4,873	65,078

Carrying Amount
At 31 March 2017

Any fall in value through negative indexation or revaluation is shown as impairment.
The total amount of depreciation charged in the Statement of Comprehensive Net Expenditure Account in respect of assets held under finance leases and hire purchase contracts is £Nil (2016: £Nil).

The fair value of assets funded from the following sources during the year was:

	2017 £	2016 £
Donations	-	-
Government Grant	-	-
Lottery funding	-	-



**NORTHERN IRELAND GUARDIAN AD LITEM AGENCY
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017**

NOTE 5.2 Property, plant & equipment - year ended 31 March 2016

	Land £	Buildings (excluding dwellings) £	Dwellings £	Assets under Construction £	Plant and Machinery (Equipment) £	Transport Equipment £	Information Technology (IT) £	Furniture and Fittings £	Total £
Cost or Valuation									
At 1 April 2015	-	453,517	-	-	44,339	-	161,440	8,484	667,780
Indexation	-	40,430	-	-	-	-	-	44	40,474
Additions	-	-	-	-	-	-	20,657	-	20,657
Donations / Government grant / Lottery Funding	-	-	-	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-
Impairment charged to the SoCNE	-	-	-	-	-	-	-	-	-
Impairment charged to revaluation reserve	-	-	-	-	-	-	-	-	-
Reversal of impairments (indexn)	-	-	-	-	(999)	-	(19,175)	-	(20,174)
Disposals	-	-	-	-	-	-	-	-	-
At 31 March 2016	-	493,947	-	-	43,340	-	162,922	8,528	708,737

Depreciation									
At 1 April 2015	-	417,365	-	-	44,339	-	93,120	1,212	556,036
Indexation	-	37,893	-	-	-	-	-	11	37,904
Reclassifications	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-
Impairment charged to the SoCNE	-	-	-	-	-	-	-	-	-
Impairment charged to the revaluation reserve	-	-	-	-	-	-	(18,790)	-	(19,789)
Reversal of impairments (indexn)	-	-	-	-	(999)	-	29,885	-	41,504
Disposals	-	10,405	-	-	-	-	-	1,214	-
Provided during the year	-	465,663	-	-	43,340	-	104,215	2,437	615,655
At 31 March 2016	-	465,663	-	-	43,340	-	104,215	2,437	615,655



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 5.2 (continued) Property, plant & equipment- year ended 31 March 2016

Land £	Buildings (excluding dwellings) £	Dwellings £	Assets under Construction £	Plant and Machinery (Equipment) £	Transport Equipment £	Information Technology (IT) £	Furniture and Fittings £	Total £
-	28,284	-	-	-	-	58,707	6,091	93,082
-	36,152	-	-	-	-	68,320	7,272	111,744

Carrying Amount
At 31 March 2016

At 1 April 2015

Asset financing

Owned
Finance leased
On SOFP PFI and other service
concession arrangements
contracts

-	28,284	-	-	-	-	58,707	6,091	93,082
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	28,284	-	-	-	-	58,707	6,091	93,082

Carrying Amount
At 31 March 2016

Asset financing

Owned
Finance leased
On SOFP PFI and other service
concession arrangements
contracts

-	36,152	-	-	-	-	68,320	7,272	111,744
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	36,152	-	-	-	-	68,320	7,272	111,744

Carrying Amount
At 1 April 2015



**NORTHERN IRELAND GUARDIAN AD LITEM AGENCY
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017
NOTE 6.1 Intangible assets - year ended 31 March 2017**

Software Licenses	Information Technology	Websites	Development Expenditure	Licences, Trademarks & Artistic Originals	Patents	Goodwill	Payments on Account & Assets under Construction	Total
£	£	£	£	£	£	£	£	£
1,895	445,706	-	-	-	-	-	-	447,601
-	12,021	-	-	-	-	-	-	12,021
-	1,139	-	-	-	-	-	-	1,139
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,895	458,866	-	-	-	-	-	-	460,761

Cost or Valuation

At 1 April 2016
Indexation
Additions
Donations / Government grant / Lottery
Funding
Reclassifications
Transfers
Revaluation
Impairment charged to the SoCNE
Impairment charged to revaluation reserve
Disposals
At 31 March 2017

Amortisation

At 1 April 2016
Indexation
Reclassifications
Transfers
Revaluation
Impairment charged to the SoCNE
Impairment charged to revaluation reserve
Disposals
Provided during the year
At 31 March 2017

