

**Council for Catholic Maintained Schools  
Annual Report and Accounts  
For the year ended 31 March 2022**

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

*on 1 July 2022*

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## **PERFORMANCE REPORT**

### **OVERVIEW**

This section outlines the functions and remit of the Council for Catholic Maintained Schools (CCMS), including an analysis of performance against objectives and targets over the 2021/22 period and how the organisation has managed the key corporate risks to the achievement of these objectives.

### **CHAIRPERSON'S FOREWORD**

I am pleased to report on another positive year for CCMS. Like other organisations, CCMS has adapted to the challenges posed by the COVID-19 pandemic and the resulting impact that this has had on Catholic maintained schools and pupils. What were once new ways of working and engaging, have become embedded as normal practice and I am assured of the professional and pastoral approach that CCMS has continued to provide in the midst of such difficult circumstances. That being said, the environment within which we operate is constantly changing and evolving. It is important that CCMS continues to articulate its voice on behalf of Catholic maintained schools and the distinctive benefits that Catholic education brings to Northern Ireland – strengthening local communities, wider society and making an important contribution to building a strong economy.

COVID-19 has had a devastating effect on all of our lives. The reality is that we will be managing the repercussions of this pandemic for the foreseeable future. Whilst we have witnessed significant disruption to our education system over these past two years, I am continually reminded and encouraged by the sheer resilience and determination demonstrated by our children and young people. Where there have been challenges, they have found a way to overcome. Where they have faced obstacles, they have found a way to get around. Our children and young people have continually shown that with every difficulty, there is always a way forward. For these reasons I remain optimistic about the future. I remain confident that CCMS will continue to provide a vital function in supporting our schools to provide the highest quality of education and that the organisation will continue to play a leading role as a partner in supporting educators as they seek to protect, enhance and enrich the educational experiences for all our children and young people.

Since my appointment as Council Chair in April 2018, I have been impressed, but not surprised, by the commitment, dedication and professionalism shown by Council officers as they go about their daily duties. Their continuing advice, guidance and support to school leaders, governors and school communities really does make a positive difference. I know that schools are thankful of the support they receive from CCMS across a wide and varied range of issues. That support has been crucial throughout the past twelve months in maintaining the continuity of learning and in adapting to the new and innovative ways of working.

Partnership working is central to how CCMS conducts its business. I was particularly delighted to see the publication of a document which articulates the future vision of Catholic education, its ethos and values. "Catholic Schools – Delivering for Communities" was formally launched during Catholic Schools Week 2022. It embodies the strong partnership and collaboration between CCMS, the Catholic Schools' Trustee Service (CSTS), schools

and their local communities. At the heart of this document though is the continuing importance of Catholic education in the 21<sup>st</sup> Century. How, through faith-based education, the education of the whole individual is cherished and valued. I am confident that this document will support and strengthen Catholic schools in equipping young people with the skills, attitudes and values to become confident, capable, critical and discerning thinkers who are ready to contribute to and shape their world and contribute to the Common Good.

During the year, CCMS contributed to the Independent Review of Education. Thirty plus years of experience of working with schools to raise standards and improved educational outcomes has certainly made a difference to thousands of children and young people over this time. CCMS strongly believes that the child must be at the centre of any future education system. Our vision is for an education system that supports every pupil, and which ignites pupils' aspirations to be the very best that they can be. CCMS looks forward to the Review Panel outlining its recommendations in 2022/23 and is fully committed to working with all stakeholders to truly deliver an excellent education system for all.

Before the Assembly mandate ended in March 2022, CCMS had been involved in a wide range of discussions and engagements regarding two important pieces of legislation – the Integrated Education Bill and the Fair Employment (School Teachers) Bill.

#### *Integrated Education Bill*

CCMS recognises, accepts, and respects the right to existence of the different sectors of education in Northern Ireland. This diversity should be viewed positively in terms of the contribution that it brings to building a cohesive society alongside ensuring that parental preferences are respected within an education system which meets the needs of all children. Catholic maintained schools are open to all faiths and none – Catholic education is naturally inclusive and provides the opportunity for holistic growth, academic excellence, and achievement for all.

#### *Fair Employment (School Teachers) Bill*

The Trustees of Catholic schools and CCMS continue to believe that the values and ethos of a Catholic education are critical to the identity of Catholic schools but considers that the 'exception' in the 1998 Order is no longer appropriate or required. Catholic schools are diverse and welcoming to all children and we believe our teaching workforce should also continue to reflect that. Therefore, the Trustees of Catholic schools and CCMS supported the repeal of the Article 71 'exception' as it applies to the recruitment of teachers.

However, the Trustees of Catholic schools and CCMS will want to maintain the right to promote our ethos and will want to ensure that the ethos and values of Catholic education continue to permeate Catholic schools.

I wish to personally acknowledge the support and assistance given to me by Council Members throughout the past year as we continued to adapt to new ways of meeting and carrying forward our business. All of them continued to go the extra mile in ensuring that Council exercised its statutory duties and that CCMS continued to demonstrate leadership and vision during a period of considerable challenge and change.

The strengths and weaknesses of an organisation are very visible in a time of crisis. I am pleased to report that the strong relational culture of CCMS has been able to respond very well to the current stresses and uncertainties. Staff have been very flexible and creative in both dealing with ongoing business and keeping school communities supported through new challenges. Senior staff have shown leadership and have ensured that Council members are fully informed of ongoing developments. Council committees have been able to function as required. Overall, this cohesive sectoral identity and network are an enormous asset to individual schools.


I am pleased that the vast majority of targets within the 2021/22 Business Plan have been achieved. This highlights the commitment to excellence and operational delivery, often within extremely challenging circumstances. However, while I also recognise that significant challenges lie ahead, CCMS remains confident in addressing these issues in the service of improving educational and other outcomes for all our children and young people.

Catholic Education is valued and exercises a positive influence on society across the world. I am confident that the Catholic maintained sector in Northern Ireland will continue to be successful not only in improving outcomes for our children and young people and developing them as unique individuals, but in contributing to a more cohesive, inclusive and respectful society, which nurtures young people and prepares them for adult life.

I appreciate how our schools are already quietly being very creative in how we accommodate both diverse backgrounds and high standards. These schools are not the relics of a divided past but are showing how they can be architects of a shared and diverse future. Indeed, it is their ethos of community and high expectations which attract people from a range of backgrounds. They are chosen by many parents not despite their ethos but because of it.

In these very testing times for all of society, I have been impressed by how the Catholic maintained sector has displayed a great sense of common purpose. So many of the schools have deep roots in their local communities which has facilitated collaboration with a wide range of community organisations in offering support to people of all ages. Schools - as well as providing on-line learning opportunities – have also been able to offer pastoral and spiritual resources. The staff at CCMS have worked with energy and diligence to ensure that schools are supported to deal with the range of challenges that they face. For that dedication, I thank all concerned.

Reflecting over the past 12 months, I can see the positive impact and difference that CCMS has made to education, communities, and learners. I have every confidence that CCMS will build on this over the next year.



**Bishop Donal McKeown**  
**Chairperson**  
**20 June 2022**

## **STATEMENT FROM THE CHIEF EXECUTIVE**

The 2021/22 year was another challenging year for schools and the wider education system in Northern Ireland. COVID-19 has continued to impact every level of society, not least our schools. The pandemic has touched the lives of individuals, impacted on organisations, and presented extremely difficult challenges to Government and arms-length bodies including CCMS. CCMS has had to adapt and evolve over the past 12 months and in doing so, has demonstrated a flexibility and agility in managing its internal operations to provide the leadership and support to Catholic maintained schools. Whilst we have now moved into a new phase of the pandemic, there is still a distance to travel in terms of the period ahead. The challenges will possibly continue well into the next financial year. However, the learning and innovation across CCMS, allied to a resilience in approach, will ensure that CCMS is in a strong position to meet future challenges and to avail of opportunities that will arise in the future.

### **Challenges and Opportunities**

The external operating environment remained extremely challenging this year. CCMS continued to deliver its challenging programme of work in an efficient, effective, and economical manner within the constraints of significant budgeting pressures. Financial challenges have continued to adversely impact the education sector and CCMS continued to rationalise and reform its organisational structure to ensure that its work was focused in the right areas and that the organisation remained fit for purpose.

Despite being in the midst of a global pandemic, I am pleased to report that the full benefits of multi-disciplinary structures across locality teams within CCMS is now beginning to deliver advantages in terms of how officers work together and support our schools. The tangible benefits of this approach are being realised in terms of the professional levels of support that CCMS continues to provide to our maintained schools – whether that support be in the areas of HR; governance; educational support; leadership; guidance in addressing financial challenges; industrial relations and area planning; building and maintenance.

The challenges presented by COVID-19 continue to place major strains on all schools, CCMS, the entire education system and wider society as a whole. The benefit of having already embedded the multi-disciplinary approach was that CCMS was able to operate in an agile, flexible manner in continuing to support schools very effectively as the pandemic progressed. The past 12 months has witnessed rapid changes and different ways of working right across the education sector. However, there has been a strengthening of collaboration and partnership working alongside a united purpose in addressing the challenges and supporting schools to do the very best that they can do within the most challenging of circumstances.

There remains a sense of optimism for the future as we all work together to overcome the challenges as a result of this pandemic. The rapid and successful roll-out of a vaccination programme also offers a beacon of hope that we will all be able to rebuild society, and indeed re-energize our education system, to support young people to realise their aspirations and achieve their goals and objectives.

The 2021/22 period saw the Northern Ireland Assembly bringing forward significant legislative changes via the Integrated Education and the Fair Employment (School Teachers) Bills. Officers supported Council's engagement with Assembly committees and a wide range of stakeholders including school communities. A key element of the message communicated by CCMS was the importance of faith-based education contributing to building strong and vibrant communities, society, and the economy.

This message is encapsulated within the recently launched publication "Catholic Schools – Delivering for Communities". In a mature society, it remains essential that parents, carers, and learners have the freedom to exercise their right to choose the school that best suits their needs and their philosophical beliefs. Catholic schools continue to excel in ensuring that all learners are provided with the opportunities to fulfil their potential and to live life to the full.

CCMS welcomed the opportunity to engage with the panel leading on the Independent Review of Education. There was significant engagement with the panel during the period and this will continue into the 2022/23 year in advance of the panel issuing its interim report and subsequently, its final report in early 2023. Since its establishment, CCMS has continuously supported Catholic schools in raising standards and in improving educational outcomes for children and young people.

### **Support to Schools**

Support for Catholic maintained schools, particularly to Boards of Governors and school leaders has continued throughout the past year – the use of remote technology remains a key element in any officer's weekly work schedule. Staff have been facilitated and supported to work from home, in accordance with government guidance and regulations, and it is a credit to staff that they have been able to adapt to the new ways of working without reducing the level of support or service provided to schools. It is also important to emphasise that schools have been extremely resilient over the past year and have demonstrated a flexibility of approach which has continued to deliver a high quality learning experience, where possible, for our children and young people, within the extremely challenging environment in which they operate. Whether that be in managing the pressures of remote learning, enforced school closures or in supporting vulnerable pupils of the children of key workers, schools have stepped up to the mark and have been a beacon of light, shining brightly through the dark times of the past year.

The financial challenges and constraints in the education system are well documented. As we move in to the 2022/23 period, these challenges are increasing, placing further pressure on a school system that is only beginning to emerge from the pandemic. I can however, with confidence, report that CCMS officers continued to be proactive in working with school leaders and governors to address these challenges and will continue to do so in the year ahead. Very often, it has been the tangible support provided by the CCMS team that has made the important difference in helping schools to manage these most difficult situations and progress with practical and positive interventions and solutions.



## **Performance Delivery**

CCMS has delivered on the majority of targets and actions within the 2021/22 Business Plan. CCMS also remains hopeful of making further progress in finalising a new Corporate Plan within 2022/23.

In delivering on the Business Plan and improving overall performance delivery, a robust approach to risk management has complemented our work and has been fully embedded into how we go about our business. The Corporate Risk Register and Risk Management Framework clearly underpin the strategic decisions taken by Council and the corresponding operational activity of CCMS. CCMS has also completed its review of the Corporate Risk Management Strategy, ensuring that it is fully aligned to the Departmental strategy and is reflective of the developments in risk management approaches that have been enhanced as a result of dealing with the COVID-19 pandemic.

The delivery of the key objectives of CCMS is supported by a clearly defined organisational structure which provides clarity in terms of decision making. I have been ably supported by my Senior Leadership Team who themselves provide effective and highly visible leadership across their respective functional disciplines. Together, with the very professional and dedicated staff within CCMS, I firmly believe that CCMS continues to positively support, challenge and guide our family of Catholic maintained schools to raise educational standards and deliver a high quality, broad balanced educational curriculum to all our children and young people.

Managing finite resources to deliver a range of support functions to schools is challenging in its own right – however, it is critical to highlight the importance that effective leadership continues to have in terms of meeting the difficult challenges and providing the appropriate solutions.

## **Looking to the Future**

Whilst acknowledging CCMS' achievements, progress, and successes in 2021/22, it is, however, important to look forward to 2022/23 as we continue to strengthen and improve working relationships and engagements with schools to support them to raise educational standards even further.

CCMS will continue to engage with the panel taking forward the independent review of education as detailed within "New Decade, New Approach". CCMS is assured of the contribution that Catholic education continues to make to building a strong economy and a respectful society.

CCMS also looks forward to continuing to take forward the commitments made under the Pay and Workload Agreement 2020. There is a new dynamic in terms of positive industrial relations, and I am confident that we all can play a role in delivering positive change for the entire education system into the future.



**Gerard Campbell**  
**Chief Executive**  
**20 June 2022**

## **NON-EXECUTIVES' REPORT**

I have been asked to provide a non-executive perspective on the conduct of Council business during the past year.

During 2021/22 the Council and its committees were fully reconstituted. Final appointments by DE have now joined Council, and parent and teacher representatives have now been appointed to Council and its committees. For the foreseeable future, Council and Committees will continue to meet remotely to address the continuing challenges for the education sector raised by the pandemic.

Full information on membership and the roles of committees can be found in the Governance Statement.

### **Council**

The Council met seven times in 2021/22 and its agenda over the year addressed the many challenges facing Catholic maintained schools, particularly those arising from the COVID-19 pandemic. Financial issues faced by schools remained a challenge throughout 2021/22. While relations with trades unions continue to be constructive and productive, Management Side remains fully committed to working with all trade unions to reach an agreed settlement. Area Planning, risk management and operating within what we consider to be a very tight budget also remained significant issues.

Most Rev Donal McKeown DD is the Chair of Council and continues to lead the Council through challenging times for Catholic schools. The membership and operation of the Council and its committees continues to be reviewed with the aim of ensuring that we remain fit-for-purpose and able to provide effective support and challenge.

### **Committees**

Council places a high priority on effective financial management and the Finance and Personnel Committee (FPC) continues to play a key role in that respect, as does the Audit and Risk Assurance Committee (ARAC). The Governance structure is continually reviewed and clear Terms of Reference for each committee have now been finalised. The ARAC welcomed the unqualified audit opinion of the 2020/21 accounts and expects to receive the same in 2021/22.

The Education Provision Committee (EPC) and Education Curricular Committee (ECC) continued with the important work of overseeing effective utilisation of the maintained school estate, area planning and the continued improvement in education standards.

The Chairperson's Committee continued to focus on the management of the Council's agenda and the Chief Executive's performance in delivery of the Council's approved Business Plan.

All Committees have had a major focus this year on the ongoing Independent Review of Education, the developing political debate in relation to the Integrated Education Bill and the Fair Employment (School Teachers) Bill. Senior officers and Committee Chairs have given

evidence to The Education Review Panel and relevant Assembly Committees. We have also engaged with political parties to explain the role and ethos of Catholic schools and the diverse nature of all our schools. We have carefully and sensitively explained, not always with success, the impact of the Integrated Education Bill in terms of the elevation of one sector above others and the potential effect of emerging policies for those parents and children who choose faith-based education. We will, however, always continue to promote and support the values and ethos of Catholic schools.

The Diocesan Education Committees continued to meet regularly with Council officials and worked on developing Terms of Reference leading to a scheme of management for Diocesan Education Committees continues.

### **Looking Ahead**

Council continues to undertake an annual review of its effectiveness. The review is used to inform continuous improvement in how Council meets its strategic objectives and business planning priorities.

The Independent Review of Education will in due course publish its findings and Council will wish to examine the findings in some detail, particularly in relation to the Panel's view about the nature and definition of a single education system for Northern Ireland.

Non-executive Council members devote considerable time to the work of Council and committees in addition to other aspects such as recruitment and ratification of teacher appointments. The challenges facing teachers, students, and parents, particularly as we continue to address the issues created by COVID-19, will continue to be a high priority for us. Our key strategic and business objectives remain to ensure that our schools provide high quality education for all our children within a safe and welcoming environment.



**Tony McCusker**  
**Non-Executive Council Member**  
**20 June 2022**

## STRATEGIC REPORT

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

The 1989 Order cites the following as Council responsibilities to:

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

Subsequent Orders have conferred additional responsibilities on the Council - the duty to encourage and facilitate Integrated, Irish-Medium and Shared Education.

This Annual Report for CCMS covers the year from 1 April 2021 to 31 March 2022.

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

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

There were no events occurring after the period end which would require disclosure in, or adjustment to, the financial statements.

CCMS received confirmation of its Resource Allocation for 2021/22 on 21 April 2021 (including earmarked funding which is confirmed under a separate allocation) and is now awaiting approval from DE on its 2022/23 Financial Plan.

CCMS continues to operate within a very challenging financial environment where resources are stretched to capacity and service delivery continues to be assessed against statutory obligations and business priorities.

As per DAO/DFP 04/13 there is a commitment to pay suppliers in respect of valid invoices from the invoice date or from the date of receipt of goods/services (whichever is the later) as promptly as possible. I refer to the report within for additional information relating to prompt payment.

## **EMPLOYMENT POLICIES**

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

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

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

CCMS is an Equal Opportunities employer and promotes the employment of staff on merit. Opportunities to recruit staff as a consequence of the rebalancing of the workforce have allowed CCMS to engage in recruitment through open competition. CCMS is seeking to develop closer working relationships with both the Equality Commission and with Disability Action so that going forward CCMS can address equality and diversity through the review of existing policies and the development of more proactive approaches.

The community representation of the workforce directly employed by CCMS at 31 March 2022 was:

	CCMS Staff
Protestant males	2
Protestant females	5
Roman Catholic males	17
Roman Catholic females	36
Unknown males	1
Unknown females	3
<b>Total</b>	<b>64</b>



**Gerard Campbell**  
**Accounting Officer**  
**20 June 2022**

## PERFORMANCE ANALYSIS REPORT

The CCMS 2021/22 Business Plan was based on eight corporate goals set by DE. The thirty-five targets and sub-targets were agreed by Council and approved by DE.

