

Council for Catholic Maintained Schools

Annual Report and Accounts 2007-2008

Year Ended 31st March 2008

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CHAIRMAN'S FOREWORD

In the foreword to the 2006/07 Annual Review I referred to the management of change. At that stage I expected that the new administrative structures envisaged by the Review of Public Administration would soon be in place. This has not happened and once again I must invite you to prepare for change.

The Review provides some insight to the many positive developments, which have impacted on our schools during the past year. The Council, and its officers, despite the uncertainty in many areas of policy, have continued to provide sound advice and guidance to Trustees, Governors, school leaders, teachers, pupils and parents. They have also engaged with the Department of Education and other education partners to advance a range of policies and initiatives. Principal amongst these has been the consultation on 'Every School a Good School', the Department's central policy on school improvement. CCMS in its response made innovative proposals to encourage schools to take responsibility for improving their general provision with the intention of improving the educational experience of our young people. The initiation of a 'Full Service' School in West Belfast has complemented the Extended School programme, which is more effective at involving the local community as both a provider and user of services. The emphasis on addressing the impacts of social deprivation has been a key aspect of activity. CCMS provided evidence for the OFMDFM committee preparing a report on this issue.

Not all change is easy to manage. This year saw the introduction of 'hard charging' of added years to redundancy and 'efficient discharge' payments. Officers have had to deal in a sensitive manner with the reductions in staffing in many schools as a consequence of the continuing decline in pupil enrolments. I want to acknowledge the painstaking and complex work done by Governors to ensure that fair and transparent processes are in place to determine redundancies, particularly where they are compulsory.

The continuing political uncertainty over post-primary arrangements has delayed progress on a range of proposals in all the Northern dioceses. While the absence of policies on area-based planning and sustainable schools has inhibited progress, the Council has continued to support the Northern Ireland Commission for Catholic Education in seeking to provide a modern 11-19 provision for all our young people.

The return of devolved Government to Northern Ireland inevitably led to a period of uncertainty as the policy context changed. The Council contributed to the consultation on the draft Programme for Government, including the Public Service Agreements, the Budget and the Investment Strategy. In all cases the emphasis was on promoting a coherent set of policies to support social inclusion and economic development.

CCMS has been closely associated with the convergence strategy towards the establishment of the proposed 'Education and Skills Authority' (ESA). Council recognises the rationale for a more efficient and effective administrative and support system for education but obviously regrets the parallel demise of CCMS. However, significant progress has been made in convincing Government of the vital role that sectoral interests can play in supporting ESA in raising standards and in the provision of a range of other services.

In conclusion I must again return to the theme of change. At the time of writing, the proposal to introduce an Education Bill to create the Education and Skills Authority is being prepared for presentation to the Executive and Assembly. If enacted, this legislation will mark the demise of CCMS. At this point I wish to point to the significant achievements of CCMS, particularly in raising standards in the Maintained Sector. I wish also to salute the hard work and commitment of the many officers and members of Council and its committees who have worked with Trustees, Governors and teachers to promote the education of our young people.

(Bishop) John McAreevey

2 June 2008

INTRODUCTION TO CCMS

Established under the Education Reform Order (NI) 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 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.

COUNCIL MEMBERS

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

TRUSTEE REPRESENTATIVES

The Most Reverend John McAreavey DD [CHAIR] Bishop of Dromore

Mr John Beatty, Retired Director of RTU

The Right Reverend Monsignor Sean Cahill PP, Chairman of Clogher DEC

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

The Reverend Robert Devine, Drumquin Parish

Mr Frank Donnelly, Diocesan Adviser

Mr Harry Goodman, Former Chief Executive of the FEC/Equality Commission (*Member of Audit Committee*)

The Right Reverend Monsignor Aidan Hamill VF, Chairman Dromore DEC (*Member of Audit Committee*)

The Most Reverend Francis Lagan DD, Auxiliary Bishop of Derry

The Most Rev Donal McKeown DD, Auxiliary Bishop of Down & Connor

The Very Reverend Canon Joseph Mullin PP VG, Monaghan Parish

Dr Margaret Reynolds, Director of the Faculty of Education, St. Mary's University College

