

**Council for Catholic Maintained Schools
Annual Report and Accounts
For the year ended 31 March 2016**

*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

26 July 2016

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Year Ended 31st March 2016

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CHAIRPERSON'S FOREWORD

In my foreword for 2014/15 I referred to the Council going through a 'time of renewal'. This referred to the Minister's decision to retain CCMS as a statutory body, the reconstitution of the Council and the Organisational Review requested by the Department and carried out by KPMG. That renewal continues and much progress has been made in the past year. There are many perspectives on change: some people embrace it enthusiastically while others may have concerns about disrupting the context and patterns of work which have given confidence and stability. In the case of CCMS the past eight years have been a rollercoaster of promise and disappointment, so stability was elusive. Now that the future of CCMS is secure and the KPMG report is being implemented, the organisation can apply itself again to its core purposes and concentrate on the interests of children and their education.

The KPMG report provided an objective assessment of the governance, structures and service effectiveness of CCMS. I took pride in reading that, despite the extended political uncertainty regarding education administration, the impact of vacancy control and budgetary reductions, CCMS remained a very effective organisation. I will quote two extracts from the report which convey a great deal to the casual observer about the ethos and character of CCMS:

Consultation themes suggest that CCMS is held in a high and positive regard, and has been effective in raising standards and this was the view from both internal and external stakeholders.

Consultees described the ethos and culture of CCMS as being very positive and that it was a very pleasant place to work in. Those who had worked for CCMS for a long time stressed components such as the nature of the work, CCMS's flexible working arrangements and the approachability and accessibility of senior management. Some more recent recruits suggested that CCMS compared very favourably with previous employers, with some suggesting CCMS was substantially better in all respects.

The staffing situation which I outlined in the last report has largely been maintained during 2015/16. We have greatly benefitted from the appointment of two temporary Senior Education Advisers but the implementation of the recommendations of the Organisational Review require a significant re-balancing of our staffing to align with the new structure agreed by the Council as a consequence of the review. In that regard, seven of our officers have availed of the voluntary severance scheme. That loss of experience and expertise will have an impact on the effectiveness of the Council but it will also create the space to allow for the recruitment of permanent specialists in education, area planning and in technical fields related to building and development. 2016/17 will be a year of transition when we will recruit new staff to populate the revised structures intended to make CCMS fit for purpose in a fast changing and increasingly complex educational service.

I am indebted to the Council's Finance and Personnel Committee which, supported by the Senior Leadership Team, took lead responsibility for facilitating the review and for implementing its recommendations. It negotiated with the Department to ensure that certain adjustments were agreed to retain the character of CCMS as a regional body with local presence and knowledge. One significant outcome is that instead of our offices being reduced from three to one, it was agreed that there should be two; one in the East, with links to Down and Connor and Dromore dioceses and the other in the West, broadly serving Armagh, Clogher/Kilmore and Derry.

The Council has now completed its reconstitution. I welcome the new members who bring many additional strengths and fresh perspectives and I look forward to their growing influence within the Council and its Committees. I must also recognise the enormous contribution of those DE, parent governor and teacher governor representatives who have now retired from the Council and from the Diocesan Education Committees. The uncertainty of the Council's future caused many of these

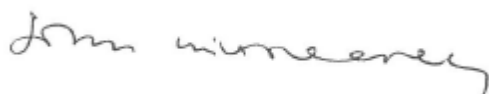
dedicated members to remain in post long beyond the normal term. They served with dedication and distinction.

Some appointments to the Diocesan Education Committees are outstanding. These committees reflect the local dimension of CCMS, particularly in relation to Area Planning and the appointment of principals and vice principals. The Council is committed to increasing the role of the Diocesan Education Committees to reflect the essence of Catholic education as a local service embedded in our communities.

CCMS would not be the effective body that it is without the professional officers who deliver service to our stakeholders and to the wider education and related services. Perhaps the comments of the KPMG report conveys their value to the Catholic Maintained sector:

However, analysis of performance data suggests that CCMS has been resilient in light of these circumstances suggesting a high degree of capacity and capability as well as flexibility and professionalism of staff all under pinned by effective leadership.

Schools, like all publicly funded services, are coming under increased financial pressures. CCMS is conscious of the necessity of ensuring that every child and young person in a Catholic Maintained school receives an education adapted to her or his unique needs. CCMS will continue to promote the vision of a well-funded education system at every level of influence while recognising that governors, school leaders and teachers will always do their best for every child and young person. Supporting that endeavour has been and will continue to be the mission of CCMS.



Bishop John McAreevey
Chairperson
22 June 2016

STRATEGIC REPORT

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

The 1989 Order cites the following as Council responsibilities to:

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

This Annual Report for the Council covers the period 1 April 2015 to 31 March 2016.

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

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

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

The CCMS 2016-17 Initial Financial Plan has been approved by the Department. The 2016-17 Budget process is ongoing with the NI Assembly. CCMS recognise that there may be the potential for further in-year budget reductions during 2016-17. In that event, CCMS will continue to liaise with the Department in agreeing available resource allocations and will reassess service delivery against statutory obligations and business priorities. As a strategic organisation the potential for savings is limited and in the first instance CCMS will initially review all temporary and contracted out staff. It is very difficult at this time to quantify how these cuts might affect the range and quality of the service delivery offered by CCMS.

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

The Council for Catholic Maintained Schools' Business Plan 2015/16 was based on five 'Education Priorities' set by the Department of Education. The 42 targets and sub-targets were agreed with the

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

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

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

The development and delivery of the Business Plan 2015/16 was this year heavily influenced by the decision to establish a new Education Authority (EA) by bringing the five existing education and library boards and the Staff Commission together. It was confirmed that CCMS would remain, retaining its statutory functions and that an external review would be progressed into CCMS, governance, staffing and structure to inform future development of the organisation. Staff continue to perform in an environment characterised by uncertainty about job security and the nature of the work which they are required to do.

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

35 of the 42 target were fully achieved or substantially achieved. Five targets were likely to be achieved but with some delay. Two targets were not achieved.

3.4. - Teacher sickness absence – the target was to reduce absence to an average of 7.5 days per annum. Progress towards the delivery of this target will be confirmed when the final year-end figures are confirmed. Significant work has been carried out to analyse patterns of absence and to identify underperforming schools and high risk absentees. Work was progressed to develop a targeted workshop approach to address this matter in a number of under-performing schools.

3.2 (b) - Performance Review and Staff Development (PRSD) scheme – the target was to increase the number of schools opting out of using an external assessor. This was again affected by the re-constitution of the boards of governors in 2015/16 and the subsequent appointment of new governor reviewers for PRSD, The Scheme requires an External Advisor to be reappointed to schools which previously opted-out so the numbers of opt-out schools for 2015/16 decreased slightly from 38 to 33.

CCMS ended the year within budget. There was an under-spend on the Resource Budget Allocation of £4,125.8k for the year of £2.2k, equivalent to 0.005%. Following an updated actuarial report the Pension Liability deficit shown in our Statement of Financial Position has been decreased by £586k to (£3,231k).

Employment Policies

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

CCMS is an Equal Opportunities Employer and seeks to employ staff on merit while reflecting the denominational make-up of the community. The Council's efforts over recent years to recruit from all sections of the community in Northern Ireland have been hampered by the continued application of

Vacancy Control. Over the past year CCMS has developed closer working relationships with both the Equality Commission and with Disability Action so that going forward CCMS can address equality and diversity in a much more proactive manner.

The community representation of the workforce directly employed by CCMS at 31 March 2016 was:

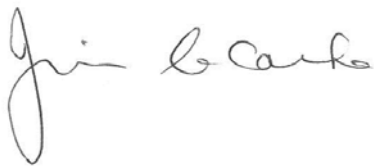
Protestant males	1
Protestant females	11
Roman Catholic males	9
Roman Catholic females	25
Unknown males	1
Unknown females	0
Total	47

Equality Statement

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

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

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

A handwritten signature in black ink that reads "Jim Clarke". The signature is written in a cursive style with a large, looped initial "J".

Jim Clarke
Accounting Officer

RAISING STANDARDS FOR ALL

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

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

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

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

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

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

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

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

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

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

SCHOOL INSPECTIONS

CCMS continues to provide support for schools which have had inspections with a team of education associates working closely with the schools to ensure that they are maintaining an appropriate focus on the range of policies and practices that contribute to the raising of standards. This work combines challenge with support and has as its key objective the building of a culture of self-improvement in which the schools are educationally vigilant, expert in their use of data, collaborative in their internal improvement strategies and open to new ideas that will bring further improvement including working with other schools in the area on such matters as professional development and curricular access.

At the beginning of each school year CCMS compiles a list of schools which have not been inspected for between five and seven years and uses this information as a starting point to assess their effectiveness and to determine if there is a clear or emerging need for school support. This has proven to be an effective way of ensuring that schools are “providing high quality education”, and has been welcomed as a support mechanism by schools, and, has contributed to the continued improvement in inspection outcomes in the Catholic Maintained sector.

CCMS also undertakes an analysis of GCSE outcomes and where the data indicates a potential cause for concern, this is drawn to the attention of the school Principal by the Education Associate with a view to exploring what actions are being or may be taken to bring about improvement.

The attention of schools is increasingly drawn to the need to have a specific focus on how children entitled to Free School Meals may be supported in order to raise standards.

From 1 September 2015, there were several changes to the inspection process, specifically in relation to outcomes. There are now only four outcomes for schools;

1. The organisation has a high level of capacity for sustained improvement in the interest of all the learners.
2. The organisation demonstrates the capacity to identify and bring about improvement in the interest of all the learners.
3. The organisation needs to address (an) important area(s) for improvement in the interest of all the learners.
4. The organisation needs to address urgently the significant areas for improvement identified in the interest of all the learners.

The Pilot for Sustaining Improvement Inspections continued in 2015/16 although this was extended to schools which had a “good” outcome to their inspection according to the previous conclusions used.

The following tables show the inspection outcomes for the reporting period. There are two sets of tables which take account of the changes in reporting the outcomes of inspections. Tables A and B cover the period 1 April 2015 to 30 June 2015. Tables C and D cover the period 1 September 2015 to 31 March 2016.

TABLE A NUMBER OF INSPECTIONS BY TYPE – 1 APRIL 2015 TO 30 JUNE 2015

Inspection Type	Number of Inspection
Nursery Follow Up	1
Primary (two days)	5
Primary (three days)	7
Primary Follow Up	1
Primary Sustaining Improvement	1
Post-primary	2
Post-primary Follow Up	1
Post-primary Sustaining Improvement	1
Total	19

TABLE B INSPECTION OUTCOMES 1 APRIL 2015 TO 30 JUNE 2015

	Outstanding	Very Good	Good	Satisfactory	Inadequate
Nursery Follow Up		1			
Nursery Unit*			1		1
Primary 2 day		2	2	1	
Primary 3 day	1	2	3		1
Primary Follow Up		1			
Post-primary		1	1		
Post-primary Follow Up			1		
TOTAL	1	7	8	1	2

*The two Nursery Unit inspections were part of an overall Primary school inspection.