The performance analysis section of the annual report from page 15 onwards is therefore presented under the eight corporate goals of:

- Make learning accessible to all;
- Improve the quality of learning for our children and young people;
- Look after our children and young people;
- Support those who need more help with learning;
- Improve the learning environment;
- Tackle Disadvantage and Underachievement;
- Support and develop our education workforce; and
- Effectively manage, review, and transform our education system.

Throughout this year CCMS prioritised its work to support the efforts of the Department, our statutory partners, school staff and our trade union colleagues in delivering through COVID-19. Wherever possible, CCMS sought to maintain a business as normal approach to its work and continued its strategic focus on raising standards in all aspects of its own work and its work with schools.

There were thirty-five DE approved targets in the 2021/22 Business Plan.

There were three targets not achieved by the end of the financial year.

**Staff Absence** – CCMS remains committed to reducing the levels of teacher sickness in the Catholic maintained sector. Covid-19 had an adverse impact on teacher attendance throughout the period. However, as society moves beyond the pandemic, CCMS will work with schools and partners to address this issue through a robust implementation of the Managing Attendance Strategy.

**Performance Review and Staff Development (PRSD)** – the PRSD process was suspended during 2021/22, therefore CCMS was unable to meet this target.

**Corporate Plan** – it was not possible to progress this target during the period for reasons outside the control of CCMS. CCMS will continue to work with DE and looks forward to being able to submit a revised Corporate Plan in the 2022/23 period.

CCMS has again ended the financial year within budget. There was a nominal underspend on the overall budget allocation of 1.84%, equivalent to less than £69,882k. CCMS is unable to provide any information on spending patterns and long-term expenditure trends as the current budgets are based on one year allocations confirmed in March of the preceding financial year. The difficult financial climate has been well documented and, like other education bodies, CCMS continues to strive to meet its business objectives while constraining expenditure within allocated budgetary limits set by the funding body.

It is likely that the many challenging conditions brought about by competing priorities for limited public finances, and latterly by the impact of COVID-19, will continue for the

immediate future. CCMS will however, continue to work with DE and other partners to support Catholic maintained schools in raising standards and improving educational outcomes.

CCMS takes its environmental commitments seriously and is committed to making sustainable improvements where possible. CCMS continues positive action to improve sustainability such as minimising paper waste, paper production and utilising electronic technology where possible to deliver business activities. CCMS also facilitates staff to work remotely when applicable to business needs and the onset of the pandemic transformed how the organisation operates into one that can work from multiple remote locations. This continues to have a positive impact on travel and the environment whilst minimising the effect on the delivery of business. In facilitating staff to work remotely, CCMS was able to maintain business continuity throughout the period.

CCMS operates within a very robust governance and control environment and takes a zero-tolerance approach to fraud, bribery and corruption. During the year CCMS revised its Anti-Fraud Policy to reflect current best practice and a critical Response Plan to support the revised policy is currently under development.



## **1: Make learning accessible to all**

*We give all children and young people access to pre-school, school, and youth education provision*

CCMS achieved or substantially achieved the Business Plan targets under this priority.

COVID-19 has continued to impact on the continuity of learning for all children and young people throughout the past twelve months. During this time, CCMS worked in collaboration and partnership with DE, EA and other educational partners to ensure that children and young people were supported in terms of the return to schooling post lockdown and on those occasions when remote learning had to be implemented.

CCMS officers continued to play an active role in various project boards which were established to ensure a collaborative and coherent response to the impact of the pandemic on learning. This included participation on the Curriculum, Qualifications and Standards Directorate (CQSD) Contingency Project Board and the Continuity of Learning Project Board. Collaborative approaches to the continuity of learning between CCMS officers and officers from EA and Education Training Inspectorate (ETI) emphasised the collective commitment and approach to supporting schools and pupils post lockdown and through the return to school for all pupils. CCMS Education Advisers continued to provide direct support to Catholic maintained schools and schools from other sectors in their additional role as Cross Organisational Link Officers (COLO).

CCMS officers continued to support the updating of a range of guidance and support information and materials for schools to support them during the year.

CCMS officers worked closely with school leaders and Board of Governors in developing transition plans for the 2021/22 academic year including exploring possible alternative school delivery models that would provide for the emotional health, resilience and wellbeing of learners and facilitate their progression on their learning journey as children returned to the school settling post lockdown.

CCMS's work continued to progress in relation to strategic area planning aimed at delivering DE's Sustainable Schools Policy (2009) and in so doing increasing access to the curriculum for learners. CCMS participated fully with the EA and DE in taking forward the area-based planning process. CCMS continues to focus on the educational benefits for all pupils of area planning proposals. The multi-disciplinary locality teams annually monitor the curricular provision and sustainability of all Catholic maintained schools.

Work in the 2021/22 period continued to reflect Departmental priorities in respect of the Sustainable Schools Policy and the EA Providing Pathways Strategic Area Plan for School Provision 2017-2020 (extended to 2022), progressing, where possible actions, identified in the Action Plan relating to April 2021 to March 2022. CCMS also continued to discharge its statutory duties in respect of Irish Medium Education, Integrated Education and Shared Education, through area planning as well as providing support to approved Shared Education Campus schemes.

During 2021/22 CCMS contributed to all discussions and consultations on the DE Sustainability Baseline Report and the updated DE Area Planning Guidance and User Guide. As a planning partner, CCMS fed into the development of the Strategic Area Plan 2 2022-2027, including engaging with stakeholders at a series of related consultation events, and the associated Operational Plan 1 2022-24 (OP1).

### **Area Planning Structures**

CCMS has participated at all levels of the Area Planning Structures, including active participation in:

- 32 Area Planning Local Group meetings - reviewing area challenges and proposing locality actions and solutions in line with the Annual Action Plan and inputting into the format and content of the draft OP1;
- Six Area Planning Working Group meetings - enabling discussion and development of cross-sectoral, cross-locality area planning issues;
- Seven Area Planning Steering Group meetings - providing a strategic direction for the implementation of area planning policies and the improvement and review of area planning progress and processes; and
- Ten EA/CCMS Area Planning coordination meetings.

CCMS has also facilitated its own internal area planning processes through school review and project development via the multi-disciplinary locality team; providing area briefings and facilitating discussion across the five quarterly Diocesan Education Committees; and, bringing forward projects, proposals and protocols for the CCMS Education Provision Committee (EPC)'s review and approval. During the period, CCMS facilitated seven EPC meetings whereby area planning projects were progressed, and policy consultations facilitated. CCMS's EPC has adopted a flexible approach to requests for additional meetings in order to assist the area planning team's work schedule and add pace to the area planning process. In 2021/22 it had two additional meetings in order to progress work in relation to its areas of responsibility.

### **Development Proposals**

This year, CCMS has supported implementation of Development Proposals in relation to the:

- closure of St Mary's High School, Brollagh with effect from 31 August 2021 or as soon as possible thereafter;
- transformation to integrated status of Seaview PS with CCMS's proposal to close the school (not approved so as to facilitate the transformation process);
- closure of Barnish Primary School with effect from 31 August 2021 or as soon as possible thereafter;
- closure of Ballyhackett PS, Castlerock (a subsequent proposal to transform to integrated status, submitted by the school's Board of Governors, was not approved);
- introduction of Key Stage 4 in St John the Baptist's College, Portadown; and
- amalgamation of Mullaghbuoy PS and Listress PS to create Our Lady of Fatima PS Tamnaheirin.

The Minister for Education approved proposals in relation to two CCMS schools:

- the establishment of Key Stage 4 provision in St John the Baptist College, Portadown with effect from 1 September 2021 or as soon as possible thereafter; and
- the closure of Ballyhackett Primary School with effect from 31 August 2020 or as soon as possible thereafter.

Three project proposals are currently awaiting a Ministerial decision, these projects comprise six development proposals:

- the amalgamation of St Patrick's Voluntary Grammar School, St Mary's College and De La Salle College and opening of a new co-educational voluntary grammar school in Downpatrick (brought forward in conjunction with the De La Salle trustees);
- the closure of St Mary's Primary School, Saintfield; and
- the closure of St Anne's Primary School, Donaghadee (a subsequent development proposal to transform to integrated status is currently being drawn up by the school's Board of Governors).

A further development proposal, the closure of St Eugene's Primary School, Tircur, reached the completion of its Statutory Objection period on 31 March 2022.

A proposal for an increase in English Medium/Irish Medium enrolment and admissions numbers in Christian Brothers School (CBS), Armagh progressed to consultation with affected schools, where a number of area planning issues were raised. The proposal is currently under review to allow for consideration by CCMS.

### **Pre-publication Consultation Stage**

Scoping, research, and analysis has continued on the following pre-publication consultation projects that re-commenced after being paused due to the suspension of area planning in 2020/21.

The pre-publication consultation process has now completed in:

- St Joseph's Primary School, Ballycruttle; and
- St Mary's Primary School, Fivemiletown.

The pre-publication consultation process has commenced at:

- Sacred Heart Boys' Primary School;
- Our Lady's Girls' Primary School; and
- Drumduff Primary School.

The pre-publication consultation process is at an advanced stage in Dromore, Co. Tyrone, with three schools involved in the project:

- Drumlish Primary School;
- Tummery Primary School; and
- St Dymphna's Primary Schools, Dromore.

The following projects which have been scoped, researched, and analysed are being carried forward, in line with Ministerial Priorities to, OP1:

- St John the Baptist Primary School, Roscor; and
- St Joseph's Primary School, Caledon.

## **DE Resetting for Area Planning**

CCMS continued to provide information and analysis to schools in order to support their understanding of reduction in admissions/enrolment through the mandatory resetting process that was launched November 2020, and which comes in to effect September 2022.

### **Options development work**

CCMS continued to engage with trustees, chairs of boards of governors and principals of schools exploring options for future provision in a number of areas where there are complex patterns of provision including grammar/maintained and co-educational/single sex. Substantial progress is being made on the option appraisal processes engaged in with principals in particular. An update on options is noted below. Development work has escalated in the following areas post COVID-19:

- primary provision in North Belfast (pre-publication consultation has progressed on a two-school amalgamation in the Oldpark area and the schools in the Ardoyne area will be in the medium term section of OP1);
- post-primary provision in Co. Fermanagh; and
- post-primary provision in Newry/South Armagh.

Last year CCMS noted that, with the support of other sectors, it has carried out initial options appraisals on the following areas and has developed options for discussion with trustees, chairs of boards of governors and principals of schools. These initial option appraisals have resulted in actions for the future as noted below:

- Ballygawley – this area is to be included in OP1 as a medium-term project that will address sustainability and the location of school places;
- Keady – it is proposed the consultation on the potential for establishing an Irish Medium Unit will be included in OP1;
- Swatragh – CCMS is continuing to work with Comhairle na Gaelscolaíochta and the school to assess the potential for establishing an Irish Medium Unit;
- Carryduff and South Belfast – CCMS worked within the Area Planning Learning Group (APLG) context to assess demand for places in this area. Whilst CCMS's schools are often oversubscribed, it is not considered there is sufficient demand, at this time, to propose a change to any schools' admissions and enrolment number;
- Newry and Banbridge Post-primary – EA/Northern Ireland Council for Integratee Education (NICIE) and CCMS have agreed to look at curricular provision in the Banbridge area; and
- Granemore, Clady and Foley, Co Armagh – this project, in collaboration with the EA, will progress to inclusion in OP1.

### **Special Education Provision**

CCMS has supported the Education Authority's work in regard to special education. It has participated in the consultations and roll out of the Framework for Specialist Provision in Mainstream Schools and the Special Education Area Planning Framework. It has engaged

with stakeholders and responded to the Special Education Provision Strategic Area Plan (SESAP). It has also supported pilot projects in CCMS schools for progression.

### **CCMS's response to development proposals for expansion to enrolment numbers**

CCMS responded to consultations on two development proposals, one in relation to Blackwater Integrated College, and the other in regard to Drumlins Integrated Primary School.

### **Judicial Review and Freedom of Information**

- CCMS engaged in work undertaken for a pre-action protocol notification in regard to potential Judicial Review proceedings for a primary project.
- CCMS responded to significant numbers of Freedom of Information Requests.

### **Enrolment Variations**

CCMS continued to provide advice and guidance to primary and post-primary schools in the setting and application of admissions criteria, as well as commenting on applications to the Department for temporary variations relating to Catholic maintained schools.

From April 2021 to March 2022, CCMS reviewed/commented on schools' temporary variation requests to the DE for the following. In the 2020/21 academic year from April 2021 - June 2021 there were:

- 67 post primary applications; and
- 85 primary applications.

In the 2021/22 academic year from September 2021-March 2022, there were:

- 46 post primary applications; and
- 90 primary applications.

### **Partnership Working**

As well as through the area planning structures outlined above, CCMS continues to work closely with our sectoral colleagues to progress area planning. Monthly senior team and locality meetings with EA enable consistency of approach and detailed discussion of locality options.

We work closely with our colleagues in the Catholic Schools Trustee Service on a range of area projects and in relation to the progression of guidance around the development of Jointly-Managed Schools – in conjunction with EA and the Transferors Council.

We also work closely with Comhairle na Gaelscolaíochta on supporting the provision of high quality Irish Medium education in CCMS schools.

Progress is being made through work with the DE and sectoral partners at strategic level via the Area Planning Steering group to increase the agility of the process. However, the need to align capital funding with transformation of provision remains a challenge, both at the consultation and delivery stages and would be a significant aid in incentivising schools to

engage in area planning discussions. CCMS and DE continue to work proactively to identify capital implications at the early stages of area planning projects and also to ensure that minor works, school enhancement schemes and capital projects are aligned with and support area planning priorities.

## **2: Improve the quality of learning for our children & young people**

*We ensure that education provision is of a high quality and supports learning and progression*

CCMS officers have engaged with a wide range of Catholic maintained schools across nursery, primary and post primary sectors to identify barriers to learning and to support schools in addressing those barriers. Education Advisers have been advising school leaders in the creation of their three priority Action Plans for the 2021/22 academic year.

CCMS Education Advisers have been encouraging schools to completed Targeting Social Needs (TSN) planners and access funding to engage in programmes such as Healthy Happy Minds, Wellbeing and Engage II programme. 287 Catholic maintained schools have created an Engage II plan for 2021/22 and 331 Catholic maintained school created TSN planners for 2021/22.

Whilst the Inspection process paused due to COVID-19, CCMS Education Advisers continued to work with two Catholic maintained schools in the Follow Up Process (FUP) and both schools received positive feedback following monitoring visits in Term 1 of the 2021/22 academic year. Two Catholic maintained school were in the Formal Intervention Programme (FIP) at the beginning of the 2021/22 academic year. Following a requested Inspection one of the schools is expected to exit the FIP and the second awaits an Inspection in Term 3.

CCMS Education Advisers continued to engage with school leaders either during school visits or virtually on a wide range of issues including the use of data to track performance and to support improvement of children's learning.

## **3: Look after our children & young people**

*We support and promote positive physical and emotional health and wellbeing and support high-quality affordable childcare*

CCMS has promoted with its schools the use of the various funding streams and programmes put in place by DE targeting support of our children emotional and physical health and wellbeing. 224 Catholic maintained schools ran Summer Schemes in the summer of 2021.

CCMS Officers continued to contribute to Programme Boards such as the Engage II Programme and Fair Start Programme Board.

The Director of Education is a member of the COLO Oversight Group and CCMS officers continued with their COLO role providing specific support advice to schools in relation to COVID issues.

## **4: Support those who need more help with learning**

*Working with health & education partners, we deliver high quality services for children & young people, including those with Special Educational Needs*

Education Advisers within CCMS have been working collaboratively with schools, DE, the Education Authority (EA) and other stakeholders throughout the 2021/22 academic year to shape educational policies with a view to improving the wellbeing of children and young

people as outlined within the Children's Services Co-operation Act 2015 (CSCA). The Education Advisers have put a strong emphasis on managing pupil pastoral issues alongside inclusion and diversity as part of their work with schools. The ongoing work of the Continuity of Learning workstreams and the Cross Organisational Link Officers (COLO) structure has been pivotal in providing continued support for schools as pupils returned to the school setting post lockdown. As schools needed to implement periods of remote learning CCMS Advisers continued to liaise with school leaders in relation to specific school support for vulnerable pupils and those with additional needs.

CCMS continues to support schools in self-evaluating their arrangements for safeguarding using the Education Training Inspectorate (ETI) Safeguarding pro forma as guidance. CCMS officers have also contributed to the ongoing review of guidance on suspensions and expulsions.

CCMS continues to support schools in the development and implementation of effective inclusion policies – a large number of Catholic maintained schools promote inclusion through their policies and procedures which reflect 'Catholic Education, the Vision' at the centre of their work. In January 2022 CMS launched the joint publication 'Catholic Schools – Delivering for Communities' which further supports Catholic schools as inclusive centres of learning.

CCMS worked with officers in EA Children and Young People's Directorate to assist in the placement of individual pupils with additional needs in specific school settings and in identifying schools where additional SEN provision may be established.

The Director of Education represents CCMS on the Special Education Needs and Disability (SEND) Strategic Development Programme Board which aims to improve Special Education Needs (SEN) provision for pupils in all school sectors.



## **5: Improve the learning environment**

*We promote equality of opportunity, respect for others, good relations and inclusivity and we provide modern, sustainable educational settings which are fit-for-purpose and facilitate shared learning.*

CCMS achieved or substantially achieved the Business Plan targets under this priority.

CCMS' work continued to progress in relation to strategic area planning aimed at delivering DE's Sustainable Schools Policy (2009) and in so doing increasing access to the curriculum for learners. CCMS participated fully with the EA and DE in taking forward the area-based planning process and continues to focus on the educational benefits for all pupils of area planning proposals. CCMS' multi-disciplinary locality teams annually monitor the curricular provision and sustainability of all Catholic maintained schools.

### **Irish Medium/Integrated Education**

CCMS also continued to discharge its statutory duties in respect of Irish Medium, Integrated Education and Shared Education, through area planning work and collaboration as well as providing support to the Shared Education Campus schemes underway.

CCMS currently has one standalone Irish Medium School with seven primary schools and two post primaries having Irish Medium units. In the 2021/22 academic year, 1,449 pupils were in Irish Medium CCMS provision, with 1,339 in Irish Medium units (+16 from 2020/21, +105 from 2019/20). This includes 25 pupils in a nursery Irish Medium Unit (IMU). During April 2021 to March 2022, further work has been taken forward with Comhairle na Gaelscolaíochta on protocols to support the effective development of Irish Medium units in CCMS schools.

CCMS continues to contribute to a network of sustainable schools, collaborating with NICIE and Comhairle na Gaelscolaíochta through the area planning structures on area proposals and processes, and on the development of the Draft Strategic Area Plan 2 and associated Operational Plan 1.

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

CCMS officers were involved in work in relation to five proposed SEC schemes involving Catholic maintained schools during this year, collaborating with school leadership teams, boards of governors, trustees, EA and DE and supporting the projects at the varying current stages of the process:

- Ballycastle;
- Limavady;
- Moy;
- Brookeborough; and
- Strule.