1,633	292,460	-	-	-	-	-	-	294,093
-	3,369	-	-	-	-	-	-	3,369
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
262	36,360	-	-	-	-	-	-	36,622
1,895	332,189	-	-	-	-	-	-	334,084

**NORTHERN IRELAND GUARDIAN AD LITEM AGENCY
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017**

NOTE 6.1 (continued) Intangible assets - year ended 31 March 2017

	Software Licenses £	Information Technology £	Websites £	Development Expenditure £	Licences, Trademarks & Artistic Originals £	Patents £	Goodwill £	Payments on Account & Assets under Construction £	Total £
Carrying Amount At 31 March 2017	-	126,677	-	-	-	-	-	-	126,677
At 31 March 2016	262	153,246	-	-	-	-	-	-	153,508

Asset financing

Owned
Finance leased
On B/S (SoFP) PFI and other service concession arrangements contracts

-	126,677	-	-	-	-	-	-	-	126,677
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
Carrying Amount At 31 March 2017	126,677	-	-	-	-	-	-	-	126,677

Any fall in value through negative indexation or revaluation is shown as impairment.

The fair value of assets funded from the following sources during the year was:

	2017 £	2016 £
Donations	-	-
Government Grant	-	-
Lottery funding	-	-

**NORTHERN IRELAND GUARDIAN AD LITEM AGENCY
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017
NOTE 6.2 Intangible assets - year ended 31 March 2016**

	Software Licenses £	Information Technology £	Websites £	Development Expenditure £	Licences, Trademarks & Artistic Originals £	Patents £	Goodwill £	Payments on Account & Assets under Construction £	Total £
Cost or Valuation									
At 1 April 2015	1,895	418,334	-	-	-	-	-	-	420,229
Indexation	-	(809)	-	-	-	-	-	-	(809)
Additions	-	59,076	-	-	-	-	-	-	59,076
Donations / Government grant / Lottery Funding	-	-	-	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-
Impairment charged to the SoCNE	-	-	-	-	-	-	-	-	-
Impairment charged to revaluation reserve	-	-	-	-	-	-	-	-	-
Disposals	-	(30,895)	-	-	-	-	-	-	(30,895)
At 31 March 2016	1,895	445,706	-	-	-	-	-	-	447,601

Amortisation									
At 1 April 2015	1,254	290,537	-	-	-	-	-	-	291,791
Indexation	-	(158)	-	-	-	-	-	-	(158)
Reclassifications	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-
Impairment charged to the SoCNE	-	-	-	-	-	-	-	-	-
Impairment charged to the revaluation reserve	-	-	-	-	-	-	-	-	-
Disposals	-	(30,895)	-	-	-	-	-	-	(30,895)
Provided during the year	379	32,976	-	-	-	-	-	-	33,355
At 31 March 2016	1,633	292,460	-	-	-	-	-	-	294,093

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 6.2 (continued) Intangible assets - year ended 31 March 2016

Software Licenses £	Information Technology £	Websites £	Development Expenditure £	Licences, Trademarks & Artistic Originals £	Patents £	Goodwill £	Payments on Account & Assets under Construction £	Total £
262	153,246	-	-	-	-	-	-	153,508
641	127,797	-	-	-	-	-	-	128,438

Carrying Amount
At 31 March 2016

At 1 April 2015

Asset financing

Owned
Finance leased
On B/S (SoFP) PFI and other service
concession arrangements contracts

262	153,246	-	-	-	-	-	-	153,508
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
262	153,246	-	-	-	-	-	-	153,508

Carrying Amount
At 31 March 2016

Asset financing

Owned
Finance leased
On B/S (SoFP) PFI and other service
concession arrangements contracts

641	127,797	-	-	-	-	-	-	128,438
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
641	127,797	-	-	-	-	-	-	128,438

Carrying Amount
At 1 April 2015

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 7 FINANCIAL INSTRUMENTS

As the cash requirements of NDPB Green are met through Grant-in-Aid provided by the Department of Health, 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 NIGALA's expected purchase and usage requirements and the NIGALA is therefore exposed to little credit, liquidity or market risk.

NOTE 8 IMPAIRMENTS

The NIGALA had no impairments in 2016-17 or 2015-16.