For those schools which had Sustaining Improvement inspections the initial grade is not changed. However, in those schools the outcome was that the school continued to show the capacity for sustained improvement.

While being disappointed that two inspection outcomes were inadequate between April 2015 and June 2015, CCMS is encouraged that overall, 84.2% of inspections were good or better.

TABLE C NUMBER OF INSPECTIONS BY TYPE – 1 SEPTEMBER 2015 TO 31 MARCH 2016

Inspection Type	Number of Inspection
Nursery A	1
Nursery Follow Up	1
Primary (two days)	24
Primary (three days)	26
Primary Follow Up	4
Primary Sustaining Improvement	9
Post-primary	8
Post-primary Follow Up	2
Post primary Sustaining Improvement	3
Total	78

TABLE D INSPECTION OUTCOMES 1 SEPTEMBER 2015 to 30 JUNE 2016

	Conclusion 1	Conclusion 2	Conclusion 3	Conclusion 4
Nursery Follow Up	1	1		
Nursery Unit*	2	8		
Primary 2 day	11	4	1	4
Primary 3 day	15	4	2	3
Primary Follow Up		1		
Post-primary	4	3		
Post-primary Follow Up		1		
TOTAL	33	22	3	7

Some inspection outcomes identified in Tables C and D are encouraging, whilst others are disappointing.

CCMS has noticed a significant increase in the number of schools going into Formal Intervention. In these cases the underlying issue appears to be one of leadership and management deficiencies rather than quality of educational provision or pupil achievements. In addition, all cases of Formal Intervention are in the primary sector.

CCMS has taken this situation very seriously and has provided additional support to the principals and governors of the schools concerned. The focus of this support has been on enabling governors to gather and evaluate evidence which demonstrates improvement. CCMS has also begun a process of identifying schools where there are issues which could potentially have a negative impact on future inspection outcomes.

Despite this increase in negative inspection outcomes, 83% of inspections carried out between September 2015 and March 2016, which have been using the new inspection outcome statements, are demonstrating the capacity or a high level of capacity for sustained improvement in the interests of all learners.

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

In moving forward, CCMS remains committed to improving standards in our schools and minimising the number of schools which receive conclusions 3 or 4 as a result of the inspection process.

CLOSING THE GAP

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

CCMS continued to work with the Education Authority in the final monitoring and evaluation of the Signature Project for Literacy and Numeracy. CCMS would like to take this opportunity to state again its disappointment that the Signature Project has not been continued as all reports indicated that it was one of the more successful initiatives of recent years.

SCHOOL DEVELOPMENT PLANNING

School development planning is a critically important activity for all schools. When properly undertaken, it provides a collaborative school improvement strategy which engages with and nurtures the commitment of the governors, staff, parents, pupils and community. CCMS has continued to promote high quality planning within its schools and has worked with the Education Authority in ensuring that the plans and associated targets have been submitted. The number of schools who have failed to meet the deadline provided by the Education Authority appears to have diminished but where it remains a problem, Council staff has intervened with the schools concerned to ensure compliance.

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

ENTITLEMENT FRAMEWORK

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

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

Data provided by the Education Authority in March 2016 showed the level of compliance within the Catholic Maintained sector. That information is provided in the following tables

SUMMARY OF ANALYSIS	No. of Schools	% of Schools
Total Schools Included in Analysis 15 - 16 Only Maintained and Other Maintained Included	65	94
Total Schools FULLY Compliant 15 - 16 Includes schools with no 6th form provision.	26	40
Total Schools NOT Compliant 15 - 16 Includes schools with no 6th form provision.	39	60
Schools KS4 Compliant 15 - 16 Includes schools with no 6th form provision.	45	69
Schools NOT KS4 Compliant 15 - 16 Includes schools with no 6th form provision.	20	31
Schools Post-16 Compliant 15 - 16 <u>Excludes</u> schools with no 6th form provision.	21	41
Schools NOT Post-16 Compliant 15 - 16 <u>Excludes</u> schools with no 6th form provision.	30	59

SUMMARY OF REASONS	No. of Schools	% of Schools
KS4 Insufficient Applied Courses	0	0
KS4 Insufficient General Courses	8	12
KS4 Insufficient Course Count	19	29
Post-16 Insufficient Applied Courses	18	35
Post-16 Insufficient General Courses	29	57
Post-16 Insufficient Course Count	44	86

The number of schools which continue to be “not compliant” is a cause for concern. In fact, the number not fully compliant has increased since last year. There are several potential reasons for this;

1. The requirements for the Entitlement Framework have now reached the maximum – 24 subjects/courses at KS4 and 27 subjects/courses at post-16. Unless a school has a pupil population of a size which will accommodate delivery of this number of courses/subjects, compliance will only be possible through high levels of collaboration with other schools. Such collaboration remains a work in progress. In September 2015, all those schools which were not compliant were identified and Associates were charged with visiting those schools as a priority to determine how they were progressing towards compliance. The Director of Education has also written personally to each school underlining their responsibility to work towards full compliance as individual schools, in collaboration with other schools in collaboration with FE Colleges.
2. Funding for the provision of collaborative courses is reducing. For schools to continue with the provision there has to be a contribution from the main school budget. In some cases this may result in the school going into a deficit position. Rather than face that, schools are deciding not to offer the courses/subjects which is resulting in difficulties with becoming fully compliant.

CCMS staff will continue to work with schools to explore ways of enhancing the number of courses available for pupils to the fullest extent of their capacity.

CLOSING THE PERFORMANCE GAP, INCREASING ACCESS AND EQUALITY

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

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

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

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

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

DEVELOPING THE EDUCATION WORKFORCE

There were eight specific targets on this theme. Four were fully achieved, one substantially achieved and one likely to be achieved with some delay. Two targets were not achieved. Target 3.2 (a) in relation to schools opting out of the External Assessor for PRSD was not achieved which was as a direct consequence of the reconstitution of boards of governors and a legitimate requirement for increased PRSD advice and support.

Target 3.4 (a) in relation to reducing teacher sickness absence was not achieved. Disappointingly, there continues to be a higher than average rate of absence amongst teachers in the Catholic Maintained sector. The Department of Education set the Council a target of reducing the rate to an average of 7.5 days per annum. Council has implemented a robust and challenging intervention strategy with very poorly performing schools and continues to raise the importance of this issue at every opportunity. Better information systems are in place and the Council has conducted a thorough review of its own intervention strategies and processes. This is likely to lead to a restructuring of resources to support schools in the management and promotion of teacher attendance. Significant work has been done to identify underperforming schools and patterns of absence. This will be used to focus on intervention strategies in the next planning cycle.

The number of ill-health retirement cases (14) continues to be a concern as again this year a significant number (10) were for reasons of stress/anxiety/depression and cancer related illnesses.

Sadly, this year has again seen a number of critical incidents involving the death of 19 children who attended Catholic Maintained schools and four members of staff employed in our schools. CCMS officers and the Education Authority Traumatic Incident Teams have worked with all the schools affected to deliver the appropriate support.

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

APPOINTMENTS 2015/16

OVERALL APPOINTMENTS

DIOCESE	Principal	Vice Principal	Teacher	Total
Armagh	6	3	77	86
Clogher	5	0	29	34
Derry	4	6	115	128
Down and Connor	26	15	146	187
Dromore	2	2	27	31
TOTAL	43	26	394	466

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

Appointments	Primary	Post Primary	Total
Principal	35	8	43
Vice Principal	17	9	26
Teacher	244	150	394
Total	296	167	463

REDUNDANCY FIGURES IN CATHOLIC MAINTAINED SECTOR 2015/16

The table below illustrates the figures for each diocese.

Diocese	Nature of Redundancy			Total Redundancies
	Voluntary	Compulsory	Transfer	
Armagh	6	0	9	15
Clogher	2	0	2	4
Down & Connor	12	0	4	16
Dromore	7	1	1	9
Derry	7	0	10	17
Total	34	1	26	61

TEACHERS RECRUITMENT AND SELECTION APPEALS

Total No. Received	3
Upheld	0
Not Upheld	2
Withdrawn	1

SCHOOL LEGAL CASES

Judicial Reviews	5 Pending
Unfair Dismissal	6 Lodged
Constructive Dismissal	0 Lodged

IMPROVING THE LEARNING ENVIRONMENT

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

A major element of the Council's work continued to be the regional programmes aimed at re-organising post-primary provision to extend access to the Full Entitlement Framework and in the primary programme to increase the number of sustainable and viable primary schools by re-organisation and closure of very small schools. There was a continued focus on the removal of excessive surplus places in line with the Department of Education's Sustainable Schools policy. While progress continues to be made towards the full implementation of area planning, the need to provide access to a minimum of dedicated capital funding over the next number of years remains a challenge both at the consultation stage to secure community support and at delivery stage to make the change a reality for pupils and staff. DE introduced new process in this planning year which requires Council to identify as part of the planning process the potential infrastructure investments and this is helpful in the planning processes

CCMS participated fully in the ongoing area planning process and has progressed all of its post-primary and primary proposals within that context.

Post Primary

In this planning period CCMS achieved the following objectives.

- Completed the expansion of enrolment numbers at St Columbanus' College, Bangor.
- Completed the amalgamation of three schools into one in Lurgan.
- Implemented the closure of St Brigid's High School, Armagh and assisted trustees with the expansion of St Patrick's College and associated move from academic selection.
- Secured approval for the establishment of a post primary Autism Unit (St Brigid's College).
- Secured the approval for the amalgamation of two post primary schools (Clady/Kilrea).
- Secured approval for the phased closure of one post primary school and expansion of two post primary schools with a move away from academic selection. (Coleraine/Portstewart).
- Secured the approval for opening of a new post primary school by the amalgamation of two pre-existing schools (South Fermanagh).
- Secured the approval for the phased closure of a post primary school and the opening of a new KS3 post primary school. (Drumcree).
- Secured the approval for the amalgamation of two single sex post primary schools into one co-educational school and the approval for two single sex schools to expand and become co-educational. (North Belfast/Glengormley).
- Consulted on the establishment of an Irish-medium unit in a post primary school (St Brigid's).
- Consulted on the expansion and move away from academic selection of two post primary schools in conjunction with the closure of two single sex post primary schools. (Enniskillen).
- Assisted Trustees consult and submit development proposals on the removal of academic selection in 2 schools (Omagh).

Primary

The Council over the past year has continued to re-organise primary and nursery provision to make the schools' estate more viable both in terms of economy and fitness for purpose to meet the curriculum, social and pastoral needs of children. This work has been closely integrated into the work being undertaken as part of area planning. To this end CCMS has engaged fully with the other education stakeholders and authorities in the work taking forward the area planning process. A particular feature of the work in the primary phase continued to be the publication of a significant number of development proposals to support the strategic expansion or contraction of a number of primary schools to better meet demand in particular locations.