In respect of Strule, CCMS sits on the Programme Board and three Project Boards and also participates in a number of associated working groups.

## **Cross Organisational Link Officers**

Seven CCMS officers from the Education Directorate continued in their COLO role in addition to providing support to school leaders specifically in Catholic maintained schools, working alongside colleagues in the Education Authority, Education Training Inspectorate, and the Department of Education. The Director of Education is a member of the Cross Organisational Team and COLO Oversight Group.

## **Entitlement Framework**

Council officers continue to work on the maintenance and further development of Area Learning Communities with a clear focus on promoting the interdependence rather than the independence of schools. While there are still schools that have not yet reached full compliance with the DE Entitlement Framework (EF), an action plan is in place to address this issue. Officers worked with school leadership teams to assist in building collaborative curriculum offers across schools on a local basis.

This work continues to be impacted due to the focus of schools on managing occasional periods of remote learning and revised arrangements for examinations through membership of the Curriculum, Qualifications, and Standards Directorate (CQSD) Standards and Learning Programme Board.

CCMS continues to work collaboratively with other stakeholders and partners in developing advice and guidance in light of the many challenges and constraints posed as a result of the COVID-19 pandemic.

CCMS continues to work to address the shortfall in curriculum provision as a result of challenges in enrolment:

- Through the Fermanagh project board, CCMS and the trustees of Clogher Diocese continue to work on progressing an area-based solution for post-primary provision in County Fermanagh. Extensive work continued from April 2021 to March 2022 with the schools in Enniskillen and Irvinestown to improve the curricular offer to the pupils.
- CCMS continues to support all schools to ensure that the curriculum offered goes beyond compliance: is pupil-centred and future-focused, aligning with the NI Skills barometer and local labour market intelligence.

CCMS critically evaluates the provision of a broad and balanced curriculum to meet the needs, abilities, aspirations, and aptitudes of all pupils, supported by clear pathways of progression and sound career education, advice and guidance. CCMS supports schools with effective School Development Planning, setting challenging targets and implementing appropriate interventions to close the performance gap.

## **CAPITAL INVESTMENT**

### **Major Works**

Two new primary school builds were opened in Belfast:

- Holy Evangelists' Primary School's new school opened in April 2021 at a cost of approximately £11.5m. This is a 21 class-based school and followed the amalgamation of St Mark's PS and St Luke's PS in 2015 on the St Luke's site. A new double unit nursery opened in November 2021 catering for 52 pupils on a full-time basis.
- St Patrick's Primary school, Churchill Street, opened in September 2021 at a cost of approximately £8.6m. This is a 21 class-based school constructed on two adjacent sites with a three-storey, split level building on one site and a 3G sports pitch, grass play and additional car parking on the other. The new school follows the amalgamation in 2013 of Edmund Rice Boys and Star of the Sea Girls schools on a split site.

The Education Minister, Michelle McIlveen, announced ten CCMS post-primary schools for major works investment in March 2022:

- Dean Maguirc College, Carrickmore;
- Edmund Rice, Newtownabbey;
- Mercy College, Belfast;
- St Brigid's College, Londonderry;
- St Catherine's College, Armagh;
- St Ciaran's College, Dungannon;
- St Joseph's College, Belfast;
- St Louise's Comprehensive College, Belfast;
- St Paul's High School, Newry; and
- St Pius X College, Magherafelt.

CCMS continued to provide support to trustees and schools on 21 major capital projects:

- Holy Trinity PS, Enniskillen;
- St Catherine's PS, Strabane;
- St Mary's PS, Derrymore;
- All Saints College, Belfast;
- Blessed Trinity College, Belfast;
- St Conor's College, Kilrea; and
- St Patrick's College, Maghera.
- Holy Evangelists' Primary School, Twinbrook;
- St Patrick's Primary School, Belfast;
- Lismore Comprehensive, Lurgan;
- St Joseph's High School, Crossmaglen;
- Our Lady of Fatima Primary School, Slaughtmanus;
- Mary Queen of Peace Primary School, Glenravel;
- St Joseph's and St James' Primary School, Poyntzpass;
- St Killian's College, Carnlough;
- St Vincent de Paul Primary School, Belfast;

- St Columban's Primary School, Lower Mourne;
- St Peter's Primary School, Dungannon;
- St Malachy's Primary School, Armagh;
- Edendork Primary School, Dungannon; and
- Holy Trinity College, Cookstown.

The primary role of CCMS in major capital schemes is supporting the trustees in their role as Senior Responsible Officer (SRO). CCMS continued to develop a partnership role with the EA who provide the Project Sponsor role on a number of schemes.

### **School Enhancement Programme**

Forty-four Catholic maintained schools applied under the second call for the School Enhancement Programme in February 2017 with nine applications deemed unsuccessful due to falling below the initial sustainability threshold. The successful applications from this call formed a list that was used to announce and progress a series of tranches of schools for investment up to summer 2020. There was no new call under the programme in the 2021/22 financial year, however, there are 24 schemes currently under various stages of progression that were announced in 2018, 2019 and 2020.

- Chapel Road Primary School, Derry;
- Holy Rosary Primary School, Belfast;
- Presentation Primary School Portadown;
- Our Lady of Lourdes Primary School, Belfast;
- St John's Primary School, Kingsisland;
- St Mary's Primary School, Barr;
- St Kevin's College, Lisnaskea;
- St Mary's Primary School, Cloughcor; and
- St Patrick's Primary School, Crossmaglen.
- St Bride's Primary School, Belfast;
- St Joseph's Primary School, Holland Drive, Belfast;
- St Mary's Primary School, Newtownbutler;
- St Patrick's & St Brigid's Primary School, Claudy; and
- St Columbanus' College, Bangor.
- St Patricks College, Maghera\*;
- Holy Child Primary School, Derry;
- St John the Baptist Primary School, Belfast;
- St Kieran's Primary School, Belfast; and
- St Paul's Primary School, Mica Drive.
- Christian Brothers Primary School, Armagh;
- Our Lady's & St Patrick's Primary School, Downpatrick;
- St Brigid's Primary School, Mayogall;
- St Comgall's Primary School, Antrim;
- St Patrick's Primary School, the Meadow, Newry; and
- St Patrick's Primary School, Moortown.

*\* St Patrick's College, Maghera, withdrew from their SEP offer so as to enable a submission for the school being considered in the Major Works capital call.*

CCMS sits on the SEP Programme Board. CCMS Building and Development Officers are also working with DE, EA, trustees, and each of the individual schools to support the varying scoping, design or construction stages of each project.

### **Minor Works**

Minor Works applications continue to progress via DE and EA. CCMS officers continue to provide support to schools in relation to development proposal works, unavoidable minor works applications and a wide range of building and development issues.

## 6: Tackle Disadvantage and Underachievement

*We improve developmental and learning outcomes for all children & young people, with a particular focus on those who are underachieving, at risk of underachieving, or disadvantaged*

CCMS continued to work with schools to tackle underachievement and to ensure the best possible education outcomes for all learners throughout the pandemic.

CCMS officers provided support for all schools as pupils returned to school after a period of lockdown. They continued to provide advice and guidance to schools who had to implement remote learning for either a class, year group, or on a whole school basis.

CCMS Education officers promote the use of TSN planners to enable schools to focus support for particular pupils and to tackle underachievement. For the 2021/22 academic year, 331 Catholic maintained schools have created TSN planners.

It is not appropriate to compare the 2021 examination data with data from previous years due to the cancellation of examinations and the alternative assessment arrangements used in 2021.

### **Year 12 pupils achieving 5+ GCSEs grades A\* to C (including equivalents) 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2018/19, 2019/20, 2020/21**

		Controlled non-grammar schools	Catholic maintained schools	All non-grammar schools
% year 12 pupils achieving 5+ GCSE A* to C (inc. equivalents)	2012/13	59.2	73.7	67.2
	2013/14	63.0	76.7	70.6
	2014/15	64.6	77.8	72.0
	2015/16	64.4	79.2	72.7
	2016/17	68.8	78.7	74.4
	2017/18	73.2	80.5	77.3
	2018/19	74.2	83.6	79.7
	2019/20	N/A	N/A	N/A
	2020/21	N/A	N/A	N/A

**Year 12 pupils achieving 5+ GCSEs grades A\* to C including English and Maths  
2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20, 2020/21**

		Controlled non-grammar schools	Catholic maintained schools	All non-grammar schools
% year 12 pupils achieving 5+ GCSE A* to C including English and Maths	2012/13	33.5	41.0	37.7
	2013/14	38.0	49.2	44.0
	2014/15	42.1	50.8	46.8
	2015/16	40.6	52.2	47.0
	2016/17	44.1	55.4	49.9
	2017/18	47.8	57.6	52.4
	2018/19	47.9	60.1	54.9
	2019/20	N/A	N/A	N/A
	2020/21	N/A	N/A	N/A

**Year 12 pupils entitled to Free School Meals (FSM) achieving 5+ GCSEs grades A\* to C (including equivalents) 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2018/19, 2019/20, 2020/21**

		Controlled non-grammar schools	Catholic maintained schools	All non-grammar schools
% year 12 pupils entitled to FSM achieving 5+ GCSE A* to C (inc. equivalents)	2012/13	43.3	64.2	56.9
	2013/14	47.0	66.2	59.0
	2014/15	53.2	70.2	63.8
	2015/16	52.6	71.3	64.0
	2016/17	57.8	71.2	66.1
	2017/18	65.7	73.4	70.2
	2018/19	67.5	78.7	74.4
	2019/20	N/A	N/A	N/A
	2020/21	N/A	N/A	N/A

**Pupils in the final year of an A-level achieving 3+ A-levels grades A\* to C (including equivalents) 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2017/18, 2018/19, 2019/20, 2020/21**

		Controlled non-grammar schools	Catholic maintained schools	All non-grammar schools
% of pupils achieving 3+ A-levels A* to C (inc. equivalents)	2012/13	39.8	48.6	45.0
	2013/14	43.8	50.2	47.7
	2014/15	45.4	50.1	47.8
	2015/16	49.9	52.9	51.5
	2016/17	48.4	57.5	55.0
	2017/18	52.3	58.4	57.2
	2018/19	53.4	61.0	58.8
	2019/20	N/A	N/A	N/A
	2020/21	N/A	N/A	N/A

**Pupils in the final year of an A-level achieving 2+ A-levels grades A\* to E (including equivalents) 2012/13, 2013/14, 2014/15, 2015/16, 2016/17, 2018/19, 2019/20, 2020/21**

		Controlled non-grammar schools	Catholic maintained schools	All non-grammar schools
% of pupils achieving A-level 2+ A-levels grades A* to E (inc. equivalents)	2012/13	95.7	96.0	95.7
	2013/14	94.8	96.5	95.4
	2014/15	96.3	95.9	95.8
	2015/16	96.5	95.8	96.1
	2016/17	97.1	96.7	97.0
	2017/18	98.1	96.8	96.4
	2018/19	96.0	97.0	96.4
	2019/20	N/A	N/A	N/A
	2020/21	N/A	N/A	N/A



## **SCHOOL INSPECTIONS**

Formal inspection activity was suspended in the reporting period due to the COVID-19 pandemic. As referenced above, CCMS Education Advisers continued to work with two Catholic maintained schools in the Follow Up Process (FUP) and both schools received positive feedback following monitoring visits in Term 1 of the 2021/22 academic year. Two Catholic maintained schools were in the Formal Intervention Programme (FIP) at the beginning of the 2021/22 academic year. Following a requested Inspection, one of the schools is expected to exit the FIP and the second awaits an Inspection in Term 3.

## 7: Support and develop our education workforce

*We develop and deploy teachers, other education professionals and support staff effectively, promoting high standards and leadership and improving health & wellbeing*

CCMS is the Employing Authority for 6,516 (FTE) teachers in Catholic Maintained post-primary, primary and nursery schools. Pursuant to this role, CCMS undertook a number of activities consistent with an employing authority's responsibilities. The following details reflect some aspects of that work.

### Teaching Appointments

The onset of the COVID-19 pandemic occurred in March 2020 as CCMS and Catholic maintained schools would have been entering the normal annual recruitment cycle. Lockdown measures meant that schools had to find new ways to ensure that they would be adequately staffed when reopening in September 2020. At that stage Council moved quickly to agree a range of temporary and conditional measures that allowed schools to focus on the core business of providing remote learning and teaching whilst at the same time being able to plan ahead for that September. These measures included a degree of flexibility around acting arrangements and temporary appointments and the embracing of technology to allow shortlisting and interviews to proceed safely. The focus in this past year, however, has been on returning to some sort of normality in recruitment, whilst at the same time taking proactive steps to rationalise the temporary measures that had been put in place the previous year. This should explain why the number of teacher appointments has risen so sharply against the norms of pre-COVID years.

The following appointments were made through normal processes:

	<b>Primary</b>	<b>Post Primary</b>	<b>Total</b>
Principal	27	4	<b>31</b>
Vice Principal	15	9	<b>24</b>
Teacher	155	422	<b>577</b>
Permanent Status Teacher	53	30	<b>83</b>
St Gerard's School	5	5	<b>10</b>
<b>Total</b>	<b>255</b>	<b>470</b>	<b>725</b>

### Catholic Education and the teachers' 'exception': Article 71(1)(b) of the Fair Employment and Treatment (NI) Order 1998 (FET(NI)O)

One of the most significant developments in the area of teacher employment this year was the decision by the NI Assembly to repeal Article 71(1)(b) of FET(NI)O meaning that schools will no longer be able to rely on that exception to lawfully discriminate against a person seeking to be recruited as a teacher on the grounds of their religion or political opinion.

Catholic schools are diverse and welcoming to all children and our teaching force should reflect that. Throughout the year, CCMS and CSTS worked together to engage

constructively with DE and political parties to impress on everyone that whilst CCMS and Catholic school Trustees continued to believe that the values and ethos of a Catholic education are critical to the identity of Catholic schools we all considered that the 'exception' in the 1998 Order was no longer appropriate or required. Trustees of Catholic schools and CCMS supported the repeal of the Article 71 'exception' as it applied to the recruitment of teachers. To ensure that the ethos and values of Catholic education continue to permeate their schools, the Trustees and CCMS will continue to require that all teachers in Catholic primary schools and in some designated posts in Catholic post primary schools should, as a necessary occupational qualification, possess a Certificate in Religious Education qualification.

### **Recruitment Appeals**

We are pleased to report that no appeals were lodged against the actions of governor selection panels in the appointment of teachers. This builds on the previous year and perhaps is reflective of the quality of decision making of our Boards of Governors whilst making appointments.

### **Attendance Management**

DE set a target for CCMS to reduce the teacher absence rates to an average of 9.3 days per annum. CCMS does not yet have the end of year assessment that would allow a determination on whether that target has been achieved. However, whilst final figures have yet to be confirmed, early indications are that teacher absences will not have been as high as in previous years (excluding the recording of COVID related absences or isolation periods).

Officers continue to contribute to the DE led Regional Strategy on absence management. In addition, CCMS continues to refine its own strategies focused on the small number of schools where absence rates have been consistently high and on the group of teachers who exhibit consistently high absence patterns, sometimes over many years. Better and timelier information systems are in place and the CCMS officer team has conducted a thorough review of its own intervention strategies and processes. Throughout the year CCMS dedicated substantial resources to support schools in the management and promotion of teacher attendance.

Over the year, there were 24 ill-health retirement cases of which a significant number were for reasons of stress/anxiety/depression related illnesses. Throughout the period 280 teachers were referred to the occupational health services, many in advance of returning to work after a prolonged period of absence. A small number of people had their employment terminated on the grounds of ill health or capability due to their inability to demonstrate that they could maintain a sustained level of attendance at work.

CCMS officers are participating in a working group with DE, other employers, and the teaching unions to review the Attendance Policy last reviewed in 2008.

## **Application of the Voluntary Exit Scheme in Catholic Maintained Sector 2021/22**

The Voluntary Exit Scheme (VES) was limited to teachers being made redundant due to school closures and amalgamations and those coming out of the Reorganisation Agreement.

	<b>Voluntary</b>	<b>Transfer</b>	<b>Total Redundancies</b>
Primary	2	2	<b>4</b>
Post-Primary	2	0	<b>2</b>
<b>Total</b>	<b>4</b>	<b>2</b>	<b>6</b>

## **Pilot of a Flexible Deployment Scheme**

Throughout the year CCMS continued to operate a pilot scheme to examine the potential for moving teachers from school to school within the system. This pilot is designed to evaluate whether and how teachers might move within the Catholic maintained sector; to better facilitate home to school travel arrangements, to suit family or other caring commitments, to provide other professional experience, to access a wider range of management progression and other career development opportunities, to resolve relationship difficulties; or more simply, to allow teachers to explore new challenges. This year again, a number of teachers were successfully redeployed from one school setting to another.

## **Pilot of a Revised Scheme for the Appointment of School Leaders**

CCMS continued to roll out its piloting of a new Recruitment and Selection Scheme for School Leaders. In the early part of the year CCMS completed a full review of learnings from the pilot of the previous three years and a revised scheme was issued for full consultation. The revised scheme has been in operation in pilot form since September 2021 for all new leadership appointments and has recently been formally approved by Council. All independent chairs and recruitment advisers have received training in its use and Governors continue to be on-boarded as they work through each new appointment at this level. The feedback from Governors and applicants alike has been very encouraging.

## **School Legal Cases**

During the course of the year CCMS assisted Boards of Governors through the conduct of a number of legal cases arising from employment matters. These are summarised below.

## Tribunal Cases

Case Type	Lodged	Status
Unfair dismissal	October 2018	Ongoing – Placed on hold pending High Court Proceedings for Personal Injury
Constructive Dismissal	January 2019	Ongoing/ on hold due to PSNI proceedings
Breach of Contract/High Court	January 2019	Case settled – October 2021
Trade Union Detriment	September 2021 and February 2022	Ongoing
Disability Discrimination	October 2021 and January 2022	Ongoing
Disability Discrimination and Protected Interest Disclosure	December 2021	Ongoing
Disability Discrimination	March 2022	Ongoing

## Judicial Reviews

5 Pre-Action correspondence	Closed without Leave Application
4 Special Educational Needs and Disability Tribunal (SENDIST) applications	1 Agreement Reached at Hearing 1 Claim not upheld at hearing 1 still awaiting revised date following postponement from COVID 1 new awaiting hearing date

## Critical Incidents - Bereavements

Sadly, this year there were a number of critical incidents involving the deaths of seven children, seven teachers and four non-teaching staff from the community of Catholic maintained schools. As incidents occurred, CCMS worked proactively and closely with 'Inspire Workplaces' and the Critical Incident/Pupil Support Teams from EA and is very grateful to both organisations for the professional and sensitive support provided.

## 8: Effectively manage, review, and transform our education system

We deliver our Corporate Governance and Finance responsibilities while seeking to improve efficiency, increase sustainability and introduce new ways of learning

CCMS officers have participated in a number of Community Planning Strategic Partnerships and Thematic Working/Action Groups. CCMS would wish to engage across all Strategic Partnerships to be able to fully support community planning agendas, however, resource challenges mean CCMS remains unable to engage with all structures and sub-groups across the 11 Local Government Districts. CCMS continues to review the resourcing required to fulfil these duties.