Mr Stanley Smith, formerly Head of Division, DE

The Most Reverend Patrick J Walsh DD, Bishop of Down and Connor

Sr Eithne Woulfe, [VICE-CHAIR] Education Administrator, CORI

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

Fr Sean Emerson, Chair of the Down & Connor DEC

Mr Dermot Mullan, Principal of St Patrick's Grammar School, Downpatrick

Fr Seamus Rice, Coalisland Parish

DE REPRESENTATIVES

Mr David Millie, Retired Inspector, DE (*Member of Audit Committee*)
Ms Paula Sheils, Director of Family Practitioner Services, CSA (*Chair of Audit Committee*)
Mrs Joan Christie, Non-Executive Director of Christies Ltd (*Member of Audit Committee*)
Brother Patrick Collier, Education Director of De La Salle Schools in Ireland
Dame Geraldine Keegan, Retired Principal of St Mary's College, Derry
Mr Brian McCargo, Retired Deputy to the Assistant Constable, PSNI
Mr Eamon Mullan, Head of Governance, University of Ulster (*Member of Audit Committee*)
Mrs Sheila McCaul, Retired Senior Education Officer in the WELB

PARENT REPRESENTATIVES

Mrs Carol Breen, St John the Baptist Nursery School, Portadown
Mr Seamus McCaughey, St Scire's Primary School, Omagh
Mrs Eleanor McWilliams, St John's Convent Primary School, Coleraine
Mrs Michelle Simpson, Nazareth House Primary School, Derry

TEACHER REPRESENTATIVES

Mrs Mary Haughey, St John's Primary School, Carnlough
Mrs Dympna McPeake, St Colmcille's High School, Crossgar
Mrs Catherine O'Neil, Lismore Comprehensive College, Craigavon
Mr Mark O'Neill, Derrychrin Primary School, Cookstown

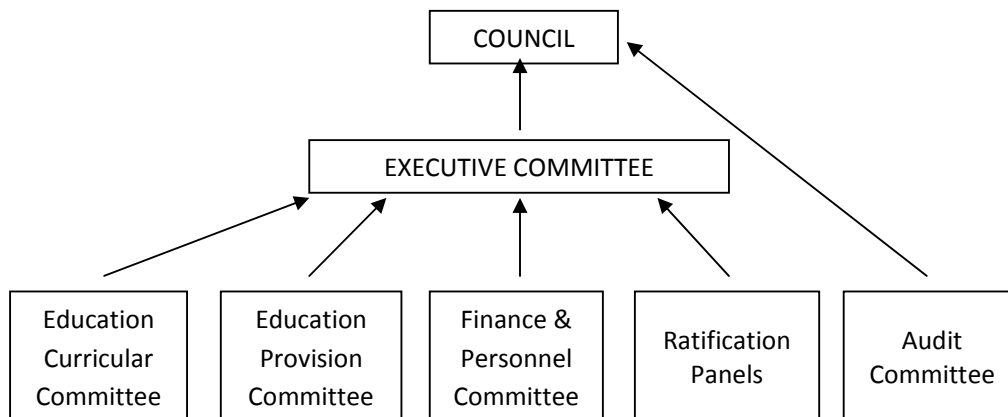
REGISTER OF INTERESTS

A Register of Interests of all Council Members is held at the Headquarters of the CCMS in Hollywood and is available on request.

COUNCIL STRUCTURE

The Council consists of 36 members made up as follows:

- Trustee Representatives
- Department of Education Representatives
- Parent Representatives
- Teacher Representatives



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 Diocesan Offices. Council Members go through a formal Induction Scheme at the outset of their term of office. Members are restricted to two terms of office.

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 of course 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 Provision Committee (EPC)

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

Finance and Personnel Committee (FPC)

The main purpose of the Finance and Personnel Committee is to review strategies and policies with a view to ensuring that the appropriate infrastructures are secured and developed within the Council and Catholic Maintained schools to ensure an effective and efficient service.