In this planning period CCMS secured Ministerial approval in the primary sector for:

- Two increases to admissions and enrolments (Crossmaglen x 2)
- Two additional nursery units (Primate Dixon & Holy Family NS/PS)
- Two school closures (Gortnagarn & Evis)

CCMS effected the closure of four primary schools:

- Envagh Primary school
- St Francis of Assisi primary school
- Crievagh Primary school
- St Anthony's Primary school, Bellarena

CCMS established the new amalgamated primary school, Holy Evangelists' in Twinbrook

Over this planning period CCMS Ministerial approval was not given in the primary sector for:

- Two nursery units being established by Playgroup conversions (Portstewart & Holy Cross Girls')

Development proposals were published but were subsequently withdrawn in the primary sector for:

- One proposal to increase admissions and enrolment (St Columba's Primary School – withdrawn June 2015)

Development proposals were published and a Ministerial decision is awaited on:

- Two proposals to close a school (Mullaghbrack & Altayeskey)
- Two proposals to increase admissions and enrolments (Ballymena x 2)
- One proposal to amalgamate three schools (Dunamanagh)
- One proposal to change an Learning Support Centre to an Autism Specific Class (Bessbrook)

Consultations were held and development proposal for change was sent to the EA in respect of:

- One proposal to close a school (Anamar Primary School)

Over this planning period, consultations were held in regard to:

- One proposal to transform a school to Irish-medium (St Macnissius' Primary School)
- One proposal to close a school (St Brigid's Primary School, Augher)
- Three proposals to increase admissions and enrolments (Crossmaglen)

CCMS continued to engage closely with DE in prioritising and progressing the various capital works schemes and programmes.

Minor Works

Due to budget restraints there was no new call for minor works and Council only progressed to DE those requests received that met Ministerial priorities. A total of 186 applications were processed to the Department of Education for approval. DE engaged the Education Authority to scope and provide estimates of costs for all maintained school schemes. Once approved the EA remains responsible for progressing the works.

The new process for the payment of grant aid has bedded in well has been of major benefit to trustees.

As a result of the KPMG review of Council and the resulting restructure of CCMS the Minor Works section lost a number of staff due to voluntary severance and is now reduced to half its former size. Adjustments were made to the working practices to mitigate the impact of this change

Major Works

CCMS continued to provide support to the trustees and the schools on the projects awarded funding for construction in June 2012, 2013 and 2014. In addition CCMS provided project sponsor and project management support to the projects announced for funding in the recent announcements where a further four schools were given approval to progress into planning for major capital schemes in March 2016. CCMS will provide project sponsor and project management support to those projects.

School Enhancement Programme

CCMS provided support to the development of the business cases for the 10 projects through this new initiative.

Two of these projects are nearing completion, two will be on site before the end of April 2016, four are due to go out to tender and it is anticipated that the ninth will progress shortly

Open Enrolment

Council has continued to provide advice and guidance to primary and post-primary schools in the setting and application of admissions criteria. Two circulars were issued in respect of same.

Primary School Open Enrolment Figures

Diocese	No. of Requests
Armagh	53
Clogher	13
Derry	47
Down & Connor	60
Dromore	29
Total	202

Post-Primary School Open Enrolment Figures

Diocese	No. of Requests
Armagh	8
Clogher	3
Derry	3
Down & Connor	14
Dromore	1
Total	29

Primary School Open Enrolment Figures 2014/15

Diocese	No. of Requests
Armagh	50
Clogher	7
Derry	29
Down & Connor	66
Dromore	49
Total	201

Post-Primary School Open Enrolment Figures 2014/15

Diocese	No. of Requests
Armagh	10
Clogher	6
Derry	9
Down & Connor	9
Dromore	0
Total	34

Shared Education Campus Programme/Lisanelly Shared Education Campus Project

CCMS contributed significant resources to this major initiative both in the Lisanelly project and in working closely with schools who were interested in making bids for funding under this initiative. CCMS working in partnership with the education and library boards and DE developed and implemented a delivery model for the three projects approved to progress to business case completion as a result of the first call.

In respect of the second call a total of five projects were fully endorsed by CCMS. CCMS in close collaboration with the relevant education and library board provided support in the development of the bids for three of the bids. Two of the projects were approved by the Minister to go forward to the next stage of planning

TRANSFORMING THE GOVERNANCE AND MANAGEMENT OF EDUCATION

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

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

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

The Council fully engaged with all relevant bodies and personnel in relation to the establishment of the EA and will continue to seek opportunities for synergies in service development.

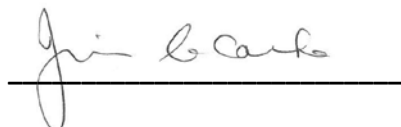
During the previous financial year a decision was made by the Minister that the five education and library boards and the Staff Commission would merge into a single Education Authority by 31 March 2015. As a consequence CCMS was to be retained as a statutory body with all of its functions. DE commissioned an external review into the structures and resources of CCMS. This review commenced in March 2015, was completed in July 2015 and the final report and recommendations was presented in September 2015. A Project group led by the Finance & Personnel Committee responded on behalf of the Council and the organisation is currently undertaking a process of re-structuring based upon these recommendations in agreement with the Department

Key Performance Targets

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

1. To live within budget allocation and to contain expenditure within the budgetary limits with an underspend of not more than 1%
2. To produce accurate and timely accounts.
3. To pay trade payables within 30 days and 65% of these trade payables to be paid within 10 days:

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



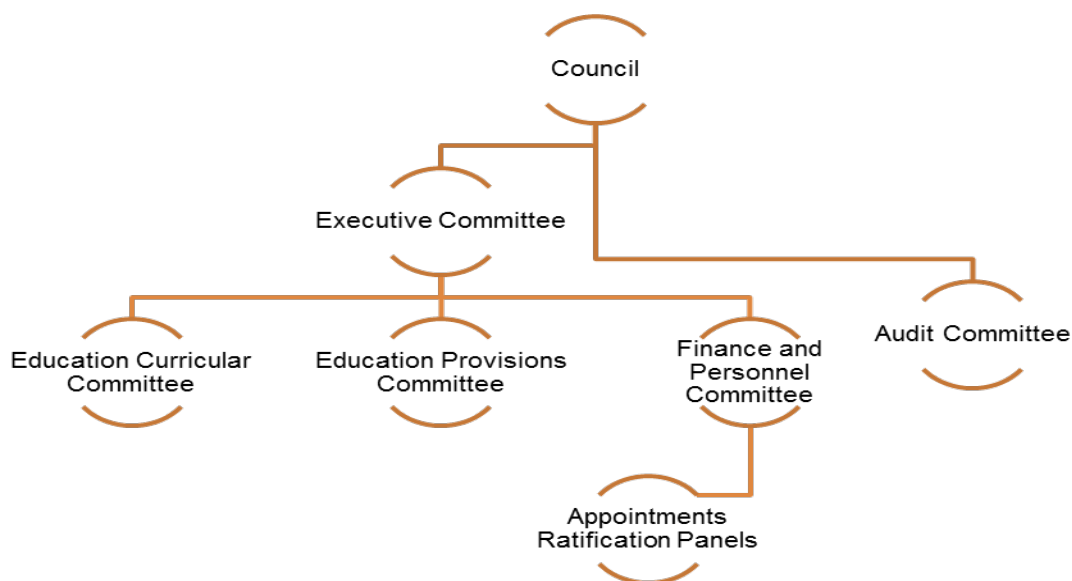
Jim Clarke
Accounting Officer

22/6/16

Date

DIRECTORS' REPORT

COUNCIL STRUCTURE



The Council consists of 36 members made up as follows:

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

At 31 March 2016 there was a complement of 34 members.

COUNCIL MEMBERS

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

TRUSTEE REPRESENTATIVES

Most Reverend John McAreavey DD, Bishop of Dromore

(Chair of Council)

Sr Eithne Woulfe, Education Co Director, CORI

(Vice-Chair of Council)

Mrs Pat Carville, Retired Principal of St Patrick's College, Dungannon

Rev Kevin Donaghy, Principal of St Patrick's Grammar School, Armagh

Very Reverend Sean Emerson PP, Chair Down and Connor DEC

Right Reverend Monsignor Aidan Hamill PP, VG, Chair Dromore DEC

*(Member Audit Committee)**

Most Rev Donal McKeown DD, Auxiliary Bishop of Down and Connor

Rev Aidan Mullan CC, Three Patrons Parish

Ms Paula Sheils, Assistant Director - Family Practitioner Services, BSO

(Member Audit Committee)

Mr Stanley Smith, Retired Head of Division, DE

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

Most Rev Eamon Martin DD, Archbishop of Armagh

Bro Pat Collier, De La Salle Order

Mr Tony McCusker, Former Senior Civil Servant

Mr Martin Donnelly, Retired CCMS Officer

(Chair of Audit Committee)

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

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

Mr Pat McCartan, Chair of IFRP, NIA
Professor Peter Finn, Principal St Mary's University College
Rev Timothy Bartlett, Episcopal Vicar for Education, Down and Connor Diocese
Mr John Keenan, Director, Construction Company

DE REPRESENTATIVES (JOINED DECEMBER 2015)

Mr Anthony Rasdale, Company Director of MacNeary Rasdale Co Ltd Chartered Accountants
(*Vice-Chair Audit Committee*)
Mrs Maxine Murphy-Higgins, NASUWT Representative
Mr Hugh Cox, former Union Administrator
Mr John-Joe McAlinden, former Banker
Mrs Mary Woods, self-employed Consultant
Mrs Donna O'Connor, Head of Organisational Development and Improvement in Belfast Metropolitan College
Ms Patricia Corrigan, Senior Lecturer in Business and Enterprise at Stranmillis University College
Mr Thomas Gerard O'Hanlon, Councillor at Armagh City, Banbridge and Craigavon Borough Council
(*Member Audit Committee*)

PARENT REPRESENTATIVES

Mrs Eleanor McWilliams, St John's Convent Primary School, Coleraine
Mr Adrian Nugent, Sacred Heart Primary School, Rock, Dungannon (*Member Audit Committee*)

TEACHER REPRESENTATIVES

Ms Deirdre Connor, St Mark High School, Warrenpoint
Mrs Catherine O'Neill, Lismore Comprehensive College, Craigavon
Ms Grainne Perry, St Patrick's Primary School, Armagh

REGISTER OF INTERESTS

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

COUNCIL PROCEDURES FOR APPOINTMENTS AND INDUCTION

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

COMMITTEE STRUCTURE

Operation and Delegation of Committees

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

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

Education Curricular Committee (ECC)

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

Education Provisions Committee (EPC)

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

Finance and Personnel Committee (FPC)