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

CCMS has met its target for the production of accurate and timely accounts in accordance with the accounts direction from DE.

CCMS has met its target for prompt payment to its suppliers; it has lived within budget and limited under-spending to within 1.84% of the overall budget. However, underspend for recurrent expenditure was within 1% of the recurrent budget.

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

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

### Key Performance Targets

The following key financial performance targets have been agreed with DE and achieved by CCMS as reported in the annual accounts:

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

The performance achieved during the year is noted in the table below:

	<b>% paid within 30 days</b>	<b>% paid within 10 days</b>
Quarter 1	100.00	96.41
Quarter 2	100.00	94.66
Quarter 3	100.00	95.57
Quarter 4	97.45	94.35
<b>Total/Average</b>	<b>99.36</b>	<b>95.25</b>

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



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

20th June 2022

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**Date**

## **ACCOUNTABILITY REPORT**

## **CORPORATE GOVERNANCE REPORT**

## **DIRECTORS' REPORT**

### **Constitution of Council**

There are 36 seats on Council, made up as follows:

- Trustee representatives (20)
- Department of Education representatives (8)
- Parent representatives (4)
- Teacher representatives (4)

### **Procedures for the Appointment and Induction of Members**

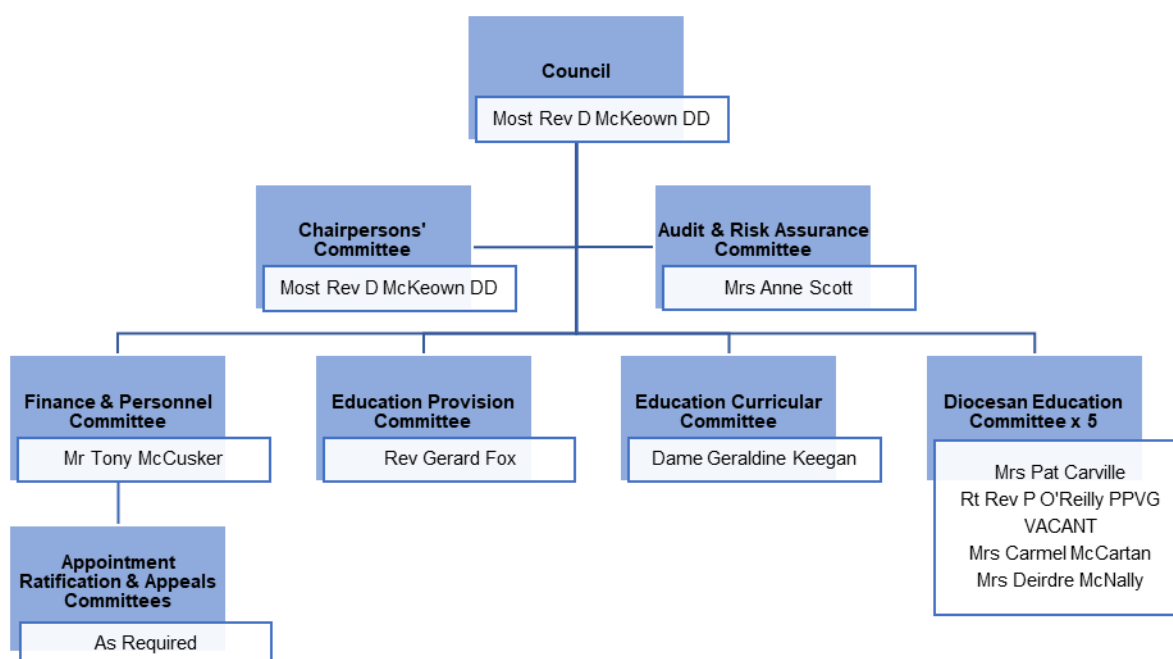
Trustee representatives are appointed by the Trustees. Department of Education representatives are appointed by DE through a process of public advertisements followed by interview and selection. Parent and teacher representatives are appointed through a self-nomination and interview process conducted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

### **Membership**

The Council is chaired by Most Rev D McKeown DD who seamlessly led the transition to a new way of conducting business through remote access. Meetings of Council and Committees which were well attended, participative and engaging occurred regularly.



## Committee Structure



## Roles of Committees

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

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

### Audit and Risk Assurance Committee (ARAC)

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

### Chairpersons' Committee

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

### Education Curricular Committee (ECC)

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

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

The Education Provision Committee maintains a strategic overview of the school network within the Catholic maintained sector with a view to ensuring that school provision matches area needs.

### **Finance and Personnel Committee (FPC)**

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

### **Diocesan Education Committees (DECs)**

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

### **Appointment, Ratification and Appeals Committees**

The Recruitment, Ratification and Appeals Committees quality assure the application of recruitment and selection schemes by Boards of Governors. They will also consider any appeals in relation to maladministration of the schemes.

### **Register of Interests**

A Register of Interests of all Council members and officers is held by CCMS and is available on request by contacting Mrs Alison Russell, PA to the Chief Executive – [alison.russell@ccmsschools.com](mailto:alison.russell@ccmsschools.com) . During the year this was augmented with new policies on the Declaration of Interests and on a Code of Conduct in Public Office.

## **Council Members: 1 April 2021 – 31 March 2022**

### **Trustee Representatives**

Most Rev Donal McKeown DD, Bishop of Derry (*Chair of Council*)

Dame Geraldine Keegan, DBE, Retired Principal St Mary's College, Derry

Sr Eithne Woulfe, Education Co Director, Conference of Religious of Ireland

Mrs Pat Carville, OBE, Retired Principal St Patrick's College, Dungannon (*Vice Chair of Council*)

Rev John Chester PP, Roslea Parish (*replaced Fr Gerard Alwill PP VF in September 2020*)

Very Rev Dean Kevin Donaghy, Retired Principal St Patrick's Grammar School, Armagh

Rev Aidan Mullan Adm, Longtower Parish (passed away September 2021)

Mr Tony McCusker, Retired Civil Servant

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

Mr Pat McCartan, Chair of BOG, St Columbanus' College, Bangor (*Member Audit and Risk Assurance Committee*)

Rev Dr Paul Fleming, Senior Tutor, St Mary's University College

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

Mrs Anne Scott, Retired Principal St Patrick's College, Maghera (*Chair Audit and Risk Assurance Committee*)

Mrs Martha Smyth, Retired Principal of St Fanchea's College, Enniskillen

Dr Bob Cummings, Dominican Education Trustee Representative and former Principal, Dominican College, Portstewart

Very Rev Lawrence Boyle PP VF, Cookstown Parish

Most Rev Michael Router DD, Auxiliary Bishop of Armagh

Mrs Diane Russell, Edmund Rice Schools Trust (ERST)

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

Mrs Deirdre McNally, Retired Principal St Mary's Junior High School, Lurgan

### **DE REPRESENTATIVES**

Ms Maxine Murphy-Higgins, NASUWT Representative (*Member Audit and Risk Assurance Committee*)

Mr Hugh Cox, retired Student Union Administrator

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

Mr John Martin Allen, retired Director of Operational Support Services, NI Fire and Rescue Service

Dr Ana Kerr, Company Director of CEON Ltd

Ms Nuala Toman, Head of Policy in Disability Action (*Member Audit and Risk Assurance Committee*)

Mr Michael James Beatty, former Assembly Clerk

Dr Mary Elizabeth McIvor, NI Civil Service

### **PARENT REPRESENTATIVES**

Ms Ciara Faloona, St Bernard's PS, Rosetta, Belfast,

Dr Justin Quinn, St Francis' PS, Derrylatinee, Dungannon,

Ms Ciara Farry, Holy Trinity PS, Enniskillen,

Ms Wendy Gibbons, St Joseph's Boys' School, Derry

## **TEACHER REPRESENTATIVES**

Mrs Karen McElroy, New Row PS, Castledawson, (stood down September 2021)  
Mr Eamon McDowell, St Louise's College, Belfast  
Mrs Aideén McGovern, St Patrick's PS, Derrygonnelly, (stood down September 2021)  
Mr Justin McCormick, All Saints' College, Belfast  
Ms Therez McGuigan, St Mary's PS, Newtownbutler (joined September 2021)  
Mr Brian McGale, St Kevin's PS, Belfast (joined September 2021)

## **EXECUTIVE ORGANISATION**

### **Senior Leadership Team**

Mr Gerard Campbell is the Chief Executive (CEO) and Accounting Officer for CCMS. He is responsible for the strategic direction of CCMS and welfare.

The Senior Leadership Team (SLT) consists of the Chief Executive and the three Senior Directors, each with delegated areas of responsibility for:

- education standards;
- planning and school provision; and
- workforce planning and governance.

### **Arrangements for the Evaluation of SLT's Performance**

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

### **Office Base**

CCMS is based in Lisburn, with the majority of staff located there since 2018.

### **Pensions**

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

### **Related Parties**

Related parties with whom CCMS dealt during the year are recorded in Note 10 to the Financial Statements. No member of Council, employee of CCMS or members of their immediate families have had any commercial dealings with CCMS during the financial year.

### **Risk Management**

The principal risks and uncertainties facing CCMS are described in the Governance Statement. CCMS' financial risk management depends on strong financial controls which are necessary to ensure the integrity and reliability of financial and other information on

which CCMS relies on for day-to-day operations, external reporting and for longer term planning. CCMS exercises financial control through a combination of qualified and experienced personnel, detailed performance analysis, monthly management reporting, budgeting and clearly defined approval limits. Internal auditors have tested the effectiveness of selected financial controls.

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

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

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

The Corporate Risk Register is updated on a quarterly basis. At each review the RSG assesses the risks in light of current information and prepares Statements of Assurance in respect of the Risk Management Process for the Senior Leadership Team and Audit and Risk Assurance Committee. The CCMS Risk Strategy was last updated in 2017 and is currently being reviewed.

## **Complaints**

Two complaints were received during the 2021/22 year relating to employment matters. These were handled in accordance with the Council's policy for handling complaints.

Following the conclusion of any complaint process, CCMS conducts an internal review of the circumstances underlying to the complaint and its subsequent handling. It is standard practice that any lessons learned are applied throughout the organisation. Complaints and organisational responses are made centrally through the Chief Executive's Office.

## **External Audit**

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

The Northern Ireland Audit Office appointed ASM Chartered Accountants to undertake the detailed work to support the C&AG's opinion. On a day-to-day basis, the audit is managed and the work carried out by ASM staff, under the direction of the NIAO. The overall responsibility for recommending the form of audit opinion to the C&AG is retained by the NIAO. The audit of the financial statements resulted in an audit fee of £13,098 for 2021/22 which is included within operating costs.

**Personal Data**

There were no personal data related incidents during the year.



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

20th June 2022

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**Date**

## STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITIES

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

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

- observe the Accounts Direction issued by the Departmental Accounting Officer, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole are fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable

The Chief Executive will ensure that as far as he is aware, there is no relevant audit information of which CCMS' auditors are unaware. I have taken all the steps that ought to have been taken to make myself aware of any relevant audit information and to establish that CCMS' auditors are also aware of that information.



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

20th June 2022

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**Date**

## **GOVERNANCE STATEMENT FOR THE YEAR TO 31 MARCH 2022**

### **SCOPE OF RESPONSIBILITY**

The Council for Catholic Maintained Schools (CCMS) is a Non-Departmental Public Body (NDPB) of the Department of Education (DE). It was established under the auspices of the Education Reform (Northern Ireland) Order 1989 with the primary objectives of raising standards, employing teachers and ensuring effective human resource policies and improving the schools' estate in the Catholic maintained Sector. CCMS has a responsibility for 443 nursery, primary and post-primary schools with 6,516 (FTE) teachers providing for 124,239 young people<sup>1</sup>. CCMS provides services to, and on behalf of, the Catholic maintained sector and its Trustees.

Both the Chair of Council and I have delegated responsibilities from the Permanent Secretary of DE. Along with senior staff, we meet the Permanent Secretary and senior Departmental officials on a quarterly basis to discuss progress, performance and key risks to CCMS. As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of CCMS' policies, aims and objectives, whilst safeguarding public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland (MPMNI). This Governance Statement outlines how I have discharged my responsibilities to manage and control these resources throughout the 2021/22 year.

The Governance Framework within CCMS comprises the systems, processes, culture and values by which CCMS is directed and controlled. This framework is designed to manage organisational risks effectively, particularly identifying and prioritising the risks to the achievement of CCMS policies, aims and corporate and business objectives.

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

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<sup>1</sup> Figures reported on 31 October 2020



## THE COUNCIL

Members of Council formulate, in consultation with the Senior Leadership Team, and oversee the development of Council policy. Council members, approve and monitor the CCMS Business Plan, and oversee accountability arrangements for officers. Council leads the development and implementation of strategic planning and policies designed to meet statutory obligations, support school leadership, improve standards and advocate for the Catholic maintained sector. CCMS strives to support the vision and character of Catholic education in Catholic maintained schools.

Council members lead the drive to continuously raise standards in the Catholic maintained sector through the promotion of policies and strategies to aid the effective management and control of Catholic maintained schools by their boards of governors, best practice in the employer function, and, with the support of Trustees, the planning and development of the schools' estate.

The work and vision of Council's committee structure is to support schools to optimise educational opportunities and outcomes for all pupils in support of the common good and a shared future.

The Council is chaired by Most Rev D McKeown DD. Early in the year, the Minister completed a public appointment process to appoint members to its five vacant seats on Council. All Committees are operating effectively and all members have received training in good governance and the members of the Audit and Risk Assurance Committee have undertaken specific training relevant to that role. All members now have access to the Civil Service online training portal (LinkS), from which they access relevant training from the extensive resources that are available.

Over the financial year the Council met on seven occasions.

There was a 69.42% attendance rate for Council meetings.

During the last financial year, the Council, in its oversight role on governance matters:

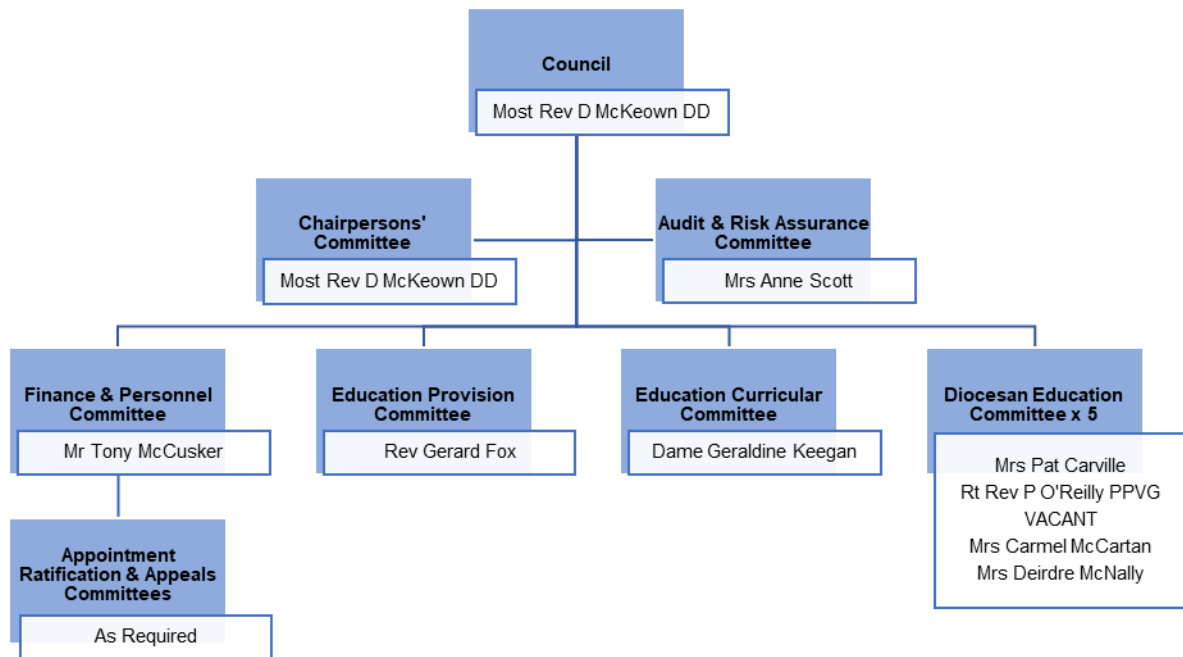
- approved and monitored the delivery of the Business Plan 2021/22;
- supported the development of the Business Plan 2022/23;
- approved the Annual Report and Accounts 2020/21;
- considered CCMS Budget Allocations;
- approved, monitored and regularly reviewed the corporate risk register;
- reviewed the completion of an evaluation tool for the Annual Skills and Audit for Council and Committee members; and
- considered and approved the Governance Statement.

In addition, the Council also:

- contributed to and approved the submission to the Independent Review of Education;
- contributed to and approved the draft Integrated Education Bill response;
- contributed to and approved the publication 'Catholic Schools – Delivering for Communities';
- considered the impact on schools and CCMS in relation to the challenges posed by the COVID-19 pandemic and industrial action in relation to teachers' pay and workload;
- considered the opportunities for schools pertaining to the ending of industrial action following the Pay and Workload Agreement;
- considered reports from officers in relation to the challenges presented in the effective management of schools' finances;
- considered the Interim Report from the Expert Panel on Educational Underachievement in Northern Ireland;
- considered and approved an options paper on the issues of FET(NI)O and the Teachers' Certificate in Religious Education;
- considered a CCMS review of the response of Catholic maintained schools to COVID-19 and the Education Restart;
- considered the Annual Report on Teacher Appointments;
- reviewed and considered a response to the Minister for Education on the Normalisation process;
- reviewed the minutes of the DE's quarterly Governance and Accountability Review (GAR) meetings;
- considered the Report to Those Charged with Governance;
- considered and approved the draft arrangements for consultation on a new Scheme for the Recruitment of School Leaders;
- contributed to a conversation with Dr Mark Browne, Permanent Secretary DE, on issues and challenges facing the education sector;
- provided oversight and approval for the Audit Strategy 2021/22; and
- contributed to and approved a CCMS submission to the DE Consultation on Deferring School Starting Age.