Audit Committee (AC)

The Audit Committee seeks to ensure the most economic and effective use of available resources, the promotion of the highest standards of propriety in the use of public funds and the encouragement of proper accountability in respect of such funds.

Diocesan Education Committees (DECs)

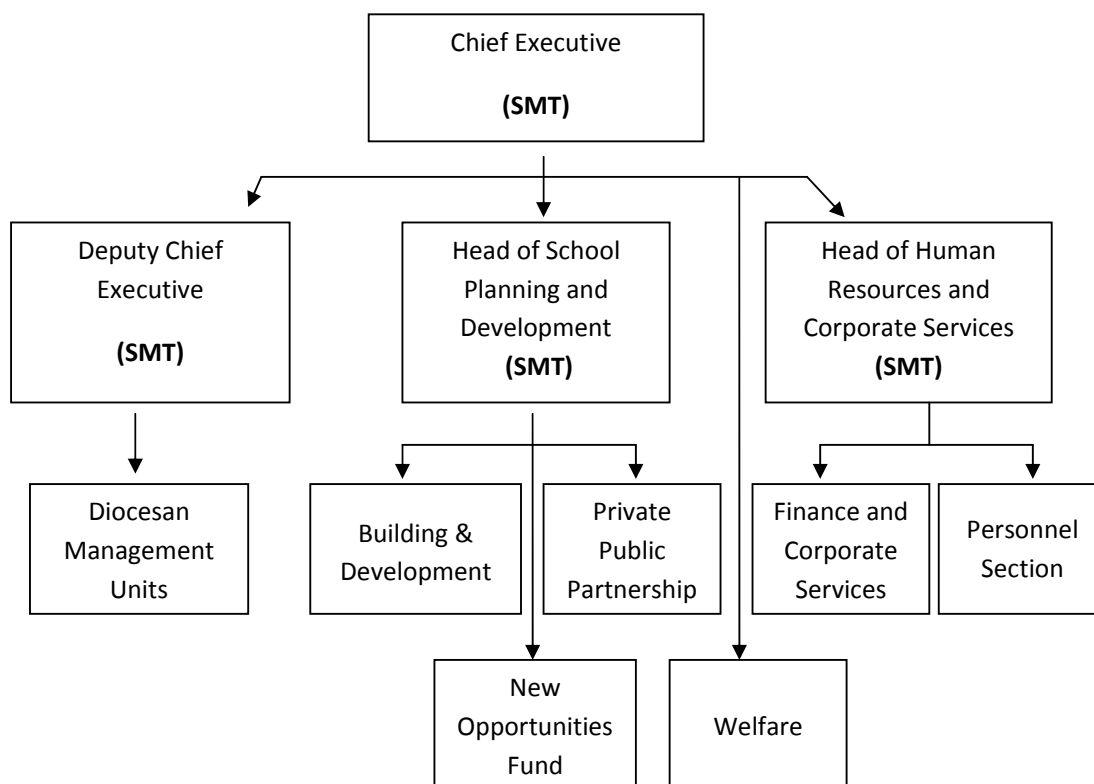
Diocesan Education Committees offer a Diocesan perspective on strategies, policies and performance. They also play an important quality assurance role in the appointment to prescribed posts, i.e. principal and vice-principal, and advise Council.

EXECUTIVE ORGANISATION

The Senior Management Team (SMT) consists of 4 Executives. The Chief Executive (CE) is responsible for the Strategic Direction of CCMS and Welfare.

The CE is supported by 3 senior executives responsible for:

- Diocesan Management Units
- School Estate Planning and Development
- Human Resources, Finance and Corporate Services



ARRANGEMENTS FOR THE EVALUATION OF SMT'S PERFORMANCE

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

RISK MANAGEMENT

CCMS has in place a Risk Management Process. The introduction of this process was facilitated by Marsh International, a company with much experience in the field of Risk Management.

All officers within CCMS have been involved in the process of identification of risks pertaining to their section. 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), looked at the management controls to avoid the likelihood of the risks and measures to be taken if any of the major risks were to occur.