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

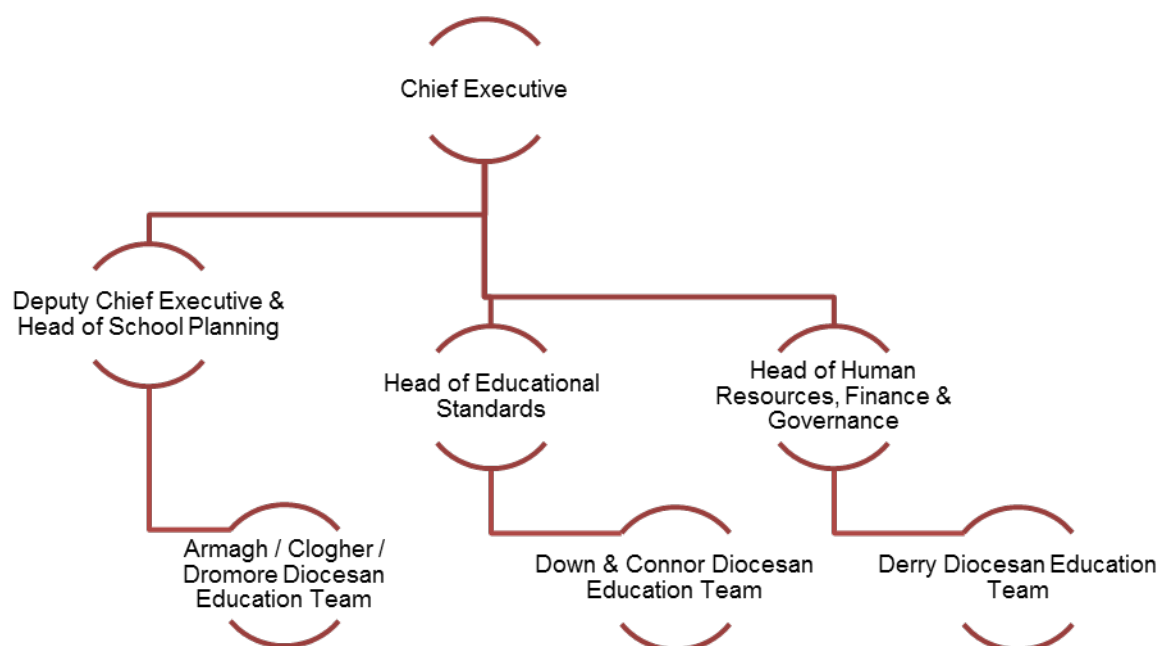
Audit Committee (AC)

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

Diocesan Education Committees (DECs)

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

EXECUTIVE ORGANISATION



CHIEF EXECUTIVE

Mr Jim Clarke

The senior leadership team (SLT) consists of four executives each with delegated areas of responsibility.

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

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

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

ARRANGEMENTS FOR THE EVALUATION OF SLT'S PERFORMANCE

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

OFFICE BASES

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

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

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

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

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

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

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

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

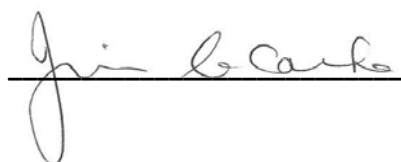
The financial statements are audited by the Comptroller and Auditor General for Northern Ireland (C&AG) in accordance with the Education Reform (Northern Ireland) Order 1989 as amended by the Education and Libraries (Northern Ireland) Order 2003. As Head of the Northern Ireland Audit Office he and his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

The audit of the financial statements resulted in an audit fee of £9,750 for 2015/16 which is included within operating costs.

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

There were no personal data related incidents during the year.

	2015/16	2014/15	2013/14	2012/13
Total working days	13,162	13,832	12,532	14,575
Number of days absence due to illness	383	581	539	496
Average number of days absence per employee	6.6	9.8	10.7	9.0
Percentage of working days lost due to illness	2.91%	4.2%	4.3%	3.4%



Jim Clarke
Accounting Officer

22/6/16

Date

STATEMENT OF ACCOUNTING OFFICER'S RESPONSIBILITIES

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

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

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

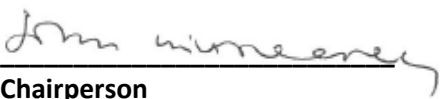
The Chief Executive is responsible for establishing organisational and management systems to support the work of the Council and the management of staff, in accordance with the Council's policies. He advises the Council on the staff necessary to put the work programme into effect.

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

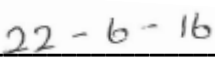
In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

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

On behalf of the Council members



Chairperson



Date

GOVERNANCE STATEMENT FOR THE YEAR TO 31 MARCH 2016

Scope of Responsibility

CCMS is a non-departmental public body (NDPB) of the Department of Education. It was established under the auspices of the 1989 Education Reform (Northern Ireland) Order with the primary objectives of raising standards, employing teachers and ensuring effective human resource policies and improving the schools' estate in the Catholic Maintained sector. It covers almost five hundred nursery, primary and secondary schools with 5,900 teachers providing for approximately 120,980 young people. CCMS provides services to, and on behalf of, the Catholic Maintained sector and its trustees. The decision of the NI Assembly not to proceed with the creation of an Education and Skills Authority into which the functions of CCMS were to be inculcated means that CCMS is to be retained for the foreseeable future as a statutory body with all of its legislative functions retained.

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

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

The Council Structure

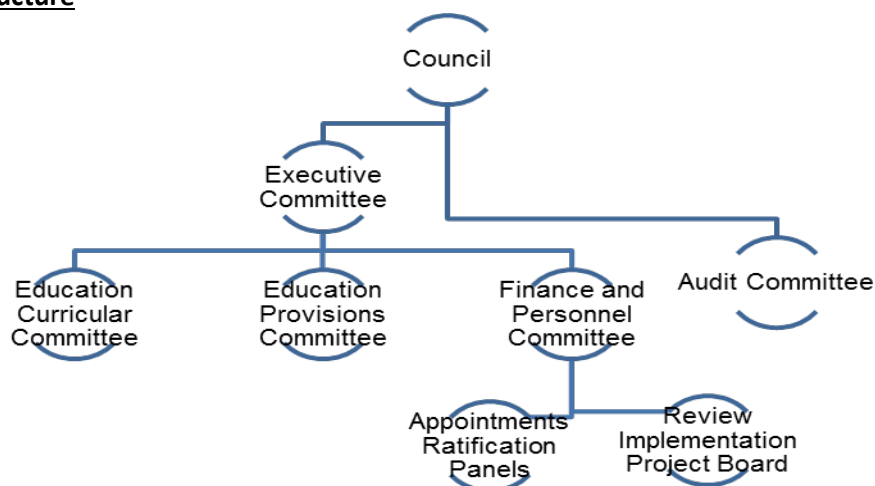


Fig 1: Current Council and Committee Structures

The work and vision of the CCMS committee structures is to support schools to optimise educational opportunities and outcomes for all pupils in support of the common good and a shared future. During this financial year there has been an on-going process of reconstitution for the Council and Committee structures, there was a delay in nominations of trustee representatives and the reconstitution of the diocesan education committees which slowed the process, the nomination of trustee representatives was completed and noted at the Finance & Personnel Committee meeting on 21 January 2016. At a further meeting on 9 March 2016 members also noted that the sub-group leading on the reconstitution had decided that there were sufficient numbers of parent and teacher representatives nominated for the appointment process for these representatives to continue to Council. During the last year four Council members have resigned/retired and one Council member temporarily stepped down leaving sixteen members. There were sixteen new members appointed to the Council which now has a membership of thirty two members.

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

Council members lead the drive to 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 the support of trustees with respect to the planning and development of the schools estate.

The table on the following page provides details of the individual attendance of members at Council and Committee meetings through 2015/16.

Member	Council Attendance 2015/16	Sub-Committee Attendance (N.B. Total possible attendance is shown in brackets)					
		Executive	Audit	Finance & Personnel	RIPB	Education Provision	Education Curriculum
P Carville	3 (5)	3 (5)					3 (4)
J Christie	0 (3)		0 (4)	0 (5)			
Br P Collier	3 (5)	2 (3)				6 (6)	0 (4)
D Connor	2 (5)						1 (4)
Fr K Donaghy	3 (5)					3 (6)	
V Rev S Emerson PPVF	3 (5)					4 (6)	
RR Mgr A Hamill	0 (0)	0 (0)	0 (0)			0 (0)	
Dame G Keegan	3 (5)			3 (5)	3 (5)		1 (3)
HGMR E Martin	1 (5)						
M Rev J McAreavey DD	5 (5)	5 (5)					
B McCargo	3 (3)			3 (4)	4 (5)		
S McCaul	1 (3)						1 (3)
M Rev D McKeown DD	2 (5)					1 (6)	
E McWilliams	4 (5)						3 (4)
Fr A Mullan	4 (5)					6 (6)	
E Mullan	2 (3)	1 (3)	4 (4)	1 (3)	2 (4)		
A Nugent	4 (5)	0 (1)	4 (5)				
C O'Neill	5 (5)						4 (4)
G Perry	3 (5)						4 (4)
P Sheils	4 (5)		4 (5)				
S Smith	5 (5)	5 (5)	1 91)	5 (5)	5 (5)		
Sr E Woulfe	3 (5)	1 (5)				3 (6)	
Mr M Trolan	4 (5)			1 (5)	0 (5)		
Mr P McCartan	3 (5)			4 (4)	5 (5)		
Fr T Bartlett	3 (5)					5 (6)	
Mgr P O'Reilly	3 (5)					2 (6)	
Mr M Donnelly	4 (5)		1(1)				2 (4)
Mr T McCusker	5 (5)			5 (5)	5 (5)		
Mr J Keenan	4 (5)					1 (6)	
Prof Peter Finn	3 (5)			2 (5)	0 (5)		
Mr Anthony Rasdale	2 (2)						
Mrs Maxine Murphy-Higgins	2 (2)						
Mr Hugh Cox	2 (2)			1 (1)			
Mr John Joe McAlinden	2 (2)						1 (1)
Mrs Mary Woods	0 (2)						
Mrs Donna O'Connor	1 (1)						1 (1)
Ms Patricia Corrigan	2 (2)						1 (1)
Mr Thomas Gerard O'Hanlon	2 (2)						

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

The Council

In the current financial year the Council met on five occasions. In line with best practice, the Council commenced a reconstitution in December 2014. New Trustee representatives were appointed onto the Council along with new Departmental representatives. New teacher/parent representatives are currently in the process of being appointed onto the reconstituted Council.

There are now 33 Council members who oversee and authorise the strategic and operational policies and procedures of CCMS and who take an overview of the work undertaken by the other sub-committees. There was a 71% attendance rate for all Council meetings.

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

- Met with KPMG to engage in a discussion on the review of CCMS;
- Considered a DE circular on Jointly Managed Schools;
- Agreed the CCMS response to the Career's Report;
- Responded to the Special Educational and Disability (SEND) Bill;
- Reviewed the Strategic Cost Reduction programme – Teaching Redundancies;
- Reviewed the Annual Report to Council of Appointment and Redundancies 1 April 2014 to 31 March 2015;
- Scrutinised the CCMS Draft Business Plan 2015/16;
- Received the Area Planning Updates presented by the Deputy Chief Executive;
- Reviewed Governance and Accountability Review Meeting Minutes with DE;
- Considered a student Award to St Mary's University College;
- Approved a final response to the KPMG Report;
- Reviewed the Draft Programme for Government;
- Terms of Reference – Reviewed the Planning Growth and Development of Integrated Education;
- Approved the reconstitution of Council.