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

## Council Membership and Attendance: 1 April 2021 – 31 March 2022



	Notes	Council Attendance 2021/22	Sub-Committee Attendance (N.B. Total possible attendance is shown in brackets)				
			Chairpersons'	Audit & Risk	Finance & Personnel	Education Provision	Education Curricular
Mr John Allen	2	4 (6)			3 (3)		
Mr James Beatty	2	2 (6)			3 (3)		
Ver Rev Laurence Boyle PP VF		6 (7)					3 (5)
Mrs Pat Carville, OBE		6 (7)	4 (5)		5 (5)	5 (7)	
Fr John Chester PP		5 (7)					
Dr Patricia Corrigan		4 (7)					4 (5)
Mr Hugh Cox		6 (7)			3 (5)		
Dr Bob Cummings		5 (7)					3 (5)
Very Rev Dean Kevin Donaghy PP VG		3 (7)					4 (5)
Ms Ciara Faloona		5 (7)			5 (5)		
Ms Ciara Farry		3 (7)			4 (5)		
Rev Dr Paul Fleming		4 (7)			2 (5)		
Rev Gerard Fox		6 (7)	4 (4)			7 (7)	
Ms Wendy Gibbons		3 (7)				3 (7)	
Dame Geraldine Keegan, DBE		6 (7)	5 (5)				5 (5)
Dr Ana Kerr	2	4 (6)					1 (3)
Mr Pat McCartan, CBE		6 (7)		4 (6)		5 (7)	
Mr Justin McCormick		4 (7)		6 (6)		7 (7)	
Mr Tony McCusker		7 (7)	5 (5)		4 (5)		
Mr Eamonn McDowell		4 (7)					4 (5)

Ms Karen McElroy	3	2 (2)					1 (2)
Mr Brian McGale	4	2 (5)		2 (3)			
Ms Aideen McGovern	3	1 (2)		1 (2)			
Ms Therez McGuigan	4	1 (5)					0 (3)
Dr Mary McIlvor	2	3 (6)		4 (4)			2 (3)
Rev Donal McKeown DD		7 (7)	5 (5)				
Mrs Deirdre McNally		6 (7)				7 (7)	
Rev Aidan Mullan	1	0 (2)	0 (1)				
Mrs Maxine Murphy-Higgins		6 (7)		5 (6)			
Mrs Catherine O'Neill		7 (7)		5 (6)			4 (5)
Rt Rev Peter O'Reilly PP VG		6 (7)				5 (7)	
Dr Justin Quinn		4 (7)					
Most Rev Michael Router DD		3 (7)					
Mrs Diane Russell		6 (7)					
Mrs Anne Scott		7 (7)	5 (5)	6 (6)			
Mrs Martha Smyth		5 (7)					4 (5)
Ms Nuala Toman	2	4 (6)		3 (4)			
Sr Eithne Woulfe		5 (7)				5 (7)	

1. Fr Mullan passed away in September 2021.
2. DE Reps joined on 20 April 2021.
3. Teacher representatives resigned in September 2021.
- 4 Teacher representatives appointed in September 2021.

### **The Chairpersons' Committee**

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

In the 2021/22 financial year this committee met on five occasions. There was a 93.33% attendance rate for committee meetings.

### **The Audit and Risk Assurance Committee (ARAC)**

The Audit and Risk Assurance Committee (ARAC) is chaired by a non-executive member of the Council. Members are required to exercise a high degree of objectivity alongside providing an oversight of key organisational risks. The role of the ARAC is to provide:

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

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

- Corporate Risk Register;
- External Audit Strategy;
- Internal Audit Programme and Strategy;
- Follow Up on internal and external audit recommendations;
- Report to those Charged with Governance;
- Mid-year Governance Statement; and
- Conflicts of Interest.

The Audit and Risk Assurance Committee also:

- scrutinised and approved the Annual Report and Accounts for the period ended 31 March 2021;
- scrutinised and approved the Internal Audit Report 2021/22;
- considered and monitored delivery of the Business Plan for 2021/22;
- reviewed the draft Business Plan for 2022/23;
- approved the internal audit programme for 2021/22;
- reviewed the NIAO Audit Strategy for 2021/22;
- approved and monitored the Internal Audit Strategy 2021/22;
- reviewed the Governance and Accountability Arrangements – Arm’s Length Bodies;
- reviewed the Annual Skills Audit of Board and Committee Members;
- considered the Report to Those Charged with Governance 2020/21;
- approved the Governance Statement 2020/21;
- reviewed and approved an ICT Service Level Agreement;
- reviewed and approved a Risk Management Framework;
- examined and approved a legal amendment to the Memorandum of Understanding with CSTS for Strule;
- reviewed and approved an internal approval matrix;
- contributed to the Independent Review of Education submission;
- contributed to the draft Integrated Education Bill response;
- contributed to the publication ‘Catholic Schools – Delivering for Communities’;
- examined a range of issues relating to governance in Catholic maintained schools;
- reviewed and considered a Working Time Directive regarding the carry- over of annual leave; and
- reviewed CCMS Internal Audit Processes.

In the 2021/22 financial year, the ARAC met on six occasions. The Committee had the following membership:

1 April 2021 – 31 March 2022

Mrs A Scott (Chair)  
Mr P McCartan  
Mrs M Murphy-Higgins  
Mrs C O'Neill  
Mr J McCormick

Mr Brian McGale (appointed September 2021)  
Mrs A McGovern (resigned September 2021)  
Dr M McIlvor (appointed September 2021)  
Ms N Toman (appointed September 2021)

There was an 83.72% attendance rate for ARAC meetings.

### **The Finance and Personnel Committee (FPC)**

The main purpose of the Finance and Personnel Committee is to provide strategic direction and oversight to the management of CCMS resources and on all matters relating to the employment of teachers and CCMS staff.

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

- CCMS' Management Statement and Financial Memorandum;
- approved the Annual Report and Accounts 2020/21;
- approved the CCMS Business Plan 2021/22 and monitored delivery against objectives;
- financial and performance management issues, including reviewing the operational budget plan for 2021/22 presented to DE and approving a response to DE on a proposed Budget Allocation;
- reviewed the Recruitment and Selection process for 2021/22;
- reviewed the pilot exercise for the Recruitment and Selection of School Leaders;
- reviewed the Annual Report on Appointments and Redundancies 2021/22;
- monitored a range of issues impacting upon Catholic maintained schools;
- considered the actions required in the Catholic maintained sector following the Teachers' Pay and Workload Agreement;
- considered the issues of FET(NI)O and the Teachers' Certificate in Religious Education;
- reviewed internal approvals processes;
- considered the work of the Full Service Community Network;
- reviewed and considered a draft Code of Conduct for DEC's;
- considered a report regarding a CCMS Pay and Grading Review;
- reviewed and approved an internal approval matrix;
- contributed to the Independent Review of Education submission;
- contributed to the draft Integrated Education Bill response;
- reviewed and approved draft CCMS Menopause policies;
- contributed to the publication 'Catholic Schools – Delivering for Communities';
- considered and reviewed financial trends in Catholic maintained schools;
- examined the changes to the Northern Ireland Substitute Teachers Register;
- reviewed Ratification Reports; and
- monitored the process for the management of Teacher Suspensions.

The FPC met on five occasions. The Committee had the following membership:

1 April 2021 – 31 March 2022

Mr T McCusker (Chair)  
Mr John Allen (appointed September 2021)  
Mr Jim Beatty (appointed September 2021)  
Mrs P Carville  
Mr H Cox  
Mrs C Faloona  
Mrs C Farry  
Dr Rev P Fleming

There was an 80.56% attendance rate for FPC meetings.

### **The Education Curricular Committee (ECC)**

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

Providing scrutiny and challenge to the work of officers, the Education Curricular Committee:

- approved the CCMS Business Plan 2021/22 and monitored delivery against objectives;
- approved the CCMS paper – ‘Catholic Schools – Delivering for Communities’;
- monitored and reviewed the response of Catholic maintained schools to COVID-19 and restart;
- considered and reviewed CCMS policy papers on Special Educational Needs and Early Years and their impact on Catholic maintained schools;
- considered the outcomes of a conference on “Taking Boys Seriously”;
- reviewed the final report from the Expert Panel on Educational Underachievement;
- considered and discussed the impact of COVID-19 on provision in schools;
- considered Trauma Informed Practice in CCMS schools;
- considered the approach to First Time Principals and Acting Principals conferences;
- contributed to and approved a CCMS submission to the DE Consultation on Deferring School Starting Age;
- contributed to the Independent Review of Education submission; and
- contributed to the draft Integrated Education Bill response.

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

1 April 2021 - 31 March 2022

Dame G Keegan DBE (Chair)  
Very Rev L Boyle PP  
Ms P Corrigan  
Dr B Cummings  
Rt Rev Dean K Donaghy PP VG  
Mr E McDowell  
Mrs K McElroy (resigned September 2021)  
Ms T McGuigan (appointed September 2021)  
Mrs C O'Neill  
Mrs M Smyth

Dr A Kerr (appointed September 2021)  
Dr M McIvor (appointed September 2021)

There was a 68.63% attendance rate for the ECC meetings.

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

The Education Provision Committee maintains a strategic overview of the schools' network within the Catholic maintained sector ensuring that the network matches the needs of the school community. It contributes to strategic area planning priorities and oversees the delivery of annual action plans alongside approving progression of development proposals. It also monitors the capital investment programmes to improve the CCMS schools' estate.

The Education Provision Committee provided a detailed challenge and scrutiny of the organisation's work and carried out the following:

- monitored issues regarding Admission and Enrolment Numbers, First preference data and demographic trends;
- reviewed and approved area planning Development Proposals for progress through their relevant governance stages;
- received a presentation from Ulster University on the Future Schools Project;
- reviewed research proposals on an area planning multi-school projects study and outcomes of the post primary review;
- approved the CCMS Business Plan 2021/22 and monitored delivery against objectives;
- considered the area planning evidence session with the Northern Ireland Assembly Education Committee;
- reviewed data on CCMS schools' diversity;
- monitored area planning work stream progress;
- considered and responded to the work of the Area Planning Steering Group [APSG];
- reviewed the key Ministerial messages delivered to the APSG including the Sustainability Baseline Report and narrative and NI level Analysis;
- reviewed DE resetting for post-primary proposals;
- reviewed DE normalisation proposals;
- reviewed the Providing Pathways Strategic Area Plan 1 2017-2021, informing Lessons Learned;
- reviewed the draft Strategic Area Plan 2: 2022-2027;
- reviewed and approved area planning projects for inclusion in Operational Plan 1;
- monitored progress of the School Enhancement Programme projects;
- reviewed and approved post-primary schools for nomination in the 2021/22 Capital Call;
- contributed to the Independent Review of Education submission;
- contributed to the draft Integrated Education Bill response; and
- contributed to the publication 'Catholic Schools – Delivering for Communities'.



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

1 April 2021 – 31 March 2022

Rev A Mullan (Chair until September 2021)

Rev G Fox (appointed Chair in April 2022)

Mrs P Carville

Mrs W Gibbons

Mr P McCartan

Mr J McCormick

Dr J Quinn

Mrs D McNally

Rt Rev Mgr P O'Reilly

Sr E Woulfe

There was a 76.56% attendance rate for the EPC meetings.

### **Diocesan Education Committees (DECs)**

At local level, five Diocesan Education Committees function as committees of the Council established under Schedule 8 of the Education Reform (Northern Ireland) Order 1989. DE also made seven appointments to the various DECs during 2021/22 (although there are still two DE appointed vacancies, one on each of the Armagh and Dromore DECs).

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

- school provision;
- area planning;
- contributing to the delivery of the Shared Education Campus Programme;
- rationalisation;
- school inspection findings/reports;
- substantial changes in enrolment;
- school governance and matters related to the employment of teachers; and
- other information in relation to school matters.

The DECs:

- provide advice, from a diocesan perspective to the Council, in particular to its Education Provision Committee;
- provide members who will oversee and ensure the independent chairmanship of all principal and vice-principal appointments to nursery, primary and post-primary schools; and
- receive reports and provide a strategic overview of educational standards within the respective diocese including monitoring the outcome of inspections undertaken by the Education and Training Inspectorate (ETI). In the absence of inspections, CCMS Education Advisers have continued to provide updated information based on feedback from ETI District Inspectors.

During the year the members of all DEC's engaged with Council members and officers to consider the roles and responsibilities of the DEC's. A new consistent Terms of Reference and a standardised approach to committee business has been agreed and is operational. The Chairs of the five DEC's have also instigated a bimonthly meeting with each other and the members of the Senior Leadership Team (SLT) to improve communications and ensure consistency of approaches.

In the current financial year, the existing Council members (highlighted below) were also members of DEC's:

**Armagh DEC**

- Mrs P Carville
- Mrs A Scott

**Clogher DEC**

- Rt Rev P O'Reilly PP VG

**Derry DEC**

- Rev A Mullan Adm (RIP)

**Down and Connor DEC**

- Mr H Cox
- Fr G Fox
- Mrs M Murphy-Higgins
- Mr Jim Beatty
- Dr Mary McIlvor

**Dromore DEC**

- Mrs D McNally

## BUSINESS PLAN

CCMS, like other education bodies, has continued to face significant challenges during 2021/22 as a result of COVID-19. These challenges impacted on the Business Plan in a number of ways largely related to the changing circumstances pertaining to the pandemic. Throughout the period, schools faced the challenges of delivering education via blended and remote learning, whilst there have been significant periods where schools have been unable to provide education in the classroom due to the restrictions placed on society as a result of the pandemic.

In delivering the Business Plan, CCMS has focused on providing interventions and support to schools and pupils, and has worked closely with DE and EA in tailoring collective measures to support the continuation of learning. As a result of COVID-19, there will be some aspects of the Business Plan that will be rolled into the next period, alongside new areas of work that will focus on supporting schools and pupils in the aftermath of the pandemic.

The Council believes that it has delivered and met expectations in the nature and quality of its work, its support to stakeholders and its contribution to the wider education and public sectors. The quality of education in Catholic maintained schools is consistently good despite the constrained resources available to CCMS to challenge underperformance and support improvement. This remains the case in the midst of COVID-19.

CCMS believes that its officers have contributed positively towards the delivery of its Business Plan, given the challenges of COVID-19. CCMS believes that it has effectively managed throughout the year the process of supporting staff and associates to work remotely and in utilising new technologies to underpin business engagement.

Status	CCMS Assessment	Percentage
Achieved	18	51
Substantially Achieved	13	37
Likely to be Achieved but with some delay	1	3
Not Achieved	3	9
TOTAL	35	100

## ACCEPTABILITY OF DATA USED

Council and Committees are supported by the SLT and appropriately experienced senior officers from within CCMS. The Committees rely on the following data to inform their deliberations:

- financial information produced internally;
- HR information, mainly data on attendance management, produced by DE;
- statistical information, data relating to enrolments, attainment, attendance and the workforce, provided by DE; and
- inspection evidence, mainly data used to compile the Chief Inspector's report. In the absence of inspections, CCMS Education Advisers have continued to provide updated information based on feedback from ETI District Inspectors.

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

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

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

Inspection data (including performance levels and overall effectiveness conclusions) is provided in published ETI inspection reports. It is important to note that inspection data for the year 2021/22 was impacted by the COVID-19 pandemic, preventing inspections from taking place in the period.

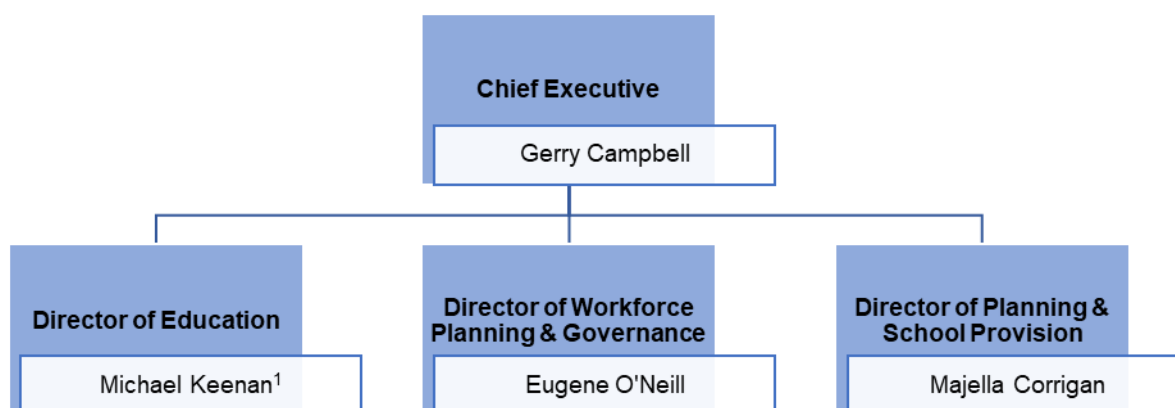
Committee members regularly seek clarification from officers on the information presented to them. It is the considered view of the Committees, on the basis of this on-going engagement, that the quality of data used by Council and its Committees is of an acceptable standard.

### **COMPLIANCE WITH THE CORPORATE GOVERNANCE IN CENTRAL GOVERNMENT DEPARTMENTS: CODE OF GOOD PRACTICE (NI) 2013**

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

CCMS has complied with the Governance Code. The Council and ARAC both recognise that ongoing monitoring and evaluation of members' performance is good practice and essential for effective corporate governance. In line with best practice, members were invited to conduct a review and evaluation of their own effectiveness. This process proves useful in that it identifies the many strengths and areas for development of the individual members, the findings of which are then used to ensure that we have informed and challenging membership of the internal Committees. This evaluation, together with a fundamental review of the operation of Diocesan Education Committees, have strengthened the governance processes and functions within Council and continues to support a strong and effective culture of effective governance within CCMS.

## CCMS Senior Leadership Team



<sup>1</sup> Mr Michael Keenan took up the post of Director of Education in October 2021.

The Council is committed to ensuring the organisation delivers on its core responsibilities and the current Business Plan. While essential services have been assured, some desirable developmental and strategic issues remain in progress.

Following consultation with the DE and Minister of Education, the Corporate Plan 2021/2025 remains in draft to allow for the development of the Programme for Government (PfG) and the DE's own Corporate Plan. CCMS will revisit the corporate plan later in the 2022/23 period to align with the PfG and DE's new Corporate Plan.

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

## MINISTERIAL DIRECTIONS

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

## THE RISK AND CONTROL FRAMEWORK: MANAGING RISK

A Risk Group, comprising the officers of the Senior Leadership Team and the Chief Finance Officer (CFO), manages risks in accordance with guidance issued by the Department of Finance. The process is monitored and supported by the Audit and Risk Assurance Committee. Risk Management is embedded in, and owned by, the Council and its senior officers.

There was one additional strategic risk identified for the year 2020/21 relating to the independent review of education. This risk description was amended during 2021/22 to reflect on the forthcoming recommendations which will emerge from the Panel leading the independent review of education. The risk relating to the renewal of the office lease for CCMS in Lisburn / potential future office accommodation was also amended and there were amendments to the risk evaluation of some of the other strategic risks due primarily to the ongoing funding challenges and delays in the recruitment strategy. The following strategic risks (inherent risk scores >12) have been highlighted by the Risk Group:

- Risk 001: The implementation of agreed educational policies and strategies do not adequately contribute to ensuring that we give children and pupils the best start in life.

The pressure on this risk remained static during this financial year due to the impact of COVID-19. Whilst CCMS welcomed the Pay and Workload Agreement reached in April 2020, the out-workings of the agreement will not be fully realised until the 2022/23 business plan period. There were no additional schools placed in the Formal Intervention Process during this year. CCMS Officers continued to support all schools in their self-evaluation of Safeguarding Procedures using the ETI Safeguarding Proforma. Schools reporting safeguarding issues are signposted to the Child Protection Support Service (CPSS) at all times. The three multidisciplinary locality teams have identified schools requiring support and prioritised resources appropriately. All first-time principals continue to be supported by the Locality Teams even with the additional challenges presented by COVID-19. CCMS also continues to work with DE and EA to develop and plan school support and strategic interventions.