The Risk Register was established in March 2007 and updated in September 2007 and March 2008. At the meeting in March 2008 the RSG assessed the risks in light of current information and prepared statements of Assurance in respect of the Risk Management Process for SMT.

AUDIT

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

The audit of the financial statements resulted in an audit fee of £7,202 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.

D J Flanagan
Accounting Officer

Management Commentary

Council's Corporate Plan and Business Plan were aligned with the DE Strategic Framework 2005-2008. This report is, therefore, presented under the five Themes of this Strategic Framework:

- Valuing Education
- Fulfilling Potential
- Promoting Equality and Inclusion
- Resourcing Education
- Organising for Success

This Annual Report for the CCMS covers the period April 2007 to March 2008.

When the Business Plan for this period was being developed there was a firm expectation that the Review of Public Administration with respect to education would create a new entity by April 2008. This expectation maintained under the restored devolved administration until July 2007 when it became clear that there would be a delay to April 2009. The Business Plan was intended to focus on consolidation of existing priorities and programmes and convergence to new arrangements through the Education and Skills Authority Implementation Team (EASIT). CCMS, throughout this period of uncertainty, has continued to work effectively towards the achievement of the Business Plan despite the distractions of uncertainty. These have manifested themselves most obviously in the consequences of vacancy control. It is only to be expected that some officers will seek new challenges, particularly beyond sectors affected by reorganisation. In some cases it has been difficult to recruit appropriate replacements, especially when the contract cannot be permanent or extend beyond March 2009.

It is understandable that a new Government would wish to review policy decisions. The protracted political disagreement on key developmental issues such as academic selection, the 14-19 curriculum and the Review of Public Administration have stifled progress in key areas of proposed activity. In addition, the delay in a number of general policy areas through extended consultations, protracted timescales and indecision has had a negative impact on several of Council's intended targets.

CCMS failed to make expected progress on seven proposed outcomes. This was largely due to the lack of policy progress from DE. The affected issues were ¹(11) Early Years (19) Schools/Further Education Collaboration (28) Special Needs Provision (33) Strategic Forum on School Management (34) Guidance on Precautionary Suspension of Teachers.

There were several areas of activity where the extent of progress was difficult to measure due largely to either the accuracy of some data or the Council's lack of confidence in the validity of some data collected in an inconsistent manner. This would apply to the following outcomes; (a) Pupil Attendance (10) Planning through School Development Plans for Children for whom English is not their Native Language, (15) Reduced levels of Suspension and Expulsions, (17) Action Plans to address low attainment in Literacy and Numeracy and (47) Reductions in Teacher Absences.

¹ The numbering refers to the actions and indicators in the Business Plan

Some other indicators were not fully progressed for other reasons. In some the issues were for the whole of the education system and not under the control of CCMS. These included, (22) on progress to achieving a number of ‘Costello Proofed’ post primary proposals delayed by the lack of a formal area based planning process, the failure of DE to produce a ‘Sustainable Schools’ policy and the general political discord around academic selection and the means to transfer children at eleven years of age from primary to post-primary schools, (27) regarding guidance on new admissions arrangements, (41) on area based planning boundaries and (38) on a review of the LMS Scheme and Formula. Progress was made however in (61) the development of a Trustee Support Service to provide professional advice and guidance to Trustees when CCMS is dissolved. In both cases the full objective was not achieved.

CCMS ended the year on budget but indicated to the DE in February its intention to return £60,000 underspend under the Post Primary Review earmarked fund and £13,000 underspend under a Service Level Agreement within the Recurrent Budget. This surplus was caused by the lack of political and policy progress on this matter and the inability of CCMS to progress outwith a policy framework.

The revised organisational structures have now become largely institutionalised but the uncertainty of progress towards the implementation of the Review of Public Administration has caused periodic staffing difficulties. Officers have striven to cope with such difficulties to maintain services. Officers have also contributed positively to the various working groups and related activities concerned with the convergence to the proposed Education and Skills Authority and to a number of other initiatives emanating from DE, education bodies, other departments or community organisations.