The Executive

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

In the current financial year the Executive met on five occasions. There was a 65% attendance rate for all Executive meetings.

The Audit Committee (AC)

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

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

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

Mr E Mullan (resigned as Chair – 27 Jan 2016)

Mrs J Christie (resigned as Vice-Chair – 27 Jan 2016)

Ms P Sheils

Mr A Nugent (Elected as temporary Chair – 27 Jan 2016)

Mr M Donnelly (Temporary member appointed - 27 Jan 2016)

Mr S Smith (Temporary co-opted member during reconstitution)

Due to the ongoing reconstitution of the Council there were several significant changes in the membership. Two long standing members retired during the year and while the reconstitution of Council and the Committees was taking place there was a temporary co-opting of the Chair of the FPC (Mr S Smith) onto the AC for the final meeting of the year in order to have a quorum

There was an 88% attendance rate for all AC meetings.

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

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

The Audit Committee also:

- Scrutinised and approved the annual accounts for the period ended 31 March 2015
- Scrutinised and approved the Internal Audit Report 2014/15
- Considered the Business Plan 2015/16
- Considered the response to DE regarding the recommendations of the KPMG external review of CCMS and scrutinised updates from the SLT on the organisational review
- Agreed the internal audit programme for 2015/16
- Reviewed the draft NIAO Audit Strategy for 2015/16

The Finance and Personnel Committee (FPC)

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

- the Operational Budget Plan presented to the Department
- approval for the annual accounts
- financial and performance management
- the staffing structures and needs of the organisation
- both teacher and non-teacher HR policies
- HR management including issues arising from Industrial Relations
- development and implementation of strategies to better promote attendance at work
- ratification of teaching and core staff appointments and promotion outcomes
- Appeals to appointment processes and outcomes brought by teachers
- Reconstitution of Council and DEC's
- Response to the KPMG Review
- Developing a Council led Vision
- Revised Management Statement and Financial Memorandum
- Review of Principal Appointment Scheme and new Proposals for Teaching Principals
- Review of CCMS Job Descriptions

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

Mr S Smith (Chair)

Mr B McCargo (Vice-Chair)

Mr H Cox

Prof P Finn

Dame G Keegan

Mr P McCartan

Mr T McCusker

Mr M. Trolan

Mr E Mullan (resigned)

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

The Review Implementation Project Board (RIPB)

The FPC had delegated authority from the Council to respond to DE regarding the recommendations of the external KPMG review. It was agreed that the implementation of the review's outcomes would be managed by a project board to oversee and make decisions on all aspects of the continuing response and implementation of any agreed proposals for change. The RIPB:

- Engaged a project manager specifically to produce a project initiation document
- Scrutinised the appointment of a senior responsible owner for the project and directed other relevant officers in their respective roles and areas of responsibility to ensure that the project met its objectives
- Provided advice, support and direction and strategic guidance for the project

The RIPB met between October '15 and January '16 and the membership came exclusively from the FPC. There was an 86% attendance rate for all RIPB meetings

The Education Curricular Committee (ECC)

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

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

Mrs P Carville (Chair)
Mrs S McCaul (resigned as Vice-Chair 18 Nov '15)
Mrs D Connor
Bro P Collier (Resigned 18 Nov '15)
Mrs P Corrigan
Mr M Donnelly
Dame G Keegan (Resigned 18 Nov '15)
Mr J J McAlinden
Mrs E McWilliams
Mrs D O'Connor
Mrs C O'Neill
Ms G Perry

There was a 61% attendance rate for all ECC meetings.

The Education Provisions Committee (EPC)

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

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

Bro P Collier (Chair)
Very Rev S Emerson PP VF (Vice Chair)
Fr T Bartlett
Rev K Donaghy
Mr J Keenan
Rev A Mullan PP
Most Rev D McKeown DD
Mgr P O'Reilly
Sr E Woulfe

There was a 63% attendance rate for all EPC meetings.

The Council, like other education bodies, has faced significant and increasing challenges during 2015/16 largely related to the uncertainty over the proposed new structures for the organisation and funding for CCMS going into 2016/17.

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

The Council believes that its officer's corps has contributed beyond reasonable expectation in the delivery of its Business Plan. It is concerned, however, about the welfare of staff, particularly those in senior positions.

Acceptability of data used

All the Committees above are supported by the senior leadership team and appropriately experienced senior officers from CCMS. The Committees rely on the following data to inform their deliberations.

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

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

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

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

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

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

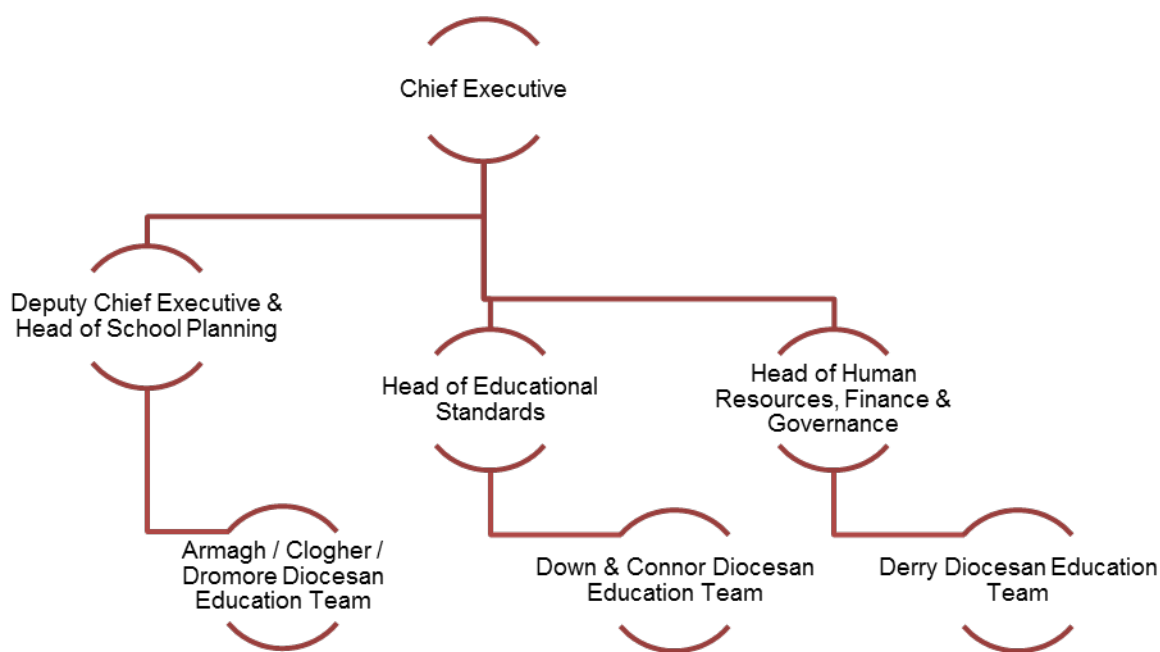


Fig: 2 Current Senior Leadership Team

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

Corporate Governance is ‘the way in which an organisation is directed and controlled’. This code represents guidance on good practice. Its principles should be applied flexibly in the context of the organisation’s own circumstances. While the code does not formally apply to

non-departmental public bodies, CCMS's view is that it is desirable for the organisation to consider and adopt the practices set out in the Code wherever it is relevant, practical and suits business needs.

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

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

The Council, via the Chairperson, assess the performance of individual Council members in accordance with arrangements determined by the Department. However, during 2015/16, the Council has not carried out evaluations on the performance of members. Council is considering a proposals to distribute this function to committee chairs because of the size of the Council (36 members) and the demands on one person. Following the external audit for 2013/14 the Northern Ireland Audit Office (NIAO) recommended that members are rotated in line with good practice to ensure ongoing and effective oversight of the governance of CCMS. A decision was made to re-constitute the Council in December 2014. The trustee and Department representatives were nominated during this financial year and were in place by January 2016. Teacher and parent representatives are currently being interviewed and it is expected that the first full meeting of the new Council will occur in the next financial year. As a result of this decision no evaluation has been carried out this year. The internal auditors have already commented on the large number of Council members and it is proposed that the Audit Committee agree an evaluation process to be carried out next year with the new Council members

In previous years CCMS, as an organisation, has been downsized while it awaited legislation for the implementation of the new Education and Skills Authority (ESA). The Executive agreed that this Programme for Government target should be withdrawn in favour of a decision to incorporate the five Education and library boards into one Education Authority with effect from 1 April 2015; CCMS remained in its present form. An external review of CCMS, commissioned by DE, was conducted during 2015 to assess the role and organisational structure of CCMS

As a result of this delay there has been a “roll-over” methodology inherent in all the strategic work carried out by CCMS.

The Council has noted the impact of the above issues on its stakeholders and on CCMS as an organisation, and management will continue to consider these matters with Department officials through the regular scheduled governance and accountability meetings. The Council is committed to ensuring the organisation delivers on its core responsibilities and the current Business Plan. While essential services have been assured, some desirable developmental and strategic plans remain less developed.

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

Ministerial Directions

There were no Ministerial directions given for the year to 31 March 2016.

The Risk and Control Framework: Managing Risk

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

There were no newly identified strategic risks for the year 2015/16 however there were amendments to the risk evaluation of some of the current strategic risks due to the ongoing funding uncertainty and the discussions with DE on the recommendations made by KPMG following their organisational review of CCMS. The Audit Committee has also considered that the risk register be reviewed to consider if a specific risk related to reputation should be added. Reputation is currently considered within some identified risks. The following strategic risks (inherent risk scores >12) have been highlighted by the Risk Group:

- CCMS does not take appropriate action to align its resources (particularly internal staffing resources) to ensure delivery of its strategic priorities within its budget. Failure of the organisation to fulfil its functions due to a reduction in the breadth and quality of the service to schools owing to the impact of the loss of key personnel, imbalance of the staff complement, lack of renewal and/or addition of skills into the organisation, budget constraints, impact of the organisational review. Part of this risk has been mitigated by the continuing use of self-employed associates. The Council has indicated to management that their preference is to reduce the reliance on associates in favour of employed full time staff and this is supported by the KPMG review. The current on-going structural review will allow CCMS to employ full time contracted staff in the near future. The imbalance of staff has been addressed under the proposed new staffing structures and it is hoped to begin the process of populating the new structures early in 2016/17
- Failure of CCMS to achieve improvements in educational standards and access to the full curriculum in Catholic Maintained Schools. CCMS continues to interact with boards of governors, the Department and the new Education Authority to develop planning, data analysis, school support, guidance and strategic intervention when required and to build closer relationships with schools, and to engage with the Department and EA in ensuring a more collaborative and effective way of resolving issues in schools at an early stage. CCMS believes that the proposed recruitment of full-time permanent education officers in place of the current self-employed associates will provide a more effective management and deployment of staffing resources to mitigate this risk
- The education infrastructure is not planned and delivered to support the delivery of desired educational outcomes. There are continuing discussions at Departmental level regarding capital requirements to deliver on area planning, CCMS continues to engage positively with the Department and in particular Access Branch on the identification of adjustment to admissions and enrolments to allow implementation of area planning. As part of the restructuring process currently being carried out

- CCMS will shortly be recruiting senior full-time permanent staff to target further progress within this area
- DE targets to reduce teacher absence levels are not met in the Catholic Maintained sector. CCMS continues to review HR structures and oversight processes to ensure that this target is prioritised. Research carried out considering the instances of absence in Catholic Maintained schools over the past five years has not revealed any specific course or pattern.
- The industrial relations issues on-going in De La Salle college in Belfast present specific risks to the education of the young people in that school but also present a potential risk to the Council as the managing authority. The situation in the school is complex and presents many potential risks across the sector and the wider education service and any failure to address these effectively many constitutes a risk to the reputation of the Council.