- Risk 002: Education provision is not planned and implemented in a manner which delivers a network of educationally and financially sustainable schools.

This risk encompasses the planning of education provision. The risk pressure remained high throughout the year as the impact of COVID-19 continued to effect schools with managing changing restrictions, providing instances of remote learning, school leaders, staff and pupils ill and self-isolating; and, a range of pressures faced by schools in continuing to manage the pandemic, meant that area planning proposals could not be progressed as scheduled. The use of virtual methodologies has been utilised to support engagement and consultation with schools. However,

challenges remain in terms of resources to progress area planning priorities in a timely manner in light of increasing challenges in the delivery of the area planning process and implementation of project proposal outcomes. CCMS officers participate at all levels in the area planning structures, working alongside education sector colleagues. The CCMS multi-disciplinary locality teams support the prioritisation of schools facing challenges in the provision of education in line with Department of Education policies and priorities. Financial pressures also remain in relation to capital investment in schools and the update and maintenance of the schools' estate, with additional challenges as a result of the pandemic and Brexit on construction costs. CCMS officers work closely with the Department of Education and the Education Authority to support schools in relation to the maintenance of and investment in the schools' estate.

- Risk 003: Appropriate action is not taken to align resources (including CCMS staff resources) to ensure the delivery of agreed priorities and obligations.

The risk score has remained static during the 2021/22 period. An ongoing structural review process has seen CCMS move towards a more stable staffing model with the engagement of permanent contracted staff from professional disciplines. The induction of new staff has enabled a staffing model, based on a multi-disciplinary approach and this continues to work effectively. The stable staffing structures in place have continued to support the arrangements that were necessary in response to the COVID-19 pandemic. CCMS has also been able to utilise its human resources effectively in conjunction with digital technologies to fully support remote and home working where required.

See also the notes to Risk 7 below.

- Risk 004: The ineffective maintenance of, implementation of and compliance with the child protection and safeguarding framework in accordance with the Departmental 2017 publication "Safeguarding and Child Protection Guidance for Schools" to ensure the ongoing safety of children and pupils in Catholic Maintained Schools.

CCMS Education Advisers encourage all schools to complete annually the ETI Safeguarding Proforma as part of their self-evaluation process. They have supported schools where they sought to improve areas of safeguarding policy or practice. Refresher training for all staff on Safeguarding will be delivered as soon as conditions allow for larger group gatherings.

- Risk 005: There are ineffective arrangements for managing major incidents and/or emergencies.

CCMS has placed a strong emphasis on ensuring business continuity throughout the past 12 months. CCMS developed a revised staffing contingency model to accommodate any changes in lockdown and any longer-term requirement for maintaining social distancing and other measures in response to COVID-19. CCMS continues to support schools in managing the challenges of COVID-19 in respect of staffing and learning.

- Risk 006: Ineffective information management policies, procedures and systems, including remote working to protect CCMS information from either accidental loss or malicious activity.

CCMS continues to follow best practice and guidance. IT security is managed under the current IT Service Level Agreement with the EA. An Information Officer has corporate responsibility for developing organisational compliance with General Data Protection Regulation (GDPR), data usage, management and storage. GDPR training is provided for all new staff and new guidance is being developed to provide for the safe handling and storage of information and personal data whilst officers continue a blended approach to hybrid home /office working.

- Risk 007: Ineffective financial planning, monitoring of expenditure or resource constraints result in a balanced resource budget not being achieved by CCMS.

The advent of the pandemic has meant that budgets have had to be managed carefully to ensure that where appropriate, finances that could not be committed would be returned through the quarterly monitoring rounds. The FPC continues to scrutinise budget plans in order to ensure a balanced budget. The Council will continue to liaise closely with DE in its decision-making around staffing and service delivery.

Towards the end of the 2021/22 period, CCMS had to manage the unplanned loss of its Chief Finance Officer due to health reasons. This had the potential to adversely impact on the normal cycle of end of year reporting and the presentation of the annual accounts. Significant staff resource has had to be dedicated to the resolution and mitigation of this problem. The risk pressure increased during the final quarter of the period to reflect these challenges.

- Risk 008: CCMS support to schools to deal with the impact of COVID-19 is ineffective and fails to deliver on the Minister of Education's three strategic priorities:
  - Ensure continuity of learning for children and pupils;
  - Support vulnerable children and children of key/critical workers;
  - Ensure families do not experience hardship as a result of schools closing.

CCMS Officers have continued to support schools both through their substantive posts and in their role as COVID Link Officers and COLOs. They have advised schools on one year interim school development planning and associated action plans to meet the Minister of Education's three strategic priorities. Officers have responded to queries raised by individual schools in relation to COVID-19 Guidance issued by the Department of Education and the Education Authority, during both periods of lockdown and when schools reopened to all pupils.

CCMS Officers have contributed to a variety of Programme Boards focused on the Minister's three priorities, such as Engage II, and CQSD, having liaised with Principals in maintained Nursery, Primary and Post-Primary Schools.

- Risk 009: There are ineffective arrangements in place to manage the recommendations from the Independent Review of Education / Integrated Education



Bill and the significant impact on CCMS and its role in advocating and supporting Catholic maintained schools.

This is a new corporate risk added to the register during the 2021/22 year. This risk focuses on the potential recommendations which would emanate from the independent review of education which is due to report in late 2022/23. The risk also references the future outworkings of the Integrated Education Bill which was passed by the Northern Ireland Assembly in March 2022.

This risk assesses the consequences of what might be a future “single system of education” and the resulting impact that there may be on CCMS as an employing and managing authority and Catholic maintained schools themselves.

The actions being taken by CCMS include a closer collaboration with CSTS and other stakeholders connected to Catholic education in terms of building a strong consensus regarding the positive benefits that Catholic education continue to bring to Northern Ireland’s education system.

- Risk 10: There are ineffective arrangements in place to maintain business continuity when ensuring the timely renewal of the current office lease and/or a possible relocation of the CCMS business in Feb 2023.

This was previously an area of increasing risk throughout the 2020/21 period until the final arrangements were agreed to extend the lease of the premises in Lisburn for a two-year period up to February 2023. The risk had been removed from the risk register at the end of the last period but has now been re-introduced as CCMS is making preparations for the period beyond February 2023. This will include an assessment of the continuing impact of COVID-19 upon the requirement for a future office size and location (taking cognisance of the developments in remote and home working not only within CCMS, but across the wider public sector). Work has commenced in terms of the process to determine future accommodation requirements for CCMS post February 2023.

CCMS continues to adopt a cautious risk appetite, ensuring that internal controls in place are proportional to the risk. CCMS undertook a review of the Corporate Risk Management Strategy, including an alignment exercise with the DE strategy. COVID-19 continued to influence our approach to risk and continued to have an impact throughout the 2021/22 period.

## **INFORMATION RISK AND COMPLIANCE WITH GDPR**

During this last financial year there were no major data loss incidents. All data and information is managed by CCMS in accordance with a Service Level Agreement in place with EA. All servers are backed up on a daily basis and staff adhere to information management policies and procedures. Throughout the period of the pandemic, the majority of staff have worked from home. This continues to be managed via the safeguards and protocols under the Service Level Agreement and policies and procedures.

There are no major non-compliance issues to report. As part of the restructuring process a full review of all policies and processes has been initiated to ensure CCMS meets best practice guidance.

## **FRAUD RISK**

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

CCMS continues to participate in the National Fraud Initiative (NFI). During the most recent exercise for 2021/22 the Finance department uploaded the required information in October 2021 to the NFI. At the date of this report there had been no data matches of concern to this organisation.

During the course of the year, the Council's Audit & Risk Assurance and its Finance & Personnel Committees considered and approved a new Council Anti-Fraud Policy that is built on best practice models. Work has commenced and a new Fraud Response Plan that will underpin the Policy was approved by Council in April 2022.

## **WHISTLEBLOWING**

There were no disclosures made through the Whistleblowing policy during this financial period.

## **LAPSES OF SECURITY**

There were no lapses of security during this financial period.

## **HEALTH AND SAFETY**

It is a legal requirement that all places of work have a health and safety policy, which staff should be made aware of and adhere to. I am satisfied that the organisation has complied with all of its duties under health and safety legislation and that a fit-for-purpose health and safety policy is in place and reviewed regularly. Throughout the year provision was made to support staff working from home during the pandemic e.g., providing laptops, printers and office chairs. CCMS has also managed access to its headquarters in Lisburn to ensue all COVID regulations were followed.

## **THE CONTROL REGIME: REVIEW OF EFFECTIVENESS**

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of that system is informed by the work of the Chief Finance Officer, internal auditors and the executive managers who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and through other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Council, the Audit and Risk Assurance Committee [ARAC] and the

Risk Group and a plan to address weaknesses and ensure continuous improvement of the system is in place. The work of Council is underpinned by a system of committees, working groups and panels each supported by CCMS officers. Together they approve, monitor and evaluate the relevant aspects of the Corporate and Business Plans. Final approval in all areas does, however, remain with the Council and, thereafter, DE.

The ARAC Chairperson and I meet on a regular basis and I have continued to attend ARAC meetings as this is considered best practice. The ARAC Chairperson is a member of the CCMS Chairpersons' Committee and makes an annual report to the full Council each year on the work of the Committee. I am grateful to the Chairperson and members of the ARAC for their contributions to maintaining and supporting sound internal controls.

The Internal Audit Unit of the EA was commissioned to provide an Internal Audit service to CCMS. In the year 2021/22 it was contracted to carry out 18 days operational work. The work was carried out in accordance with an Internal Audit Strategy Plan prioritised according to risk assessments. The audit plan was agreed by the ARAC as part of an agreed two year audit strategy approved in November 2020. The internal audit report for 2021/22 identified two Priority 2 and thirteen Priority 3 recommendations. These have been accepted by management and arrangements are in train to implement the recommendations.

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

## **SIGNIFICANT INTERNAL CONTROL ISSUES**

CCMS has continued to rebalance and restructure in order to become more effective within the available financial envelope. Council has also sought to improve the procedures for effective governance of the Council and this work is expected to complete over the course of the next year.

The Council has become used to operating in a flexible and responsive manner to discharging its roles and responsibilities in an environment of structural uncertainty and budget reductions. The officer team, fully supported by the Council, has however, succeeded in delivering the CCMS Business Plan and increasing its profile within schools, particularly those experiencing significant challenges. The re-organised service delivery and the effectiveness of multi-disciplinary structures and working practices has supported CCMS to continue to deliver a high-quality service aimed at raising standards within Catholic maintained schools.

The most significant challenge facing CCMS throughout the period continued to relate to COVID-19. The onset of the pandemic in March 2020 led to major changes in how CCMS conducted its business. The majority of staff decanted from the headquarters in Lisburn to work remotely from home. A small staff presence has remained in situ throughout that period. This continued throughout the 2021/22 period. CCMS invested in mobile technology to support staff in working remotely, whilst procedures and protocols were revised to support the new arrangements and these have run smoothly. I want to acknowledge the support and dedication of staff and stakeholders for their patience and resolve in making this happen.

COVID-19 has impacted every aspect of our business, whether that be in how officers engage with and support schools to holding meetings and seminars remotely. Staff have adapted remarkably well to the “new ways of working” although I would add some caution to this in that senior officers and I are taking an active interest in the health and well-being of staff to monitor potential “burn-out”. I was pleased to support the roll-out of an effective Mindfulness Based Stress Reduction (MBSR) course for staff within CCMS. Feedback has indicated that staff found this training to be very helpful in managing stress levels and the training has subsequently been provided to CCMS principals across Northern Ireland. CCMS as an organisation has always valued its people who have a strong track record of going the extra mile in duty and service. Working practices have changed at a phenomenal pace over the past 12 to 24 months and it is important that robust welfare, well-being and support mechanisms are in place to mitigate any potential adverse impacts.

The Chief Finance Officer has been absent from CCMS due to a serious illness from the middle of January 2022. Arrangements are now in place with the appointment of a temporary accountant seconded from a reputable accountancy practice to support the organisation through the end of year process, the completion of the annual accounts process 2021/22 and the budgeting arrangements for 2022/23. The process has also commenced regarding the recruitment for a permanent replacement for the Chief Finance Officer post.

Looking forward, I anticipate the time when not only CCMS, but also society as a whole, will be able to move forward progressively, living with the impact of COVID-19, but not held back by the virus in how we go about our work and our daily lives.

CCMS operates at a time of highly significant change and challenge. The independent Review of Education and opportunities arising from other strategic discussions and reviews provides an opportunity for CCMS to articulate its voice and share its vision for the future education system in Northern Ireland. An education system that is both diverse, inclusive and values driven and which recognises and celebrates the achievements of all our children and young people and supports their aspirations to be the best that they can be in shaping the world in which they live and contributing to the Common Good. I am, however, confident that the Council members and officers regard change as an opportunity more than a challenge. It is with that optimism that we acknowledge but manage the risks to ensure that the services provided by CCMS will help our schools educate our children and young people to be prepared to contribute fully to society and the economy.

**Signature of Accounting Officer**



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**Gerard Campbell**

20th June 2022

**Date of Signature**

## **REMUNERATION AND STAFF REPORT**

### **REMUNERATION POLICY**

The remuneration of the Chief Executive is set by the Chairpersons' Committee and approved by DE.

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

The current Members of the Chairpersons' Committee are:

The Most Reverend Donal McKeown	Chair of Council
Mrs Pat Carville OBE	Vice-Chair of Council
Rev Aidan Mullan PP	Chair of EPC (until September 2021)
Mr Tony McCusker	Chair of FPC
Dame Geraldine Keegan DBE	Chair of ECC
Mrs Anne Scott	Chair of ARAC

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

### **SERVICE CONTRACTS**

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

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

## REMUNERATION AND PENSION ENTITLEMENTS (AUDITED)

Single total figure of remuneration								
Officers	Salary Including Performance Related Pay (PRP) £'000		PRP up to 2020/21 £'000		Pension Benefits ** to the nearest £1,000		Total (£'000)	
	2021 - 2022	2020 - 2021	2021 - 2022	2020-2021	2021-2022	2020-2021	2021 – 2022	2020–2021
<b>Gerard Campbell</b> Chief Executive	75-80	75 - 80	0 - 5	0 - 5	22	26	100-105	100 -105
<b>Majella Corrigan</b> Director of Planning and School Provision	60-65	60 - 65	0 - 5	0 - 5	30	27	95-100	90 - 95
<b>*Gillian McGrath</b> Director of Education	0	50-55 (60-65)	0	0 - 5	0	0	0	50 - 55
<b>Eugene O'Neill</b> Director of Workforce Planning and Governance	60-65	60 - 65	0 - 5	0 - 5	14	33	80-85	95 - 100
<b>*** Michael Keenan</b> Director of Education	25-30	0	0 - 5	0	0	0	30 - 35	0

\* Gillian McGrath left the pension scheme on 31 December 2019, therefore a pro rata has been applied to the real increase figure for 19/20, and she resigned as a director on 31 January 2021

\*\* 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 increase due to inflation and any increase or decrease due to a transfer of pension rights.

\*\*\* Michael Keenan joined CCMS on 25 October 2021 and is not in a pension scheme.

## **SALARY**

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

## **PERFORMANCE RELATED PAY (PRP)**

Details of PRP payments accrued in 2021/2022 for each senior post holder are provided in the table above. These PRP accruals are for the 2020/21 financial year and refer to performances during the period 2020/21. No actual payments are made until approval has been received from the Department of Finance (DoF) through a pay remit process. PRP is not a bonus but assists progression up the pay scale for the individual as determined by their performance.

## **BONUSES**

Bonuses are not currently paid to CCMS directors.

## **BENEFITS IN KIND**

There were no benefits in kind paid during the period

## **FAIR PAY DISCLOSURE**

### **PAY RATIOS**

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

The banded remuneration of the highest paid director in CCMS in the financial year 2021/2022 was £75 - 80k. (2020/2021, £75 - £80k) This was 2.17 (2020/2021 2.28) the median remuneration of the workforce, which was £35,745 (2020/2021, £33,782). Salary ranges were based upon NJC scale points 1 to 56. The relationship between the mid-point of this band and the remuneration of the organisation's workforce is disclosed below.

<b>2021/22</b>	<b>25<sup>th</sup> Percentile</b>	<b>Median</b>	<b>75<sup>th</sup> Percentile</b>
<b>Total Remuneration (£)</b>	25,927	36,371	47,665
<b>Pay Ratio</b>	2.99%	2.13%	1.63%

The 2021/22 Financial year is the first year disclosures in respect of the 25<sup>th</sup> Percentile pay ratio and 75<sup>th</sup> Percentile pay ratio are required and the 2021/22 Financial Reporting Manual does not require comparative figures to be disclosed for 2020/21.



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

For 2021/22 the 25<sup>th</sup> percentile, median and 75<sup>th</sup> percentile remuneration values consisted solely of salary payments.

In 2021/22, 0 (2020/21, 0) employees received remuneration in excess of the highest paid director.

Remuneration ranged from £18,000 to £78,000 (2020/21 £18,000 to £77,000)

## PERCENTAGE CHANGE IN REMUNERATION

Reporting bodies are also required to disclose the percentage range from the previous financial years in the:

- (a) Salary and Allowance; and
- (b) Performance Pay and Bonuses.

of the highest paid Director and of their employees as a whole.

The percentage changes in respect of CCMS are shown in the following table. It should be noted that the calculation for the highest paid Director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage Change for	2021/22 V 2020/21
Average employee salary and allowance	8.84%
Highest paid Director's Salary and allowances	0.5%
Average Employee Performance Pay and Bonuses	1.0%
Highest paid Director's Performance Pay and Bonuses	0.8%

## PENSIONS OF SENIOR MANAGEMENT (AUDITED)

Officer	Accrued Pension at pension age as at 31/3/22 and related lump sum (£'000)	Real Increase in pension and related lump sum at pension age (£'000)	CETV at 31/03/22 (£'000)	CETV at 31/03/21 (£'000)	Real increase in CETV (£'000)
<b>Gerard Campbell</b> Chief Executive	5 - 10 Plus Lump Sum of 0	0 - 2.5 Plus Lump Sum of 0	91	69	13
<b>Eugene O'Neill</b> Director of Workforce Planning & Governance	30 - 35 Plus Lump Sum of 45 - 50	0 - 2.5 Plus Lump Sum of 0 - 2.5	622	576	22
<b>Majella Corrigan</b> Director of Planning and School Provision	20 - 25 Plus Lump Sum of 40 - 45	0 - 2.5 Plus Lump Sum of 0 - 2.5	361	331	30

## CASH EQUIVALENT TRANSFER VALUES

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with the Occupational Pension Schemes (Transfer Values) and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when Pension Benefits are taken.