The following sections provide a brief overview of the work of CCMS under each of the five strategic themes used in the Council’s Corporate Plan which has been extended for a further year. A Business Plan can only provide a high level statement of intended activities and outcomes, similarly an Annual Report can only touch on the extent of activity undertaken by the organisation. It does not adequately convey the extent and breadth of interaction between the Council and its stakeholders to support the education of children and young people in Catholic Maintained schools and the contribution, generally, to policy development, service delivery and the creation of new administrative arrangements.

THEME 1 – VALUING EDUCATION

CCMS strives to promote the Value of Education and create a desire for learning.

THE ETHOS OF THE CATHOLIC SCHOOL

CCMS is pleased to note the ethos dimension of education is becoming increasingly understood and appreciated in relation to the general raising of standards in education. CCMS, in responding to the consultation on 'Every School a Good School', noted the recognition of this by DE. CCMS officers have continued to promote the ethos of Catholic Education as a means of securing the support of governors, principals and others in identifying and addressing issues of under-performance in educational outcomes and other indicators of quality service.

CCMS has again supported the Consultative Group for Catholic Education (CGCE), in the promotion of Catholic Education Week on the theme 'Living Faith Fully', which has at its core the value of education.

A series of meetings with principals and governors allowed CCMS to address a range of issues relevant to general education policy development, raising standards and areas for improvement such as managing teacher attendance, the possible implications of RPA on the Catholic Education sector and the value of ethos.

LEARNING IN THE COMMUNITY

This year the Extended Schools initiative completed its first full cycle. CCMS supported a number of schools in the development of clusters to reduce duplication in areas, to extend the range of activities and, most importantly, to better involve local communities in both the delivery of, and access to, a broader programme. CCMS, initially through its work on a number of strategic and operational groups associated with addressing the issues emerging from the 'Ballymurphy Feud' in Belfast, was able to secure the agreement of DE in establishing a 'Full Service' school in Corpus Christi College.

The establishment of the new Health and Social Services Trust has facilitated an increasingly collaborative environment between health and education, characterised by a number of formal meetings between bodies, the establishment of focused working parties and the emergence of creative proposals for collaborative service delivery. This has been particularly evident in some areas of social need where the collaboration has extended to involve Neighbourhood Renewal and community organisations in developing strategic proposals for the area.

THEME 2 – FULFILLING POTENTIAL

CCMS is committed to raising standards in attainment and in all aspects of the education experience including personal development, the skills for life and for employment and in further learning.

This section of the report focuses on Council's contribution to the implementation of the Revised Curriculum and other curriculum and assessment developments, further reinforcement of the importance of school development planning, support for schools involved in inspections, further development of the use of school performance data, the ongoing emphasis on school improvement and the celebration of school achievements.

EXTENDING LEARNING OPPORTUNITIES

CCMS continues to contribute to and support the implementation of the Revised Curriculum and other curriculum developments through its participation on the Partnership Management Board for the implementation of the revised curriculum and involvement in the work of the Council for Curriculum, Examinations and Assessment (CCEA). It maintains its commitment to the range of changes within the Entitled to Succeed programme and to the introduction of a coherent curriculum, assessment and examination system which meets the needs of young people and is appropriately focused on the future economic and social development of Northern Ireland.

CCMS officers continue to work with colleagues in the Education and Library Boards (ELBs) to support schools in the Extended Schools initiative. There is a large number of schools providing extended school services and in some places effective clusters of schools have developed. For example, the Whiterock and Upper Springfield and the Greater Falls Extended Schools Clusters have appointed cluster Coordinators to help support and promote the work of the schools. It is hoped that the work of these, and other, clusters will encourage further collaborative relationships in other areas.

CCMS officers continue to work closely with colleagues from the ELBs to help schools develop collaborative relationships in preparation for the implementation of the requirements of the Entitlement Framework. Learning Communities have been formed in all ELB areas and while the rate of progress has varied across the ELBs, CCMS is pleased to see the increased development of collaborative partnerships between Maintained schools and schools from other sectors. These schools have worked effectively together to jointly provide a range of courses at Key Stage 4 and Post-16.