NOTE 9 ASSETS CLASSIFIED AS HELD FOR SALE

The NIGALA did not hold any assets classified as held for sale in 2016-17 or 2015-16.

NOTE 10 INVENTORIES

	2017 £	2016 £
Office supplies	500	500
Total	500	500

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 11 CASH AND CASH EQUIVALENTS

	2017	2016
	£	£
Balance at 1 st April	23,174	24,268
Net change in cash and cash equivalents	341	(1,094)
Balance at 31st March	23,515	23,174

The following balances at 31 March were held at

	2017	2016
	£	£
Commercial Banks and cash in hand	23,515	23,174
Balance at 31st March	23,515	23,174

The bank account is operated by Business Services Organisation (BSO) on behalf of the NIGALA.
The account is in the legal name of the BSO.



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 12 TRADE RECEIVABLES, FINANCIAL AND OTHER ASSETS

	2017	2016
	£	£
Amounts falling due within one year		
Trade receivables	7,526	3,258
Deposits and advances	-	-
VAT receivable	17,693	26,315
Other receivables – not relating to fixed assets	6,238	6,141
Other receivables – relating to property, plant and equipment	-	-
Other receivables – relating to intangibles	-	-
Trade and other receivables	31,457	35,714
Prepayments and accrued income	45,949	61,708
Current part of PFI and other service concession arrangements prepayment	-	-
Other current assets	45,949	61,708
Amounts falling due after more than one year		
Trade receivables	-	-
Deposits and advances	-	-
Other receivables	-	-
Trade and other receivables	-	-
Prepayments and accrued income	-	-
Other current assets falling due after more than one year	-	-
TOTAL TRADE AND OTHER RECEIVABLES	31,457	35,714
TOTAL OTHER CURRENT ASSETS	45,949	61,708
TOTAL INTANGIBLE CURRENT ASSETS	-	-
TOTAL RECEIVABLES AND OTHER CURRENT ASSETS	77,406	97,422

The balances are net of a provision for bad debts of £Nil (2016: £Nil).



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 13 TRADE PAYABLES AND OTHER CURRENT LIABILITIES

	2017	2016
	£	£
Amounts falling due within one year		
Other taxation and social security	-	-
VAT payable	-	-
Bank overdraft	-	-
Trade capital payables – property, plant and equipment	-	-
Trade capital payables – intangibles	-	-
Trade revenue payables	22,465	90,460
Payroll payables	-	-
Clinical Negligence payables	-	-
RPA payables	-	-
BSO payables	565	347
Other payables	1,416	1,000
Accruals and deferred income	196,172	242,279
Accruals and deferred income – relating to property, plant and equipment	9,163	14,139
Accruals and deferred income – relating to intangibles	-	59,076
Trade and other payables	229,781	407,301
Current part of finance leases	-	-
Current part of long term loans	-	-
Current part of imputed finance lease element of on balance sheet (SoFP) PFI and other service concession arrangements contracts	-	-
Other current liabilities	-	-
Total payables falling due within one year	229,781	407,301
Amounts falling due after more than one year		
Other payables, accruals and deferred income	-	-
Trade and other payables	-	-
Long term loans	-	-
Total non current other payables	-	-
TOTAL TRADE PAYABLES AND OTHER CURRENT LIABILITIES	229,781	407,301



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 14 PROMPT PAYMENT POLICY

14.1 Public Sector Payment Policy - Measure of Compliance

The Department requires that NIGALA pay their non HSC trade creditors in accordance with applicable terms and appropriate Government Accounting guidance. The NIGALA's payment policy is consistent with applicable terms and appropriate Government Accounting guidance and its measure of compliance is:

	2017 Number	2017 Value £	2016 Number	2016 Value £
Total bills paid	868	2,514,542	1,001	2,682,256
Total bills paid within 30 day target	853	2,508,106	978	2,585,019
% of bills paid within 30 day target	98%	99.%	98%	96%
Total bills paid within 10 day target	741	2,385,262	871	2,486,755
% of bills paid within 10 day target	85%	95%	87%	93%

14.2 The Late Payment of Commercial Debts Regulations 2002

Amount of compensation paid for payment(s) being late	£ -
Amount of interest paid for payment(s) being late	-
Total	-

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 15 PROVISIONS FOR LIABILITIES AND CHARGES

The NIGALA had no provisions for liabilities and charges at either 31 March 2017 or 31 March 2016.