## REAL INCREASE IN CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, [the CPI increase for September 2021 was 3.1%] contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors

for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer

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

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

## **NORTHERN IRELAND LOCAL GOVERNMENT SUPERANNUATION SCHEME (NILGOSC)**

Pension Benefits are provided through and administered by the Northern Ireland Local Government Superannuation Scheme (NILGOSC). Employee contributions for 2021/22 are variable, depending on salary, ranging from 5.5% to 8.5% of pensionable earnings. As part of the March 2019 fund valuation the actuary certified the employer's contribution rates at 19.5% of the employee's pensionable pay. Benefits accrue at the rate of 1/49<sup>th</sup> of pensionable salary for each year of service. In addition, members can choose to commute some of their pension to provide a tax free lump sum of up to 25% of the capital value of their pension assets.

### **Northern Ireland Teachers' Pension Scheme**

The Teachers Superannuation Scheme is an unfunded, defined benefit scheme to which teachers and their employers contribute. Employee contributions for 2021/22 are variable, depending on salary, ranging from 10.2% to 11.3% of pensionable earnings. The GAD completed the valuation of the scheme as at 31 March 2016 which resulted in an increase in the employer contribution rate in April 2019 from 17.7% to 25.1% of the employee's pensionable salary. The Department determines the contribution rates for employees after a consultation exercise. The contribution partially fund payments made by the scheme, the balance of funding being provided by the Northern Ireland Assembly through the annual Supply Estimates process. Benefits accrue to new entrants (from 1 April 2007) at the rate of 1/60<sup>th</sup> of pensionable salary for each year of service. In addition, members can choose to commute some of their pension to provide a tax free lump sum of up to 25% of the 'fund value' after commutation.

## STAFF REPORT

A breakdown of staff costs can be found in the table below. This section provides details of the Remuneration and Pension interests of Senior Management. It also details the staff costs for all employees.

	Permanently Employed staff	Others	2021/22 £	2020/21 £
<b>STAFF COSTS [Audited]</b>				
STAFF COSTS COMPRISE				
Wages and Salaries	2,177,053	0	2,177,053	2,121,863
Social Security Costs	229,563	0	229,563	226,138
Other Pension Costs	951,686	0	951,686	728,121
Agency Staff Costs	25,751	0	25,751	3,696
<b>Sub Total</b>	<b>3,384,053</b>	<b>0</b>	<b>3,384,053</b>	<b>3,079,818</b>
Less recoveries in respect of outward secondments	(0)	(0)	(0)	(6,651)
<b>Total Net Costs</b>	<b>3,384,053</b>	<b>0</b>	<b>3,384,053</b>	<b>3,073,167</b>

A breakdown of the average number of persons employed into permanent staff and others can be found below.

### AVERAGE NUMBER OF PERSONS EMPLOYED (Audited)

Average Number of whole time equivalent persons employed during the period was as follows:

Activity	Permanently Employed Staff	Others	2021-22 Total	2020-21 Total
Management/Administration	63	0	63	60
Agency Staff	0	0	0	0
<b>Total</b>	<b>63</b>	<b>0</b>	<b>63</b>	<b>60</b>

<b>Staff Composition by gender</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
The number of persons of each sex who were Directors and Employees was:	2021/2022			2020/2021		
Director	3	1	4	2	1	3
Management	9	19	28	8	18	26
Administration Staff	5	26	31	5	26	31
Manual Staff	0	0	0	0	0	0
Agency Staff	0	0	0	0	0	0
	<b>17</b>	<b>46</b>	<b>63</b>	<b>15</b>	<b>45</b>	<b>60</b>

## CCMS Staff Absence

	<b>2020/21</b>	<b>2021/22</b>
Total working days	14,793	14,898
Number of days absence due to illness	228	622.5
Average number of days absence per employee	4.04	9.43
Percentage of working days lost due to illness	1.54%*	4.18%

On an examination of the 2021/22 figures, there were eight staff members absent on long term illness. Excluding these individuals, the percentage of working days lost to illness would be 0.57%

## Staff Engagement

Throughout the 2021/22 year, CCMS continued to manage its response to COVID-19 based on the latest NI Executive guidance and in line with medical and scientific advice.

Senior management maintained open and effective communication and engagement with staff as working patterns changed and evolved. To keep in touch, the Chief Executive provided all staff with regular written updates, staff continued to use the staff group chat and, the various members of the SLT hosted regular planned remote access meetings within their Directorates. Staff even found a way to celebrate Christmas together using technology.

Towards the end of the period, an in-depth survey was launched to ascertain staff views on potential hybrid working arrangements and future office accommodation requirements.

## Staff Policies and Other Employee Matters 2021/22

CCMS applied a number of staff policies throughout the 2021/22 year:

1. We continued to operate Flexible Working including Family Friendly Working Practices;
2. We refined our approaches to support working from home;

3. We applied our Attendance Management, Occupational Health Referral and Return to Work procedures;
4. Recruitment and Selection Procedures to recruit from outside the organisation;
5. We updated our registers of Interests and conflicts and Gifts and hospitality;
6. We continued to review our staffing Contingency Plan to incorporate our response to COVID-19.

Implicit in all of the above policies is the duty to consider the needs of disabled people and to reflect these into our workplace and to support this we engaged with other agencies to fully review our Disability Action Plan. Similarly, CCMS is pro-active in its strategies to reflect a fair and balanced workforce.

CCMS considers its relationship with the recognised Trade Union (NIPSA) to be both positive and constructive. There is a two way communication that is open and transparent.

### **Staff Turnover**

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

	<b>April 2021 to March 2022</b>		<b>April 2020 to March 2021</b>	
	Number of leavers	% of headcount	Number of leavers	% of headcount
<b>Grand total</b>	6	9%	4	7%

### **Expenditure on Consultancy**

There was no expenditure on consultancy during the 2021/22 financial year (2020/21: nil).

### **Off-Payroll Engagements**

There were no 'off-payroll' engagements in place during the 2021/22 financial year (2020/21: nil).

### **Exit Packages (Audited)**

During 2021/22 there were no exit packages paid.

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

## AUDITED COUNCIL MEMBERS' AND CHAIRPERSON'S EMOLUMENTS

The total emoluments of the Council Members were:

		2021/22 £	2020/21 £
Chairperson	Attendance Fees Taxable Benefits	4,878 0	4,878 0
Vice-Chair	Attendance Fees Taxable Benefits	0 0	0 0
Other Council Members	Attendance Fees Taxable Benefits	6,256 3,376	5,082 1,661
<b>Totals</b>		<b>14,510</b>	<b>11,621</b>

### Note:

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

Attendance rates are paid as follows:

<u>Period</u>	<u>Attendance Allowance</u> <u>Payable in any period of 24</u> <u>hrs</u>	<u>Financial Loss Allowance</u> <u>Payable in any period of 24</u> <u>hrs</u>
Up to and including 4 hours	£22.00	£27.65
More than 4 hours	£30.39	£55.31

Mileage rates are paid @ £0.45 per mile.

## **ASSEMBLY ACCOUNTABILITY DISCLOSURES**

### Regularity of expenditure (Audited Information)

#### **i. Losses and special payments (Audited)**

There were no losses for the period.

#### Special Payments

There were no special payments for the period.

#### Other Notes

There were no gifts or other significant payments

#### **ii. Fees and Charges (Audited)**

There was no income from fees and charges incurred for the period.

#### **iii. Remote Contingent Liabilities (Audited)**

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



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

20th June 2022

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**Date**



## **COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS**

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

#### **Opinion on financial statements**

I certify that I have audited the financial statements of the Council for Catholic Maintained Schools for the year ended 31 March 2022 under Schedule 8 of the Education Reform (Northern Ireland) Order 1989. The financial statements comprise: the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of the Council for Catholic Maintained Schools' affairs as at 31 March 2022 and of the Council for Catholic Maintained Schools' net expenditure for the year then ended; and
- have been properly prepared in accordance with Schedule 8 of the Education Reform (Northern Ireland) Order 1989 and the Department of Education directions issued thereunder.

#### **Opinion on regularity**

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

#### **Basis for opinions**

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of the Council for Catholic Maintained Schools in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

## **Conclusions relating to going concern**

In auditing the financial statements, I have concluded that the Council for Catholic Maintained Schools' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

The going concern basis of accounting for the Council for Catholic Maintained Schools is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Council and the Accounting Officer with respect to going concern are described in the relevant sections of this report.

## **Other Information**

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

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## **Opinion on other matters**

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

- the parts of the Accountability Report to be audited have been properly prepared in accordance with the Department of Education's directions made under Schedule 8 of the Education Reform (Northern Ireland) Order 1989; and
- the information given in the Performance Report, the Performance Analysis or the 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**

In the light of the knowledge and understanding of the Council for Catholic Maintained Schools and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report, the Performance Analysis or the Accountability Report. I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

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

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Council and the Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- assessing the Council for Catholic Maintained Schools' ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Council for Catholic Maintained Schools will not continue to be provided in the future.

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

My responsibility is to audit, certify and report on the financial statements in accordance with the Schedule 8 of the Education Reform (Northern Ireland) Order 1989.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to the Council for Catholic Maintained Schools through discussion with management and
- application of extensive public sector accountability knowledge. The key laws and regulations I considered included Schedule 8 of the Education Reform (Northern Ireland) Order 1989;
- making enquires of management and those charged with governance on the Council for Catholic Maintained Schools' compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of the Council for Catholic Maintained Schools' financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the following areas: management override of controls relating to the posting of unusual journals and the use of estimates in the financial statements;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading Council and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate;
- addressing the risk of fraud as a result of management override of controls by:
  - performing analytical procedures to identify unusual or unexpected relationships or movements;
  - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
  - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
  - investigating significant or unusual transactions made outside of the normal course of business.

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

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

### **Report**

I have no observations to make on these financial statements.

A handwritten signature in black ink, appearing to read 'K J Donnelly', with a stylized flourish at the end.

**KJ Donnelly  
Comptroller and Auditor General  
Northern Ireland Audit Office  
1 Bradford Court  
Upper Galwally  
Belfast  
BT8 6RB**

**27 June 2022**

# FINANCIAL STATEMENTS

## COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

### STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2022

		2021/22	2020/21
	Note	£	£
<b>Expenditure</b>			
Staff Costs	2	3,384,053	3,073,167
Other Operating Expenditure	3	831,526	761,109
Depreciation	4 / 5	34,079	56,611
Provision Expense	9	0	0
<b>Total Expenditure</b>		<b>4,249,658</b>	<b>3,890,887</b>
<b>Net Expenditure before financing</b>		4,249,658	3,890,887
Net Return on Pension Finance	2	117,000	118,000
<b>Net Expenditure after Financing</b>		<b>4,366,658</b>	<b>4,008,887</b>
<b>Other Comprehensive Expenditure</b>			
Actuarial (gain)/loss in respect of pension liability	2	2,458,000	(2,000)
Net loss on revaluation of Property Plant and Equipment		0	0
Net loss on revaluation of Intangibles		0	0
<b>Total Comprehensive Expenditure for the year ended 31 March 2022</b>		<b>1,908,658</b>	<b>4,006,887</b>

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

The notes on pages 87- 105 form part of these Financial Statements.

# COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

## STATEMENT OF FINANCIAL POSITION

As at 31 March 2022

	Note	2021/22 £	2020/21 restated £
<b>Non-current assets:</b>			
Property, plant and equipment	4	37,482	33,452
Intangible Assets	5	2,768	894
		<u>40,250</u>	<u>34,346</u>
<b>Current assets:</b>			
Trade and other receivables	6	41,599	19,371
Cash and cash equivalents	7	219,913	276,226
<b>Total current assets</b>		<u>261,512</u>	<u>295,597</u>
<b>Total Assets</b>		<u><b>301,762</b></u>	<u><b>329,943</b></u>
<b>Current liabilities:</b>			
Trade and other payables	8	(285,874)	(397,397)
Provisions	9	0	0
<b>Total current liabilities</b>		<u>(285,874)</u>	<u>(397,397)</u>
<b>Non-current assets plus/less net current assets /liabilities</b>		<u>15,888</u>	<u>(67,454)</u>
<b>Non-current liabilities</b>			
Pension Liabilities	2	(3,942,000)	(5,740,000)
Provisions	9	0	0
<b>Total non-current liabilities</b>		<u>(3,942,000)</u>	<u>(5,740,000)</u>
<b>Assets less liabilities</b>		<u><b>(3,926,112)</b></u>	<u><b>(5,807,454)</b></u>
<b>Taxpayers' Equity</b>			
General Reserve		(3,926,112)	(5,807,454)
		<u><b>(3,926,112)</b></u>	<u><b>(5,807,454)</b></u>

The Financial Statements on pages 82 - 99 were approved on 15 June 2022 on behalf of the Council by

  
Chairperson, Bishop Donal McKeown

  
Date

  
Chief Executive, Gerard Campbell

20th June 2022  
Date

Date

The notes on pages 87 - 105 form part of these Financial Statements.

# COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

		2021/22	2020/21
	Note		
<b>Cash flows from operating activities</b>			
Net expenditure after financing		(4,366,658)	(4,008,887)
<u>Adjusted for:</u>			
Depreciation	4/5	34,079	56,611
Pension Costs	2	660,000	437,000
Provision Expense	9	0	0
(Increase)/Decrease in Trade and other receivables	6	(22,228)	(14,956)
Increase/(Decrease) in Trade and other payables	8	(111,523)	168,756
<b>Net cash outflow from operating activities</b>		<b>(3,806,330)</b>	<b>(3,361,476)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	4	(35,832)	(39,919)
Purchase of intangible assets	5	(4,152)	12
<b>Net cash outflow from investing activities</b>		<b>(39,983)</b>	<b>(39,907)</b>
<b>Cash flows from financing activities</b>			
Recurrent grants received		3,750,000	3,509,093
Capital grants received		40,000	39,907
<b>Net financing</b>		<b>3,790,000</b>	<b>3,549,000</b>
<b>Net increase/(decrease) in cash and cash equivalents in the year</b>		<b>-56,313</b>	<b>147,617</b>
<b>Cash and cash equivalents at 01 April 2021</b>		<b>276,226</b>	<b>128,609</b>
<b>Cash and cash equivalents at 31 March 2022</b>		<b>219,913</b>	<b>276,226</b>

The notes on pages 87 - 105 form part of these Financial Statements.



# COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

## STATEMENT OF CHANGES IN TAXPAYERS' EQUITY

### FOR THE YEAR ENDED 31 MARCH 2022

	2021/22 General Reserve £	2020/21 General Reserve £	2019/20 General Reserve £
<b>Balance at 1 April 2021</b>	(5,807,454)	(5,361,447)	(5,890,766)
<b>Changes in Reserves:</b>			
Net expenditure cost	(4,366,658)	(4,008,887)	(4,202,681)
Actuarial Gain/ (loss) in respect of pension liability	2,458,000	2,000	890,000
Recurrent funding from Sponsoring Department	3,750,000	3,509,093	3,819,809
Capital funding from Sponsoring Department	40,000	39,907	22,191
Restatement of Reserves	0	11,880	0
<b>Balance at 31 March 2022</b>	<b>(3,926,112)</b>	<b>(5,807,454)</b>	<b>(5,361,447)</b>

The restatement of reserves relates to reversal of an accrual made in 2017 for which an invoice was never received, therefore the balance at 31 March 2021 has been restated.

The notes on pages 87 - 105 form part of these Financial Statements.

## 1. NOTES TO THE FINANCIAL STATEMENTS

### Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2020/21 Government Financial Reporting Manual (FReM) issued by Treasury as directed by the Department of Finance. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where FReM permits a choice of accounting policy, the accounting policy which is judged to be the most appropriate to the particular circumstances of CCMS for the purpose of giving a true and fair view has been selected. The particular policies adopted by CCMS are described below. They have been applied consistently in dealing with items that are considered material to the accounts. Management has reviewed new accounting standards that have been issued but are not yet effective, nor adopted for these accounts. Management considers that these are unlikely to have a significant impact on the accounts in the period of initial application.

#### (a) *Accounting Convention*

The financial statements have been prepared in accordance with the historical cost convention. We have used the historical cost convention without modification on the basis that the revaluation of assets is not considered material to the accounts.

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

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

#### (c) *Property Plant and Equipment*

Property, plant and equipment assets comprise land, buildings, vehicles, Information Technology, plant and machinery, payments on account and assets under construction.

An item of property, plant and equipment is capitalised if:

- it is held for use in delivering services or for administrative purposes;
  - it is probable that future economic benefits will flow to the organisation;
  - it is expected to be used for more than one financial year;
  - the cost of the item can be measured reliably;
  - the item is computer equipment and has a cost of at least £200;
  - the item is other than computer equipment and has a cost of at least £1,000;
- and

- the item is part of the initial furniture and equipment supplied to make a new or refurbished facility fully operational.

On initial recognition, items of property, plant and equipment are measured at cost including any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. 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.

(d) *Depreciation*

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

All assets are depreciated on a straight line basis over their expected useful lives. A full month's depreciation is charged in the period of acquisition/commissioning and no depreciation charged in the month of disposal.

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

<b>Asset Class</b>	<b>Asset Sub-class</b>	<b>Asset Life</b>
Buildings – Capital Works	Leasehold Improvements	Life of Lease
Computers	Hardware & Software	3 years
Plant & Equipment	General and Other	10 years
	Reprographics	7 years

(e) *Intangible Assets*

Intangible assets comprise software and software licences.

Intangible assets are non-financial non-current assets that do not have physical substance but are identifiable and are controlled by the Council for Catholic Maintained Schools through custody or legal rights.

An intangible is capitalised if:

- it is held for use in delivering services or for administrative purposes;
- it is probable that future economic benefits will flow to the organisation;
- 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 a cost of at least £1,000.

On initial recognition, intangible assets are measured at cost. Subsequently, they are carried at fair value which is estimated by restating the value annually by reference to appropriate indices.

(f) *Amortisation*

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

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

<b>Asset Class</b>	<b>Asset Sub-Class</b>	<b>Asset Life</b>
Intangible Assets	Software Licences	3 years

(g) *Pensions*

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

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

The difference between the fair value of the assets held in CCMS' defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using

the projected unit method are recognised in CCMS' Statement of Financial Position as a pension scheme asset or liability as appropriate.

In accordance with IAS 19 'Retirement Benefits', the in-year movement in the defined benefit pension scheme asset or liability arising from facts other than cash contribution by CCMS are charged to the Statement of Comprehensive Net Expenditure or the Statement of Changes in Taxpayers' Equity.

The Northern Ireland Teachers' Pension Scheme (NITPS) is a contracted out, unfunded, defined benefit pay-as-you-go occupational pension scheme operated by the Department of Education on behalf of the members. There are currently four members of staff (including one director) who are members of this scheme and do not participate in the funded pension scheme operated by NILGOSC.