CCMS continues to support initiatives which facilitate access to the curriculum through electronic means. Though suited to only a number of subjects, this will reduce the need for pupils to move from school to school in pursuit of the courses which they wish to study.

RAISING STANDARDS OF ACHIEVEMENT

The year past saw a considerable number of inspections in Catholic Maintained schools. CCMS is pleased that in almost all Catholic Maintained schools the reports of inspections have been 'good or better', and congratulates the staff, governors and pupils of those schools for the successes they have achieved. Some schools, identified as having areas for improvement, have had the support of CCMS officers in preparing the action plans that

accompany their responses to the Education and Training Inspectorate (ETI) report. Some of these schools have also revised their School Development Plans, with the support of CCMS officers, and/or engaged in customised staff development with the support of the Curriculum Advisory Support Service (CASS).

List of Inspection’s carried out by category between 1 April 2007 – 31 March 2008

Inspection Type	Number of Inspections
Focused	18
Short Nursery	1
Short Primary	9
Standard	6
Follow-Up	24
Total	58

The proposed school improvement policy ‘Every School a Good School’ emphasises the importance of self evaluation and CCMS has encouraged schools to use the range of support materials and data available to them to help identify and address their improvement needs. CCMS has also engaged in an expansive process to elicit the views of schools in relation to the draft policy and made a detailed response to the formal consultation. The recently published Belfast Education and Library Board (BELB) self evaluation document, ‘Evolutionary School Improvement Framework’, has been welcomed by schools and could be more widely disseminated to support improvement planning.

Meeting the needs of children from migrant families coming into Northern Ireland continues to be a challenge for schools and the agencies that support them. In places where there are large numbers of such children the challenge is particularly demanding. The CCMS ‘Welcome Pack’, a multi-lingual information document, will soon be distributed to schools, District Council offices, Churches, Health Centres and other public buildings for migrant families to avail of. It is hoped that this will make their introduction to life and education in Northern Ireland as smooth as possible.

As the number of children for whom English is their second language increases, the task of educating them continues to pose a considerable challenge for schools, especially in areas where there are large numbers of migrant families from different places. This has obvious resource implications for those schools which will need additional help and support if they hope to be able to meet their educational responsibilities fully. CCMS officers have sought to address this matter through the LMS Steering Group.

The development of a school performance database continued to be a focus for CCMS in 2007-08. Some progress was made and it is hoped that in the coming year more accurate data will be available for pupil outcomes, teacher and pupil attendance and the levels of suspensions and expulsions over the last three years. Following a period of staff training and the development of an appropriate intervention protocol, it has been possible to identify schools with trends of performance that may need to be addressed. Intervention meetings with some schools have taken place and these will continue in the 2008-09 business year.

The advances made with the school performance database will contribute significantly to the work of PRSD External Advisers providing them with a comprehensive set of information to be used in their work with schools.

CCMS officers continue to work with partners in the DE and the ELBs in the area of school improvement. Working as members of the School Support Programme (SSP) Steering Groups they continue to support the declining number of schools in the programme.

As the SSP is ‘wound down’, CCMS is keen to see schools being given increasing responsibility for leading their own improvement in the context of the new school improvement policy. In the interim, however, it will be important to carefully manage SSP schools and especially Group One schools out of the old improvement process and into the new. CCMS broadly welcomes the proposal, in the new policy, that schools should manage their own improvement with professional support but from within their delegated resources. However, there may be a small number of schools for which this will be a great challenge and for whom some continued additional support may be necessary.

One strand which has emerged in the ‘Achieving Belfast/Achieving Derry’ initiative is an element of the revised ‘Literacy and Numeracy Strategy’ which is itself a strand of ‘Every School a Good School’. CCMS is supporting the central strategic group in responding to the issues raising by Government in relation to under-achievement in literacy and numeracy.