NOTE 16 CAPITAL COMMITMENTS

The NIGALA had no capital commitments at either 31 March 2017 or 31 March 2016.

NOTE 17 COMMITMENTS UNDER LEASES

17.1 Operating Leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	2017	2016
	£	£
Obligations under operating leases comprise		
Buildings		
Not later than one year	66,448	35,575
Later than one year but not later than five years	116,479	28,667
Later than five years	-	-
	182,927	64,242

17.2 Finance Leases

The NIGALA had no finance leases in 2016-17 or 2015-16.

17.3 Operating Leases

The NIGALA did not issue any operating leases in 2016-17 or 2015-16.



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 18 COMMITMENTS UNDER PFI AND OTHER SERVICE CONCESSION ARRANGEMENT CONTRACTS

18.1 Off balance sheet PFI and other service concession arrangement schemes.

The NIGALA had no commitments under PFI and other concession arrangement contracts at 31 March 2017 or 31 March 2016.

18.2 On balance sheet (SoFP) PFI Schemes

The NIGALA has no on balance sheet (SoFP) PFI and other service concession arrangements schemes at 31 March 2017 or 31 March 2016.

NOTE 19 OTHER FINANCIAL COMMITMENTS

The NIGALA did not have any other financial commitments at 31 March 2017 or 31 March 2016.

NOTE 20 FINANCIAL GUARANTEES, INDEMNITIES AND LETTERS OF COMFORT

The NIGALA did not have any financial guarantees, indemnities and letters of comfort at 31 March 2017 or 31 March 2016.

NOTE 21 CONTINGENT LIABILITIES

The NIGALA did not have any quantifiable contingent liabilities at 31 March 2017 or 31 March 2016.

NOTE 22 RELATED PARTY TRANSACTIONS

The NIGALA is an arms length body of the Department of Health, and as such the Department is a related party with which the NIGALA has had various material transactions during the year.

In addition there were material transactions throughout the year with the Business Services Organisation who are a related party by virtue of being an arms length body with the Department of Health.

During the year, none of the Board members, members of the key management staff or other related parties has undertaken any material transactions with the NIGALA.

NOTE 23 THIRD PARTY ASSETS

The NIGALA held no assets at either 31 March 2017 or 31 March 2016 belonging to third parties.

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 24 Financial Performance Targets

24.1 Revenue Resource Limit

The NIGALA is given a Revenue Resource Limit which it is not permitted to overspend.

The Revenue Resource Limit for NIGALA is calculated as follows:

	2017	2016
	Total	Total
	£	£
DoH (excludes non cash)	4,166,518	4,200,144
Other Government Department	5,000	-
Non cash RRL (from DoH)	83,421	84,344
Total agreed RRL	4,254,939	4,284,488
Adjustment for income received re Donations / Government grant / Lottery funding for non current assets	-	-
Total Revenue Resource Limit to Statement of Comprehensive Net Expenditure	4,254,939	4,284,488

24.2 Capital Resource Limit

The NIGALA is given a Capital Resource Limit (CRL) which it is not permitted to overspend.

	2017	2016
	£	£
Gross Capital Expenditure	10,302	79,733
(Receipts from sales of fixed assets)	-	-
Net capital expenditure	10,302	79,733
Capital Resource Limit	10,302	82,955
Overspend/(Underspend) against CRL	-	(3,222)

NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

24.3 Financial Performance Targets

The NIGALA is required to ensure that it breaks even on an annual basis by containing its surplus to within 0.25% of RRL or £20,000, whichever is greater.

	2016-17	2016-15
	£	£
Net Expenditure	(4,249,074)	(4,274,697)
RRL	4,254,939	4,284,488
Surplus/(Deficit) against RRL	5,865	9,791
Break Even cumulative position (opening)	39,936	30,145
Break Even Cumulative position (closing)	<u>45,801</u>	<u>39,936</u>

Materiality Test:

	2016-17	2015-16
	%	%
Break Even in year position as % of RRL	<u>0.14%</u>	<u>0.23%</u>
Break Even cumulative position as % of RRL	<u>1.08%</u>	<u>0.93%</u>