*(h) Provisions*

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

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

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

*(i) Employee Benefits*

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

*(j) Operating Leases*

Operating lease rentals are charged to the Statement of Comprehensive Net Expenditure in equal annual amounts over the lease term.

*(k) Cash & Cash Equivalents*

Cash and cash equivalents include cash-in-hand and banks.

(l) VAT

The activities of CCMS are outside the scope of VAT.

(m) *Going Concern*

The Statement of Financial Position shows a net liability as at 31 March 2021. The bulk of this is accounted for by the Pension Liability. The remainder is due to timing differences between accruals made and the drawdown from the Department of matching income which is not recognised in the current year as a result of the accounting requirements under FReM.

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

CCMS has been able to continue as a going concern in the midst of the COVID-19 pandemic. The following bullet points detail the impact, if any, against the relevant International Accounting Standards:

- IAS1 Presentation of Financial Statements – going concern – no impact
- IAS2 Inventories – N/A
- IAS 7 Statement of cash flows – no impact
- IAS 8 Accounting policies, Changes in Accounting Estimates, and Errors – no impact
- IAS 10 Events after the reporting period – [adjusting and non-adjusting events] – no impact
- IAS 16 PPE – no impact
- IAS 20 Accounting for government grants – no impact
- IAS 21 Effects of Changes in Foreign Exchange Rates – N/A
- IAS 36 Impairment of Assets – N/A
- IAS 37 Provisions, Contingent liabilities and Contingent – no impact
- IFRS 7 and IFRS 9 Financial instruments/Disclosure – N/A
- IFRS 13 Fair Value Measurement – N/A
- IFRS 15 Revenue from Contracts with Customers – N/A
- IFRS 16 Leases replaces IAS17 Leases and is effective with EU adoption from 1 January 2019. In line with the requirement of the FReM, IFRS 16 will

be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2022

- IFRS 17 Insurance Contracts will replace IFRS 4 Insurance Contracts and is effective for accounting periods beginning on or after 1 January 2023. In line with the requirements of the FReM, IFRS 17 will be implemented, as interpreted and adapted for the public sector, with effect from 1 April 2023

	2021/22	2020/21
	£	£
<b>2. STAFF COSTS</b>		
<b>(a) STAFF COSTS COMPRISE</b>		
Wages and Salaries	2,177,053	2,121,863
Voluntary Exit Scheme	0	0
Social Security Costs	229,563	226,138
Other Pension Costs	951,686	728,121
Agency Staff Costs	25,751	3,696
<b>SUB TOTAL</b>	3,384,053	3,079,818
Less recoveries in respect of outward secondments	0	(6,651)
<b>TOTAL NET COSTS</b>	<b>3,384,053</b>	<b>3,073,167</b>

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



## **(b) PENSIONS**

### *Defined Benefit Scheme*

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

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

The LGPS is a funded defined benefit plan with benefits earned up to 31 March 2015 being linked to final salary. Benefits after 31 March 2015 are based on a Career Average Revalued Earnings scheme. Details of the benefits earned over the period covered by this disclosure are set out in 'LGPS Regulations (Northern Ireland) 2014' (as amended) and 'the LGPS (Transitional Provisions, Savings and Amendment) Regulations (Northern Ireland) 2014' (as amended).

The funded nature of the LGPS requires participating employers and their employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS Regulations (Northern Ireland) 2014 and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31 March 2019 and the contributions to be paid until 31 March 2023 resulting from that valuation are set out in the funds rates and adjustment certificate.

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

The assets allocated to the Employer in the Fund are notional and are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return over the accounting period. The Fund holds a significant proportion of its assets in liquid investments. As a consequence there will be no significant restriction on realising assets if a large payment is required to be paid from the Fund in relation to an employer's liabilities. The assets are invested in a diversified spread of investments and the approximate split of assets for the Fund as a whole (based on data supplied by the Administering Authority) is shown in the disclosures.

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

The liabilities used for accounting purposes are calculated using a discount rate set with reference to corporate bond yields at the accounting date. If assets underperform this yield

this will create a deficit in the accounts. The Fund holds a significant proportion of growth assets which, while expected to outperform corporate bonds in the long term, creates volatility and risk in the short term in relation to the accounting figures.

A decrease in corporate bond yields will increase the value placed on the liabilities for accounting purposes although this will be marginally offset by the increase in the assets as a result. (to the extent the Fund invests in corporate bonds)

The majority of the pension liabilities are linked to either pay or price inflation. Higher inflation expectations will lead to a higher liability value. The assets are not perfectly correlated with inflation meaning that an increase in inflation will increase the deficit.

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

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

The Actuaries had previously made an allowance for the impact of the Mc Cloud judgement and the cost management exercise on the projected current service cost. The Mc Cloud underpin liability was reflected as a past service cost in the previous year up to 31 March 2020 in the results shown below. The current service cost includes an allowance for an accruing Mc Cloud underpin liability over the full accounting period.

The major assumptions used by the actuary were:

	<b><i>At 31 March</i></b>	<b><i>At 31 March</i></b>
	<b><i>2022</i></b>	<b><i>2021</i></b>
Rate of increase in salaries	4.60%	4.20%
Rate of increase in pensions	3.10%	2.70%
Discount rate	2.80%	2.10%
CPI assumption	3.10%	2.70%
Pension Accounts Revaluation Rate	3.10%	2.70%

<b>Assets (Employer)</b>	<b>Assets at 31 Mar 2022 £(000)</b>	<b>Assets at 31 Mar 2021 £(000)</b>
Equities	10,290	11,484
Bonds	6,564	8,854
Property	2,763	2,207
Cash	2,458	2,257
Multi Asset Credit	<u>3,270</u>	<u>0</u>
<b>Total</b>	<b><u>25,345</u></b>	<b><u>24,802</u></b>

<b>Net Pension Asset /(Liability)</b>	<b>31 Mar 2022 p.a.</b>	<b>31 Mar 2021 p.a.</b>
Estimated Employer Assets (A)	<b><u>25,345</u></b>	<b><u>24,802</u></b>
Present Value of Scheme Liabilities	(29,287)	(30,542)
Present Value of Unfunded Liabilities	0	0
Total Value of Liabilities (B)	<b><u>(29,287)</u></b>	<b><u>(30,542)</u></b>
Net Pension Asset/(Liability) (A-B)	<b><u>(3,942)</u></b>	<b><u>(5,740)</u></b>
Provision	<u>0</u>	<u>(0)</u>
	<b><u>(3,942)</u></b>	<b><u>(5,740)</u></b>

## REVENUE ACCOUNTS

<b>Amount Charged to SoCNE</b>	<b>Year to 31 March 2022 £(000)</b>	<b>Year to 31 March 2021 £(000)</b>
Current Service Cost	876	641
Past Service Cost	0	13
Curtailment and Settlements	0	0
Decrease in irrecoverable Surplus	0	0
Other Superannuation	0	0
<b>Total Operating Charge (A)</b>	<b><u>876</u></b>	<b><u>654</u></b>

<b>Net Return on Pension Finance (credited to finance costs in SoCNE)</b>	<b>Year to 31 March 2022 £(000)</b>	<b>Year to 31 March 20201 £(000)</b>
Expected Return on Employer Assets	516	463
Interest on Pension Scheme Liabilities	(633)	(581)
<b>Net Return (B)</b>	<b><u>(117)</u></b>	<b><u>(118)</u></b>
<b>Net Revenue Account Cost (A) – (B)</b>	<b><u>993</u></b>	<b><u>772</u></b>

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

	Year to 31 Mar 2022 £(000)	Year to 31 Mar 2021 £(000)
Actual Return Less Expected Return on Pension Scheme Assets	(473)	(4,451)
Actuarial Losses/(Gains) due to changes in financial assumptions	(1,782)	4,738
Actuarial Losses/(Gains) due to liability experience	93	(289)
Actuarial losses/(Gains) due to changes in demographic assumptions	<u>(296)</u>	<u>0</u>
Actuarial (Loss)/Gain in Pension Plan	<u>2,458</u>	<u>(2)</u>
Actuarial (Loss)/Gain Recognised in SOCNE	<u>2,458</u>	<u>(2)</u>

## MOVEMENT IN DEFICIT DURING THE YEAR

	Year to 31 Mar 2022 £(000)	Year to 31 Mar 2021 £(000)
<b>(Deficit) at Beginning of the Year</b>	<b>(5,740)</b>	<b>(5,305)</b>
Operating Cost	(876)	(654)
Employer Contributions	333	335
Net return on assets – financing costs	(117)	(118)
Actuarial (loss)/gains	<u>2,458</u>	<u>2</u>
<b>(Deficit) at end of year</b>	<b><u>(3,942)</u></b>	<b><u>(5,740)</u></b>

## HISTORY OF GAINS AND LOSSES

Amounts for the current and previous accounting periods

	Year to 31 Mar 22	Year to 31 Mar 21	Year to 31 Mar 20	Year to 31 Mar 19	Year to 31 Mar 18
Fair value of Employer Assets	25,345	24,802	20,338	22,189	20,684
Present value of defined Benefit Obligators	<b>(29,287)</b>	<b>(30,542)</b>	<b>(25,643)</b>	<b>(27,894)</b>	<b>(26,112)</b>
Pension Liability/Provision	(3,942)	(5,740)	(5,305)	(5,705)	(5,428)
Experience (Losses)/Gains on Assets	473	4,451	(2,059)	957	517
Experience results on Liabilities	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Actuarial (Losses)/Gains on Assets	473	4,451	(2,059)	957	517
Actuarial Gains/(losses) on Liabilities	1,985	(4,449)	2,949	(355)	(96)
Actuarial gains/(losses) recognised in SoCNE	<b>2,458</b>	<b>(2)</b>	<b>(890)</b>	<b>602</b>	<b>421</b>

## SENSITIVITY ANALYSIS

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

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

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

The sensitivity of the principal assumptions used to measure the scheme liabilities as at 31 March 2022 are set out below:

### Discount rate assumption

Adjustment to discount rate	<b>+0.1% p.a.</b>	<b>Base Figure</b>	<b>-0.1% p.a.</b>
Present value of total obligation £(000)	28,760	29,287	29,814
% change in present value of total obligation	(1.8%)		1.8%
Projected service cost £(000)	799	825	851
Approximate % change in projected service cost	(3.2%)		3.2%

### Rate of general increase in salaries

Adjustment to salary increase rate	<b>+0.1% p.a.</b>	<b>Base Figure</b>	<b>-0.1% p.a.</b>
Present value of total obligation £(000)	29,346	29,287	29,228
% change in present value of total obligation	0.2%		(0.2%)
Projected service cost £(000)	825	825	825
Approximate % change in projected service cost	0.0%		(0.0%)

### Rate of increase to pensions in payment and deferred pensions assumption

Adjustment to Pension Increase Rate	<b>+0.1% p.a.</b>	<b>Base Figure</b>	<b>-0.1% p.a.</b>
Present value of total obligation £(000)	29,726	29,287	28,848
% change in present value of total obligation	1.5%		(1.5%)
Projected service cost £(000)	851	825	799
Approximate % change in projected service cost	3.2%		(3.2%)

### Post retirement mortality assumption

Adjustment to mortality age rating assumption	-1 year	Base Figure	+1 year
Present value of total obligation £(000)	30,312	29,287	28,262
% change in present value of total obligation	3.5%		(3.5%)
Projected service cost £(000)	859	825	792
Approximate % change in projected service cost	4.1%		(4.0%)

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

### Comment on Mortality Assumptions

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

	Males	Females
Post retirement mortality (retirement in normal health)	21.8 years	25.0 years
Future pensioners	23.2 years	26.4 years

<b>3. OTHER OPERATING EXPENDITURE</b>	<b>2021/22 £</b>	<b>2020/21 £</b>
Professional and legal Services	265,132	292,995
Rent and Rates	202,144	169,000
Computer Support	71,418	77,062
Travel & Subsistence	43,571	26,954
Repairs and Maintenance – Buildings/Grounds	24,073	18,006
Cleaning	23,991	22,457
Conferences, Room Hire & Training	22,313	14,045
Printing and Stationery	21,790	18,301
Assessors' Fees	19,704	4,417
Heating and Lighting	19,474	14,291
Miscellaneous Expenses	17,235	13,730
Attendance Allowance	13,328	9,961
External Audit Fees	13,098	14,010
Recruitment and Advertising	10,334	15,597
Telephones	10,264	8,389
Travel and Subsistence (Non Staff)	9,663	2,778
Internal Audit Fees	8,100	8,100
Postage	8,000	296
Hospitality	7,666	1,327
Conferences/Courses - Others	7,560	15,999
Access NI	4,653	2,244
Insurance	3,670	3,618
IT/Sundry Equipment	2,468	5,959
Library Services	1,525	1,267
Repairs and Maintenance of Equipment	352	306
Bank Fees	0	0

<b>TOTAL</b>	<b>831,526</b>	<b>761,109</b>
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**Disclosure note**

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

<b>National Fraud Incentive</b>	<b>0</b>	<b>1,250</b>
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#### 4. PROPERTY PLANT AND EQUIPMENT

	Leasehold Improvements	General and Others	Repro- graphics	Hardware and Software	Total
	£	£	£	£	£
<u>Cost</u>					
1 April 2021 (Restated)	138,549	7,956	14,565	161,439	322,509
Additions	0	0	0	35,831	35,831
Disposals	0	0	0	0	0
31 March 2022	<b>138,549</b>	<b>7,956</b>	<b>14,565</b>	<b>197,270</b>	<b>358,340</b>
<u>Accumulated Depreciation</u>					
1 April 2021 (Restated)	138,549	7,612	14,565	128,331	289,057
Charge for the year	0	57	0	31,744	31,801
Disposals	0	0	0	0	0
31 March 2022	<b>138,549</b>	<b>7,669</b>	<b>14,565</b>	<b>160,075</b>	<b>320,858</b>
Carrying amount at 31 March 2021	<b>0</b>	<b>344</b>	<b>0</b>	<b>33,108</b>	<b>33,452</b>
Carrying amount at 31 March 2022	<b>0</b>	<b>287</b>	<b>0</b>	<b>37,145</b>	<b>37,482</b>
<u>Cost</u>					
1 April 2020	150,429	7,956	14,565	121,520	294,470
Additions	0	0	0	39,919	39,919
Disposals	0	0	0	0	0
Restated Balance	(11,880)				(11,880)
31 March 2021	<b>138,549</b>	<b>7,956</b>	<b>14,565</b>	<b>161,439</b>	<b>322,509</b>
<u>Accumulated Depreciation</u>					
1 April 2020	116,295	7,555	12,844	108,531	245,225
Charge for the year	34,134	57	1,721	19,800	55,712
Restated Balance	(11,880)	0	0	0	(11,880)
Disposals	0	0	0	0	0
31 March 2021	<b>138,549</b>	<b>7,612</b>	<b>14,565</b>	<b>128,331</b>	<b>289,057</b>
Carrying amount at 31 March 2020	<b>34,134</b>	<b>401</b>	<b>1,721</b>	<b>12,989</b>	<b>49,245</b>
Carrying amount at 31 March 2021 Restated	<b>0</b>	<b>344</b>	<b>0</b>	<b>33,108</b>	<b>33,452</b>



All Assets shown above at 31 March 2022 were owned by CCMS. There was no outstanding Finance in the form of loans or leases.

The Opening Balances at 1 April 2021 have been restated to remove an accrual of £11,880 made in 2017 in respect of Leasehold Improvements. CCMS has not received an invoice and therefore the amount has been removed. The amount has been fully depreciated therefore both cost and Depreciation balances have been restated.

## 5. INTANGIBLE NON CURRENT ASSETS

	<b>Software Licences</b>
<u>Cost</u>	£
1 April 2021	26,320
Additions	4,152
Disposals	0
31 March 2022	<b>30,472</b>
<u>Accumulated Amortisation</u>	
1st April 2021	25,426
Charge for Year	2,278
Disposals	0
31st March 2022	<b>27,704</b>
Carrying amount at 31 March 2021	<b>894</b>
Carrying amount at 31 March 2022	<b>2,768</b>

	<b>Software Licences</b>
<u>Cost</u>	£
1 April 2020	26,332
Additions	0
Disposals	(12)
31 March 2021	<b>26,320</b>
<u>Accumulated Amortisation</u>	
1st April 2020	24,527
Charge for Year	899
Disposals	0
31st March 2021	<b>25,426</b>
Carrying amount at 31 March 2020	<b>1,805</b>
Carrying amount at 31 March 2021	<b>894</b>

All Assets shown above at 31 March 2022 were owned by CCMS. There was no outstanding Finance in the form of loans or leases.

**6. TRADE AND OTHER RECEIVABLES**

<b>As at 31 March 2022</b>	<b>As at 31 March 2021</b>
£	£
Amounts falling due within one year	
Trade Receivables	8,220
Prepayments and accrued income	11,151
<b>41,599</b>	<b>19,371</b>

There were no amounts falling due after more than one year

**7. CASH AND CASH EQUIVALENTS**

<b>As at 31 March 2022</b>	<b>As at 31 March 2021</b>
	£
Balance at 1 April	128,609
Net change in cash and cash equivalent balances	147,617
<b>Balance at 31 March</b>	<b>276,226</b>

The following balances at 31 March were held at:

Commercial banks and cash in hand	219,913	276,226
<b>Balance at 31 March</b>	<b>219,913</b>	<b>276,226</b>

**8. TRADE AND OTHER PAYABLES**

<b>As at 31 March 2022</b>	<b>As at 31 March 2021 Restated</b>
	£
Amounts falling due within one year	
Accruals and Deferred Income	219,706
Trade Payables	177,691
<b>285,874</b>	<b>397,397</b>

There were no amounts falling due after more than one year.

Accruals and Deferred Income amount in 2021 has been restated to £219,706 (Previously £231,586). This is to remove an accrual of £11,880 in respect of Leasehold Improvements.

## 9. PROVISIONS

There are no provisions required at 31 March 2022.

## 10. RELATED PARTIES

The Council for Catholic Maintained Schools is a non-departmental public body sponsored by the Department of Education (DE). DE is regarded as a related party. During the year the Council has had a number of material transactions with DE. CCMS also has service level agreements with EA for internal audit services and IT support.

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

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

## 11. EVENTS AFTER THE REPORTING PERIOD

There were no materials events after the reporting period.

## 12. CONTINGENT LIABILITIES

There were no contingent liabilities.

## 13. COMMITMENT UNDER LEASES

### (a) Operating Leases

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

	2021/22 £(000)	2020/21 £(000)
Buildings:		
Not later than one year	135	156
Later than one year and not later than five years	0	135
Later than five years	0	0
	<hr/> 135	<hr/> 291

IFRS 16 Reporting Requirements are to be implemented from April 2022. There are no IFRS 16 implications of capitalising the lease as it expires in less than one year.

### (b) Finance Leases

At 31 March 2021 and 31 March 2022 there were no finance leases.

## **14. FINANCIAL INSTRUMENTS**

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

### **DATE AUTHORISED FOR ISSUE**

The Accounting Officer authorised these financial statements for issue on 27 June 2022.