CCMS officers continue to be involved in a range of initiatives intended to raise educational achievement and improve the life chances of children and young people in communities with high levels of social deprivation. This includes the various initiatives coming from the Health Actions Zone for North and West Belfast and from the collaborative working between the DE and the Department for Social Development (DSD). Foremost among these is the Integrated Services Project which aims to address the educational, health and social needs of young people in parts of North and West Belfast through the formation of Local Implementation Action Groups. These groups have been formed in the Shankill and West Belfast areas and have initiated their planning. Initiatives like this and others, such as the creation of the ‘Full Service’ Learning Community in the Whiterock and Upper Springfield area, are leading the way in the formation of the fully serviced community concept. CCMS officers have been at the forefront of these initiatives and will continue to promote them in the coming year.

CELEBRATING ACHIEVEMENT

Council acknowledges the outstanding, achievements of the leaders, teachers, CCMS staff and pupils in Catholic Maintained schools. Throughout the year, many school celebrations are attended by CCMS officers who report that there appears to be no limit to the talents and achievements of the young people and the teachers who lead them in their development.

CCMS is committed to the involvement of children and their parents in the development of school policies. This practice is growing in schools and continues to be supported by the provision of guidance by CCMS officers about how this can be achieved.

THEME 3 - PROMOTING EQUALITY AND INCLUSION

CCMS strives to ensure access to an Education System which promotes respect for diversity, equality of opportunity and recognition of human rights.

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

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

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

ACCESS TO QUALITY SCHOOLS

Once again the decline in pupil enrolment required CCMS to engage, on behalf of Trustees, in a number of school closures and reorganisations. In addition, the retention of some resources from the 'Renewing the Schools' Estate' earmarked fund, allowed the strategic review of the primary sector to be further advanced, to the point of reviewing almost every parish.

The restoration of the Northern Ireland Assembly and the need for Ministers to review policy led inevitably to further delay in a number of areas of activity, including revised procurement arrangements and issues related to post-primary review. CCMS had anticipated significant development in Area Based Planning, the Sustainable Schools policy and other policies but these were not forthcoming and, consequently, the expected progress in meeting the needs of young people to access the Entitlement Framework was further delayed.

OPEN ENROLMENT

A total of 67 applications for temporary variations from the primary sector and 34 from the secondary sector were processed by the Building and Development Section in consultation with the CCMS Education Advisers and Management Officers.

Primary School Open Enrolment Figures 2007/08

Diocese	No. of Open Enrolment Consultations
Armagh	25
Clogher	5
Derry	19
Down & Connor	13
Dromore	<u>5</u>
Total	<u>67</u>

Secondary School Open Enrolment Figures 2007/08

Diocese	No. of Open Enrolment Consultations
Armagh	13
Clogher	1
Derry	10
Down & Connor	9
Dromore	<u>1</u>
Total	<u>34</u>

MINOR WORKS

The Building and Development Section carried out a total of 48 school inspections throughout the year to provide technical surveys and advice to determine the most cost effective approach for the provision of minor works.

Minor Works Applications received per Diocese were as follows:

Diocese	No. of Minor Works Applications Received
Armagh	47
Clogher	27
Derry	52
Down & Connor	100
Dromore	<u>33</u>
Total	<u>258</u>

RATIONALISATIONS

- St Joseph's PS, Ahoghill, and St Patrick's PS, Ahoghill, – amalgamated to form St Paul's PS, Ahoghill
- St Louis' PS, Ballymena, and St Mary's PS, Ballymena, – amalgamated to form St Colmcille's PS, Ballymena
- St Joseph's PS, Ballymena, and All Saint's PS, Ballymena, – amalgamated to form St Brigid's PS, Ballymena
- St Joseph's PS, Poyntzpass, and St James' PS, Tandragee, – amalgamated to form St Joseph's & St James' PS, Poyntzpass

CLOSURES

- St Mary's PS, Ballygowan, closed on 31 August 2007

MAJOR WORKS

In March 2007 the Education Minister, Maria Eagle, in her review of projects in receipt of capital funding, decided the following projects should not proceed:

Derry Diocese: St Eugene's PS, Derry

Down and Connor Diocese: St MacNissius' PS, Tanaghmore; Moneydarragh PS, Annalong; St Joseph's PS, Ballymartin.