CCMS continues to adopt a low risk appetite. This will remain the norm given a reduction in staff and increased employment of temporary workers and associates, As a consequence of the delay in the legislative process associated with the formation of the Education Authority, a number of experienced senior and middle management staff have either retired or left the organisation to seek employment elsewhere. These have not yet been replaced by permanent full-time staff. As noted above, this loss of personnel has been identified in our Risk Register as a major risk to the quality of service delivery. The Department and CCMS have agreed new structures to take the organisation forward next year and funding has recently been approved for 2016/17. It is hoped that all temporary staff and the majority of self-employed associates will be replaced by permanent contracted staff in the near future. A recruitment process has begun in April 2016 to progress this matter

Information Risk

A compliance review of Information Assurance was carried out by the Data Protection Group in March 2015. During this last financial year there were no major data loss incidents, breaches or major non-compliance issues to report. As part of the restructuring process a full review of all policies and processes will be taken forward to ensure CCMS meets best practice. Resources will be allocated to this project in the next financial year

Fraud Risk

CCMS has zero tolerance in respect of fraud and is proactive in its approach to fraud awareness, prevention, detection and investigation. There was one possible instance of suspected fraud within CCMS during the reporting period and that related to the non-return of a laptop following the termination of employment of a member of staff on a temporary contract. Attempts are currently underway to have the equipment returned to the organisation.

CCMS continues to participate in the National Fraud Initiative (NFI).The Finance department confirmed to the NFI that there were no data matches of concern to this organisation.

Lapses of Security

There were no lapses of security during this financial period

The Control Regime: Review of Effectiveness

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

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

The Internal Audit Unit of the Education Authority (North Eastern region) - (nee NEELB) - was commissioned to provide an Internal Audit service to Council. In the year 2015/16 they were contracted to carry out 18 days operational work. The work was carried out in accordance with an Internal Audit Strategy Plan prioritised according to risk assessments. The audit plan was agreed by the Audit Committee as part of an agreed four year audit strategy.

The Audit Opinion was based on a four tiered system of opinion, 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

There were two internal control issues noted during the period:

- Legal Services – following discussions between CCMS and EA it was agreed that a collaborative tender should be carried out to contract for the provision of legal services to CCMS and the Maintained sector. As part of their maintenance responsibilities under article 70 of the Education (NI) Order 1998 EA are responsible for meeting the cost of doing all such other things as may be necessary for the carrying on of the school, this includes meeting the costs of any legal issues. In practice the Maintained school refers the matter to CCMS who in turn instruct a firm of solicitors. At the conclusion of the matter agreed costs and outlay are paid by the relevant EA area. . The current firm has been providing legal services to CCMS since the last exercise in 2008. While reviewing the work associated with this current procurement exercise the Internal Audit pointed out that a Business Case seeking approval to use legal services was required under FD 07/12 - ‘Professional Services’ - a Business Case seeking approval was forwarded to the Department and approval was given for expenditure from May 2015 to April 2019. Expenditure in the current year totalled £46k, £18k for general legal services and £28k for specific legal services to manage judicial reviews associated with Area Planning issues. The Department has asked that CCMS seek retrospective approval for the historic spend for the period April 2012 to 2015. The spend on general legal services over this three year period was £41.9k and there was also additional expenditure since 2013 of £38.1k on judicial reviews linked to Area Planning. It is accepted that CCMS would be unable to carry out its statutory functions without the availability of this legal services resource
- Cleaning contract – previous approval was received from the Department for the 2013/14 financial year with a recommendation that a tender process should be carried out, should ESA be further delayed. A tender process was undertaken and a three year contract was awarded for the period Jan ’14 to Dec ’16. Due to an oversight further approval for this cleaning contract was not sought from DE. A business case seeking retrospective approval was prepared and approval was given on 26 April ’16

During this financial year an external review of the organisation was carried out by KPMG on behalf of the Department of Education. The review examined the roles and responsibilities, structures, use of resources and accountability framework of CCMS. A broad strategy on a restructuring process was agreed by the Council Executive and discussions are currently ongoing with the Department on aspects of this process.

The report highlighted that performance evidence to date and consultation findings from both CCMS and external stakeholders suggested that despite political uncertainty and budget reductions CCMS has continued to be successful in helping schools to raise standards. It was the conclusion that CCMS’s current structures were not fundamentally unfit for purposes. However, after an analysis of the current structure and stakeholder feedback it was highlighted that there was a need to realign resources, particularly professional and management staffing, with strategic priorities and needs, to use current resources in a more focuses way, and to streamline administrative and transactional processes to make efficient use of fewer administrative staff.

Amongst the recommendations contained within the report by KPMG were proposals that CCMS should rebalance the organisation’s workforce to reflect greater emphases on raising standards and on area planning. These areas were subject to a loss of personnel and expertise as a consequence of vacancy control. CCMS accepted this recommendation and plans to achieve this emphasis through the release of some professional HR staff through voluntary severance and their replacement with other professional, education and technical posts. The first phase of this strategy in December 2015 saw the release of four administrative staff that will not be replaced. Additionally three senior HR professionals left on voluntary severance at the end of March 2016. While the departure of these valued staff

represents a significant loss of knowledge and experience from CCMS it was necessary to allow for the rebalancing of the structures of the organisation and I look to the future with confidence in our ability to meet the objectives set by the Minister.

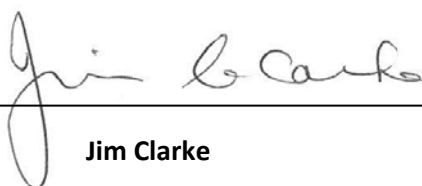
I have, in conjunction with the Council, approved a recruitment strategy for 2016/17. It is unlikely that the process, which will start immediately, will be finalised until Council considers the budgetary provision for the next financial year. Whilst it is difficult to be absolute in terms of the timeframes involved, I can confirm that Council is anxious to progress the implementation of the review recommendations. It is my intention to move as quickly as possible to fill these new positions so that CCMS can be properly equipped to continue the drive to raise standards and to advance the area planning process. I see the appointment of new permanent full time staff as crucial to this. It is inevitable that there will be a level of disruption to service whilst CCMS recruits new and differently qualified staff into their new roles in the revised staffing structures which reflect the Council's response to the various recommendations following the external review and approved in principle by the Department. With the continuing support of our stakeholders and the Department CCMS will strive to ensure that this disruption is kept to a minimum.

The Council membership believes that CCMS has continued to carry out its core roles and responsibilities and that it has achieved, to a significant degree, its Business Plan for 2015/16.

The Council's Risk Management strategy has identified the strategic risks which might impact the ability of CCMS to meet its objectives and continues to inform the Department of the increased pressures, formally through the Governance and Accountability Review (GAR) and informally, through other specific contacts.

The Council and its officers will continue to use their best endeavours to carry out their roles and responsibilities to the Catholic Maintained sector and the education service as a whole with diligence, vision and commitment.

Signature of Accounting Officer



Jim Clarke

Date of Signature

22/6/16

REMUNERATION AND STAFF REPORT

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

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

The current Members of the Remuneration Committee are:

The Most Reverend John McAreavey	Chair of Council
Bro Pat Collier	Chair of EPC
Mr Stanley Smith	Chair of FPC
Mrs Pat Carville	Chair of ECC
Mr Martin Donnelly	Chair of AC

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

CONTRACTS

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

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

SENIOR MANAGEMENT REMUNERATION (AUDITED)

Officers	2015 - 2016					2014 - 2015				
	Salary Including Performance Related Pay (PRP) and Benefits in Kind £000					Salary Including Performance Related Pay (PRP) and Benefits in Kind £000				
	Salary	PRP up to 2015/16	Benefits in Kind	Pension Benefits ^o to nearest £K	Total to nearest £K	Salary	PRP up to 2014/15	Benefits in Kind	Pension Benefits ^o to nearest £K	Total to nearest £K
Jim Clarke Chief Executive	85 - 90	0 - 5	Nil	222	307 - 312	70 - 75	5 - 10	Nil	9	84 - 94
Gerry Lundy Deputy Chief Executive	70 - 75	0 - 5	Nil	147	217 - 222	60 - 70	5 - 10	Nil	(38)	27 - 42
Eugene O'Neill Head of Human Resources & Corporate Services	55 - 60	0 - 5	2	63	118 - 123	50 - 55	0 - 5	6	7	68 - 73
Malachy Crudden Head of Education Standards	55 - 60	0 - 5	Nil	48	103 - 108	50 - 55	Nil	Nil	3	53 - 58
Band of Highest Paid Director's Total Remuneration	85 - 90					70 - 75				
Median Total Remuneration	24,472					21,734				
Ratio	3.58					3.34				

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

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

BONUSES

Bonuses are not currently paid to CCMS directors.

BENEFITS IN KIND

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. An excess mileage allowance of £2,312 was paid to Eugene O'Neill for the 2015/2016 financial year.

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce. The banded remuneration of the highest paid director in CCMS in the financial year 2015/2016 was £87.6k. This was 3.58 times the median remuneration of the workforce, which was £24,472.

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

PENSIONS OF SENIOR MANAGEMENT (AUDITED)

Officer	Total accrued pension at 31/3/16 and related lump sum (£k)	Real Increase in pension and related lump sum at 31/03/16 (£k)	CETV at 31/03/16 (nearest £k)	CETV at 31/03/15 (nearest £k)	Real increase in CETV (nearest £k)
Jim Clarke Chief Executive	£50 - 55 Lump Sum £115 - 120	£10 – 12.5 Plus £20 – 22.5	£1005	£829	£194
Gerry Lundy Head of School Planning & Development	£35 - 40 Lump Sum £75 - 80	£5 – 7.5 Plus £12.5 - 15	£759	£606	£156
Eugene O'Neill Head of Human Resources & Corporate Services	£20 - 25 Lump Sum £45 - 50	£2.5 - 5 Plus £2.5 - 5	£378	£323	£51
Malachy Crudden Head of Education Standards	£20 - 25 Lump sum £50 - 55	£2.5 - 5 Plus £2.5 - 5	£444	£397	£46

CASH EQUIVALENT TRANSFER VALUES

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

REAL INCREASE IN CETV

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

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 2015/16 are variable, depending on salary, ranging from 5.5% to 10.5% of pensionable earnings and employer contributions are set at a rate of 20%. Benefits accrue at the rate of $\frac{1}{49}^{\text{th}}$ of pensionable salary for each year of service. In addition, members can choose to commute some of their pension to provide a tax free lump sum of up to 25% of the capital value of their pension assets.