NORTHERN IRELAND GUARDIAN AD LITEM AGENCY

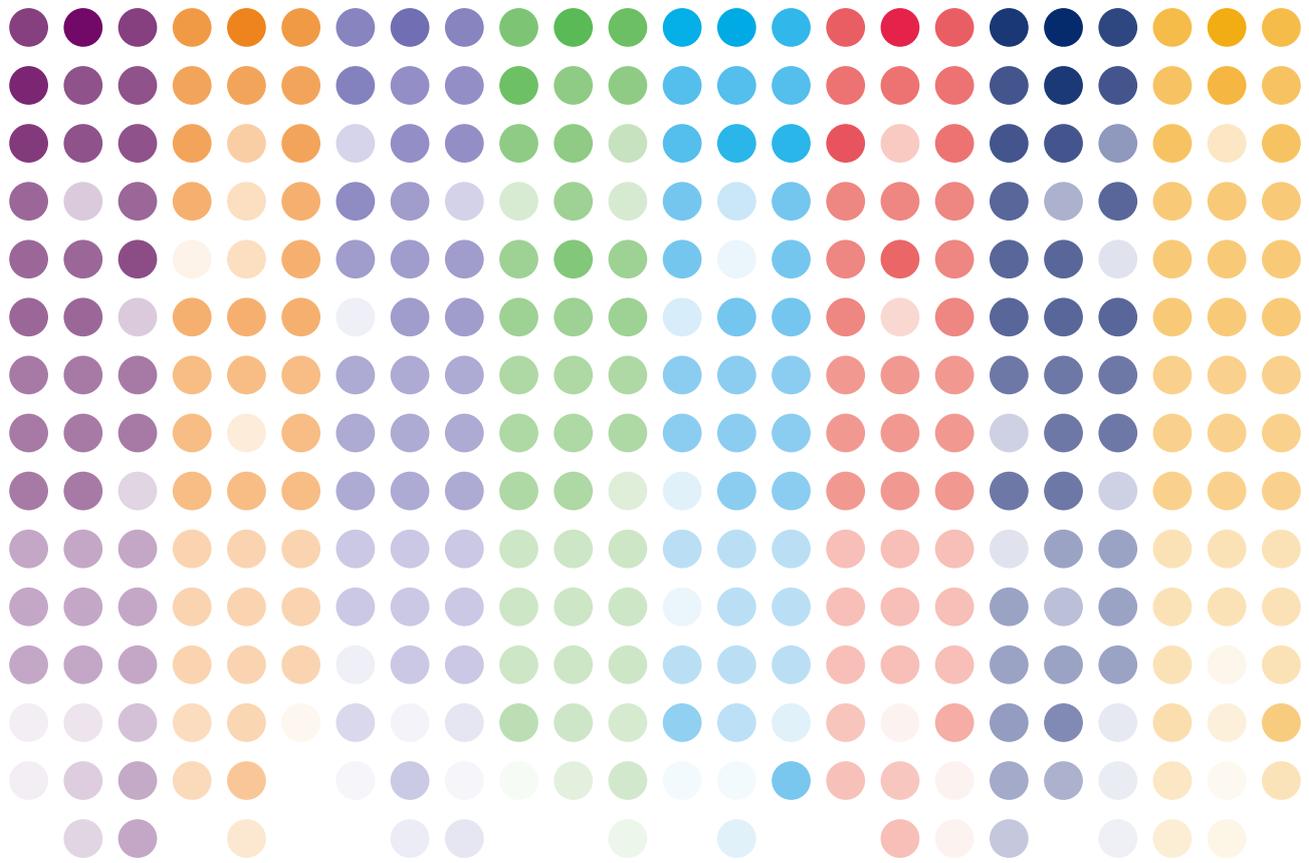
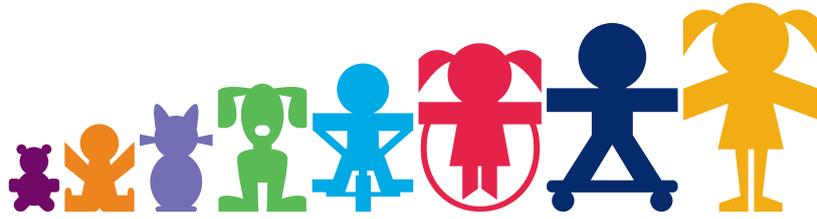
NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

NOTE 25 POST BALANCE SHEET EVENTS

There are no post balance sheet events having material effect on the accounts.

DATE OF AUTHORISED ISSUE

The Accounting Officer authorised these financial statements for issue on 1st August 2017



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