STAFF REPORT

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

	2015-16			2014-15		
	£			£		
AVERAGE NUMBER OF PERSONS EMPLOYED						
Average Number of whole time equivalent persons employed (including senior management) during the period was as follows:						
	O	P	Total	O	P	Total
Management		23	23		23	23
Administration Staff		30	30		33	33
Manual Staff		0	0		1	1
Agency Staff						
		53	53		57	57

O = Other

P = Permanent Staff

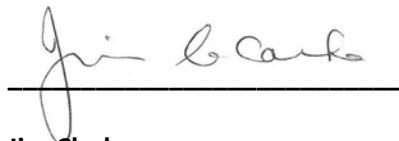
AUDITED COUNCIL MEMBERS' AND CHAIRPERSON'S EMOLUMENTS

The total emoluments of the Council Members were:

		2015/16 £	2014/15 £
Chairperson	Fees Taxable Benefits	6,500	4,878
Vice-Chair	Fees Taxable Benefits	Nil Nil	Nil Nil
Other Council Members	Fees Taxable Benefits	12,446 17,976	9,410 12,509
Totals		36,922	26,797

Note:

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



Jim Clarke
Accounting Officer

22/6/16

Date

Council for Catholic Maintained Schools

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

I certify that I have audited the financial statements of the Council for Catholic Maintained Schools for the year ended 31 March 2016 under Schedule 8 of the Education Reform (Northern Ireland) Order 1999. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff report and the Assembly Accountability Disclosures that is described in those reports as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Board and Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit and certify the financial statements in accordance with Schedule 8 of the Education Reform (Northern Ireland) Order 1999. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

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

Opinion on regularity

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

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Council for Catholic Maintained Schools' affairs as at 31 March 2016 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with Schedule 8 of the Education Reform (Northern Ireland) Order 1999 and Department of Education directions issued thereunder.

Opinion on other matters

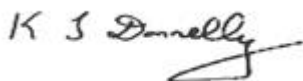
In my opinion:

- the parts of the Remuneration and Staff Report and the Assembly Accountability disclosures to be audited have been properly prepared in accordance with Department of Education directions made under Schedule 8 of the Education Reform (Northern Ireland) Order 1999, and
- the information given in Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

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

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



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

Date 01 July 2016

FINANCIAL STATEMENTS
COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2016

		2015-16	2014-15
	Note	£	£
Expenditure			
Staff Costs	2	2,796,176	2,077,837
Other Expenditures	3	1,458,936	1,692,098
Depreciation	5 / 6	4,210	4,494
Total Expenditure		4,259,322	3,774,429
Income			
Other Income	4	(62)	(228)
Total Income		(62)	(228)
Net Expenditure before financing		4,259,260	3,774,201
Net Return on Pension Finance	2	117,000	135,000
Net Expenditure after Financing		4,376,260	3,909,201
Other Comprehensive Expenditure			
Actuarial (gain)/loss in respect of pension liability		(822,000)	335,000
Net loss on revaluation of Property Plant and Equipment		0	0
Net loss on revaluation of Intangibles		0	0
Total Comprehensive Expenditure for the year ended 31 March 2016		3,554,260	4,244,201

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

The notes on pages 60 - 76 form part of these Financial Statements.

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

STATEMENT OF FINANCIAL POSITION

As at 31 March 2016

	Note	2016 £	2015 £
Non-current assets:			
Property, plant and equipment	5	11,710	15,920
Current assets:			
Trade and other receivables	7	47,518	53,835
Cash and cash equivalents	8	103,662	18,261
Total current assets		<u>151,180</u>	<u>72,096</u>
Total Assets		<u>162,890</u>	<u>88,016</u>
Current liabilities:			
Trade and other payables	9	(379,435)	(358,528)
Provisions	10	0	(12,067)
Total current liabilities		<u>(379,435)</u>	<u>(370,595)</u>
Non-current assets plus/less net current assets /liabilities		<u>(216,545)</u>	<u>(282,579)</u>
Non-current liabilities			
Pension Liabilities	2	(3,231,000)	(3,817,000)
Provisions	10	0	0
Total non-current liabilities		<u>(3,231,000)</u>	<u>(3,817,000)</u>
Assets less liabilities		<u>(3,447,545)</u>	<u>(4,099,579)</u>
Taxpayers' Equity			
General Reserve		<u>(3,447,545)</u>	<u>(4,099,579)</u>
		<u>(3,447,545)</u>	<u>(4,099,579)</u>

The Financial Statements on pages 56 - 59 were approved on 22 June 2016 on behalf of the Council by

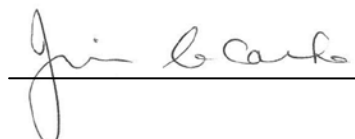
Chairperson, Bishop John McAreavey



22-6-16

Date

Chief Executive, Jim Clarke



22/6/16

Date

The notes on pages 60 - 76 form part of these Financial Statements.

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2016**

	2015-16	2014-15
Note	£	£
Cash flows from operating activities		
Net expenditure after financing	(4,376,260)	(3,909,201)
<u>Adjusted for:</u>		
Depreciation	5 / 6 4,210	4,494
Result on disposal of non-current assets	0	0
Pension Costs	2 236,000	206,000
Decrease in Inventories	0	0
Decrease/(Increase) in Trade and other receivables	7 6,317	(217)
Increase/(Decrease) in Trade and other payables	9 20,906	(24,641)
Use of Provisions	10 (12,067)	(14,481)
Net cash outflow from operating activities	<u>(4,120,894)</u>	<u>(3,738,046)</u>
Cash flows from investing activities		
Purchase of property, plant and equipment	5 0	(12,000)
Purchase of intangible assets	6 0	0
Disposal proceeds of property, plant and equipment	0	0
Net cash outflow from investing activities	<u>0</u>	<u>(12,000)</u>
Cash flows from financing activities		
Recurrent grants received	4,206,295	3,751,467
Capital grants received	0	12,000
Capital element of payments in respect of finance leases and on-balance sheet PFI contracts	0	0
Net financing	<u>4,206,295</u>	<u>3,763,467</u>
Net increase in cash and cash equivalents in the period	85,401	13,421
Cash and cash equivalents at 01/04/2015	18,261	4,840
Cash and cash equivalents at 31/03/2016	<u>103,662</u>	<u>18,261</u>

The notes on pages 60 - 76 form part of these Financial Statements.

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS
STATEMENT OF CHANGES IN TAXPAYERS' EQUITY
FOR THE YEAR ENDED 31 MARCH 2016

	2015-16	2014-15
	General	General
	Reserve	Reserve
	£	£
Balance at 31 March 2015	(4,099,579)	(3,618,845)
Changes in Reserves:		
Net expenditure cost	(4,376,260)	(3,909,201)
Actuarial Gain/ (loss) in respect of pension liability	822,000	(335,000)
Recurrent funding	4,206,295	3,751,467
Capital funding	0	12,000
Balance at 31 March 2016	<u>(3,447,544)</u>	<u>(4,099,579)</u>

The notes on pages 60 - 76 form part of these Financial Statements.

1. NOTES TO THE FINANCIAL STATEMENTS

Statement of Accounting Policies

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

(a) *Accounting Convention*

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

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

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

(c) *Depreciation*

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

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

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

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

(d) Intangible Assets

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

(e) Amortisation

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

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

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

(f) Property Plant and Equipment

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

(g) Pensions

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

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

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

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

(h) Provisions

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

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

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

(i) Employee Benefits

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

(j) *Finance and Operating Leases*

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

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

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

(k) *VAT*

The activities of CCMS are outside the scope of VAT.

(l) *Going Concern*

The Statement of Financial Position shows a net liability as at 31 March 2015. The bulk of this is accounted for by the Pension Liability. The remainder is due to timing differences between accruals made and the drawdown from the Department of matching income which is not recognised in the current year as a result of the accounting requirements under FReM

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

	2015-16	2014-15
	£	£
2. STAFF COSTS		
(a) STAFF COSTS COMPRISE		
Wages and Salaries	2,121,570	1,614,140
Social Security Costs	140,959	129,060
Pension Costs	678,528	367,153
Reimbursement of Seconded Salaries	(144,881)	(161,865)
Agency Staff Costs	0	129,349
	2,796,176	2,077,837

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

(b) PENSIONS

Defined Benefit Scheme

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

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

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

The funded nature of the LGPS requires participating employers and its employees to pay contributions into the Fund, calculated at a level intended to balance the pension liabilities with investment assets. Information on the framework for calculating contributions to be paid is set out in LGPS (Administration) Regulations (Northern Ireland) 2009 (as amended) and the Fund's Funding Strategy Statement. The last actuarial valuation was at 31 March 2013 and the contributions to be paid until 31 March 2017 resulting from that valuation are set out in the Fund's Rates and Adjustment Certificate. An actuarial valuation of the Fund will be carried out at 31 March 2016 and as part of that valuation a new Rates and Adjustment Certificate will be produced for the period three year period from 1 April 2017.

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

The assets allocated to the Employer in the Fund are notional and are assumed to be invested in line with the investments of the Fund for the purposes of calculating the return to be applied to those

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

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

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

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

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

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

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

The major assumptions used by the actuary were:

	At 31 March 2016	At 31 March 2015
Rate of increase in salaries	3.30%	3.30%
Rate of increase in pensions	1.80%	1.80%
Discount rate	3.40%	3.20%
Inflation assumption	1.80%	1.80%
Pension Accounts Revaluation Rate	1.80%	1.80%

Assets (Employer)	Assets at 31 Mar 2016 £(000)	Assets at 31 Mar 2015 £(000)
Equities	11,259	11,480
Bonds	1,895	1,857
Property	2,067	1,733
Cash	<u>438</u>	<u>402</u>
Total	<u>15,659</u>	<u>15,472</u>
Net Pension Asset as at	31 Mar 2016	31 Mar 2015
	p.a.	p.a.
Estimated Employer Assets (A)	<u>15,659</u>	<u>15,472</u>
Present Value of Scheme Liabilities	18,889	19,288
Present Value of Unfunded Liabilities	0	0
Total Value of Liabilities (B)	<u>18,889</u>	<u>19,288</u>
Net Pension Asset Liability (A-B)	<u>(3,230)</u>	<u>(3,816)</u>

REVENUE ACCOUNTS

Amount Charged to SoCNE (included in staff costs)	Year to 31 March 2016 £(000)	Year to 31 March 2015 £(000)
Service Cost	451	369
Past Service Cost	19	0
Curtailement and Settlements	0	0
Decrease in irrecoverable Surplus	0	0
Other Superannuation	0	0
Total Operating Charge (A)	<u>470</u>	<u>369</u>
Net Return on Pension Finance (credited to finance costs in SoCNE)	Year to 31 March 2016 £(000)	Year to 31 March 2015 £(000)
Expected Return on Employer Assets	491	594
Interest on Pension Scheme Liabilities	(608)	(729)
Net Return (B)	<u>(117)</u>	<u>(135)</u>
Net Revenue Account Cost (A) – (B)	<u>587</u>	<u>504</u>

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

	Year to 31 Mar 2016 £(000)	Year to 31 Mar 2015 £(000)
Actual Return Less Expected Return on Pension Scheme Assets	55	(1218)
Actuarial Losses/(Gains) due to changes in financial assumptions	689	(1667)
Actuarial (Gains)/ Losses due to liability experience	(188)	114
Actuarial results due to changes in demographic assumptions	<u>0</u>	<u>0</u>
Actuarial Gain/(Loss) in Pension Plan	<u>822</u>	<u>(335)</u>
Actuarial Gain/(Loss) Recognised in SOCNE	<u>822</u>	<u>(335)</u>

MOVEMENT IN DEFICIT DURING THE YEAR

	Year to 31 Mar 2016 £(000)	Year to 31 Mar 2015 £(000)
(Deficit) at Beginning of the Year	(3,816)	(3,275)
Current Service Cost	(470)	(369)
Employer Contributions	351	298
Net return on assets	(117)	(135)
Actuarial gains/(loss)	<u>822</u>	<u>(335)</u>
(Deficit) at end of year	<u>(3,230)</u>	<u>(3816)</u>

HISTORY OF GAINS AND LOSSES

Amounts for the current and previous accounting periods

	Year to 31 Mar 16	Year to 31 Mar 15	Year to 31 Mar 14	Year to 31 Mar 13	Year to 31 Mar 12
Fair value of Employer Assets	15,659	15,472	13,979	14,040	12,112
Present value of defined Benefit Obligators	(18,889)	(19,288)	(17,254)	(18,050)	(15,725)
Pension Liability	(3,230)	(3816)	(3275)	(4010)	(3613)
Experience (Losses)/Gains on Assets	(55)	1218	(362)	1402	(734)
Experience results on Liabilities	0	0	0	0	0
Actuarial (Losses)/Gains on Assets	(55)	1,218	(362)	1402	(734)
Actuarial Gains/(losses) on Liabilities	877	(1,553)	1,350	(1,657)	(346)
Actuarial gains/(losses) recognised in SoCNE	822	(335)	988	(255)	(1,080)

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 2016 are set out below:

Discount rate assumption

Adjustment to discount rate	+0.1% p.a.	Base Figure	-0.1% p.a.
Present value of total obligation £(000)	18,567	18,889	19,217
% change in present value of total obligation	(1.7%)		1.7%
Projected service cost £(000)	428	441	455
Approximate % change in projected service cost	(3.1%)		3.1%

Rate of general increase in salaries

Adjustment to salary increase rate	+0.1% p.a.	Base Figure	-0.1% p.a.
Present value of total obligation £(000)	18,964	18,889	18,814
% change in present value of total obligation	0.4%		(0.4%)
Projected service cost £(000)	441	441	441
Approximate % change in projected service cost	0.0%		(0.0%)

Rate of increase to pensions in payment and deferred pensions assumption

Adjustment to Pension Increase Rate	+0.1% p.a.	Base Figure	-0.1% p.a.
Present value of total obligation £(000)	19,140	18,889	18,641
% change in present value of total obligation	1.3%		(1.3%)
Projected service cost £(000)	455	441	428
Approximate % change in projected service cost	3.1%		(3.1%)

Post retirement mortality assumption

Adjustment to mortality age rating assumption	-1 year	Base Figure	+1 year
Present value of total obligation £(000)	19,383	18,889	18,395
% change in present value of total obligation	2.6%		(2.6%)
Projected service cost £(000)	456	441	426
Approximate % change in projected service cost	3.4%		(3.4%)

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)	22.3 years	24.8 years
Future pensioners	24.5 years	27.2 years

c) REPORTING OF COMPENSATION SCHEME – EXIT PACKAGE

Exit Package cost band	Number of compulsory redundancies	Number of other agreed departures	Total number of exit packages by cost band
£10,000 - £25,000	0 (0)	2 (0)	2 (0)
£25,000 - £50,000	0 (0)	2 (0)	2 (0)
£50,000 - £100,000	0 (0)	0 (0)	0 (0)
£100,000 - £150,000	0 (0)	2 (0)	2 (0)
£150,000 - £200,000	0 (0)	1 (0)	1 (0)
Total number exit packages by type	0 (0)	7 (0)	7 (0)
Total resource cost / £	0	£581,362	£581,362

Comparative data for the previous year is shown in brackets

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

3. OTHER OPERATING COSTS	2015/16	2014/15
	£	£
Professional and Legal Services	950,292	1,089,647
Computer Support	73,035	69,086
Travel & Subsistence	54,851	56,095
Rent and Rates	52,588	53,096
Printing and Stationery	36,276	45,306
Travel and Subsistence (Non Staff)	30,500	31,461
Heating and Lighting	26,770	32,298
Assessors' Fees	22,050	25,140
Conferences & Training	21,432	18,558
Telephones	21,307	29,143
Access NI	19,962	15,747
Cleaning	19,596	22,947
Below Threshold Equipment	17,648	11,780
Repairs and Maintenance – Buildings/Grounds	16,802	70,451
Attendance Allowance	14,608	17,536
Postage	14,288	18,124
Miscellaneous Expenses	11,746	11,212
Hospitality	10,765	11,559
External Audit Fees	9,750	13,332
Internal Audit Fees	8,100	8,100
Repairs and Maintenance of Equipment	8,012	8,372
Recruitment and Advertising	6,496	11,755
Training (Non Staff)	5,189	14,135
Insurance	4,705	4,609
Library Services	1,981	1,853
Bank Fees	187	756
PPP Legal and Consultancy Fees	0	0
Loss (profit) Disposal of Assets	0	0
Total	1,458,936	1,692,098

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

National Fraud Initiative	0	1,232
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4. OTHER INCOME	2015/16	2014/15
	£	£
Bank Interest Receivable	62	228
Reimbursement of Employee's Salary Cost	0	0
	62	228

5. PROPERTY PLANT AND EQUIPMENT

	General and Others	Repro- graphics	Hardware and Software	Total
	£	£	£	£
<u>Cost</u>				
1 April 2015	198,226	72,693	270,671	541,590
Additions	0	0	0	0
Disposals	0	0	0	0
31 March 2016	198,226	72,693	270,671	541,590
<u>Accumulated Depreciation</u>				
1 April 2015	193,961	61,038	270,671	525,670
Charge for the year	1,812	2,398	0	4,210
Disposals	0	0	0	0
31 March 2016	195,773	63,436	270,671	529,880
Carrying amount at 31 March 2015	4,265	11,655	0	15,920
Carrying amount at 31 March 2016	2,453	9,257	0	11,710
<u>Cost</u>				
1 April 2014	198,226	60,693	270,671	529,590
Additions	0	12,000	0	12,000
Disposals	0	0	0	0
31 March 2015	198,226	72,693	270,671	541,590
<u>Accumulated Depreciation</u>				
1 April 2014	192,150	58,355	270,671	521,176
Charge for the year	1,811	2,683	0	4,494
Disposals	0	0	0	0
31 March 2015	193,961	61,038	270,671	525,670
Carrying amount at 31 March 2014	6,076	2,338	0	8,414
Carrying amount at 31 March 2015	4,265	11,655	0	15,920

6. INTANGIBLE NON CURRENT ASSETS

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

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

Carrying amount at 31 March 2015 0

Carrying amount at 31 March 2016 0

<u>Cost</u>	<u>Software Licences</u>
1 April 2014	£ 23,624
Additions	0
Disposals	0
31 March 2015	<u>23,624</u>

<u>Accumulated Amortisation</u>	
1st April 2014	23,624
Charge for Year	0
Disposals	0
31st March 2015	<u>23,624</u>

Carrying amount at 31 March 2014 0

Carrying amount at 31 March 2015 0

All Assets shown above at 31 March 2016 were owned by CCMS. There was no outstanding Finance in the form of loans or leases.

7. TRADE AND OTHER RECEIVABLES

	As at 31 March 2016	As at 31 March 2015
	£	£
Amounts falling due within one year		
Trade Receivables	35,054	38,833
Prepayments and accrued income	12,464	15,002
	47,518	53,835

Analysis of trade receivables and other current assets

Other Local Government Bodies	34,938	36,998
Local Authorities	174	180
NHS Trusts	0	0
Public Corporations and Trading Funds	0	0
Bodies External to Government	12,406	16,657
Total	47,518	53,835

There were no amounts falling due after more than one year

8. CASH AND CASH EQUIVALENTS

	2015/16	2014/15
	£	£
Balance at 1 April	18,261	4,840
Net change in cash and cash equivalent balances	85,401	13,421
Balance at 31 March	103,662	18,261

	2016	2015
The following balances at 31 March were held at:		
Commercial banks and cash in hand	103,662	18,261
Balance at 31 March	103,662	18,261

9. TRADE AND OTHER PAYABLES

	As at 31 March 2016	As at 31 March 2015
	£	£
Amounts falling due within one year		
Accruals and Deferred Income	84,005	238,440
Trade Payables	295,430	120,088
	379,435	358,528

Analysis of trade payables and other current assets

Other Local Government Bodies	224,296	17,931
Local Authorities	0	145
NHS Trusts	0	0
Public Corporations and Trading Funds	0	0
Bodies External to Government	155,139	340,452
Total	379,435	358,528

There were no amounts falling due after more than one year

10. PROVISIONS

	2015/16	2014/15
	£	£
Balance at 1 April 2015	12,067	26,548
Provided in the year	0	0
Provisions not required written back	0	0
Provisions utilised in the year	(12,067)	(14,481)
Cost of borrowing (Unwinding of discount)	0	0
Balance at 31 March 2016	0	12,067
Analysis of expected timing of discounted flows		
	2016	2015
Not later than one year	0	12,067
Later than one year and not later than five years	0	0
Later than five years	0	0
Balance at 31 March	0	12,067

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

11. LOSSES AND SPECIAL PAYMENTS

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

12. RELATED PARTIES

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

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

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

13. EVENTS AFTER THE REPORTING PERIOD

There were no material post balance sheet events.

14. CONTINGENT LIABILITIES

There are no contingent liabilities.

15. COMMITMENT UNDER LEASES

(a) Operating Leases

At 31 March 2016 there were no commitments under operating leases

(b) Finance Leases

At 31 March 2016 there were no finance leases.

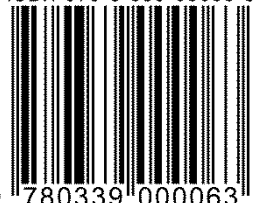
16. FINANCIAL INSTRUMENTS

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

17. DATE AUTHORISED FOR ISSUE

The Accounting Officer authorised these financial statements for issue on 1 July 2016.

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