The Minister also decided that the following scheme should be placed on hold pending further detailed assessment:

Armagh Diocese: Dean Maguirc College, Carrickmore.

However, the current Education Minister, Caitriona Ruane, on 27 February 2008, announced that Dean Maguirc College should proceed following detailed examination of the issues relating to the school.

DE also gave permission to undertake a Feasibility Study for St Eugene's PS, Derry, in conjunction with St Anne's PS and Rosemount PS as part of the review of primary education in the Parish of Templemore.

Moneydarragh PS, Annalong, and St Joseph's PS, Ballymartin, are also proceeding in a new Feasibility Study in conjunction with St Mary's PS, Glassdrumman as part of the review of provision for the Parish of Lower Mourne.

PROJECT MANAGEMENT

Due to the expiry of the project management framework in 2007, no project managers have been appointed to new schemes to bring forward Feasibility Studies. A new project

management framework has now been established in April 2008. A number of CCMS schemes will now move forward over the course of 2008/2009 to enable Feasibility Studies and Economic Appraisals to be progressed.

SUPPORT FOR ETHNIC MINORITY GROUPS

Following the successful launch of the ‘Welcome Pack’ by His Eminence Cardinal Sean Brady (then Archbishop) and Ms Catriona Ruane, Minister for Education, CCMS has distributed packs to all Catholic Maintained Schools and Parishes in Northern Ireland.

The Welcome Packs were well received by teachers and parents and a follow up survey on the uptake and usage of the materials indicated that these were a valuable and highly used resource.

Following this, CCMS has produced over 25,000 leaflets answering ‘Frequently Asked Questions’ (FAQs) about admission to and inclusion of ethnic minority pupils in Catholic Maintained Schools. The leaflets have been distributed to every school and Parish, Ethnic Minority Support Group, ELB, Local Council, Citizen Advice Bureau and through NICVA.

It is hoped to develop this work further in the 2008/09 year with the possible inclusion of this issue in the production of a DVD resource.

CONSULTATION ON POLICIES

During the year CCMS provided detailed responses to the Equality Commission ‘Let’s Talk, Let’s Listen’ Consultation papers and the NICCY Consultation paper on Children’s Rights. A CCMS response was also made to NICCY’s draft Corporate Plan 2008-11.

These were detailed responses which highlighted the Council’s own position paper on the value of consulting with parents and children on education policy and human rights issues.

CCMS has also shared some plans with the NI Commissioner for Children in relation to including children as important stakeholders in consultation exercises on the rationalisation and planning for future school provision. A pilot consultation study was initiated in the East Antrim area in early 2008.

SPECIAL EDUCATIONAL NEEDS

The DE is currently finalising a fundamental review of Special Educational Needs (SEN) Provision across Northern Ireland in collaboration with all relevant stakeholders. CCMS had expected that this would have been completed in the 2007/08 year and is disappointed by the delay.

CCMS has been represented on this strategic working group and has contributed the outcomes of a CCMS SEN Survey to the debate.

It is likely that this Review Paper will be published and consulted upon in a pre-public consultation exercise, i.e. relevant government departments, and then proceed to the Education Committee and Executive by the end of June 2008. This to be followed by public consultation involving schools, by October or November 2008.

INCLUSION

CCMS followed through on commitments to the Equality Commission by providing training to all principals and Chairs of Boards of Governors on the management of disability amongst teachers.

CCMS officers assisted a number of schools in developing and implementing arrangements to extend the inclusion of children with special educational needs and supported schools in completing risk assessments of pupils with specific behavioural problems with a view to retaining them in the mainstream. CCMS also engaged with education partners in supporting the Atlantic Philanthropies/International Fund for Ireland Sharing Education Programme (SEP) which is an inclusion initiative managed by Queen's University and based in the initial twelve Specialist Schools.

THEME 4 - RESOURCING EDUCATION

CCMS strives to provide high quality education in an effective and efficient manner through strong governance and leadership and through skilled and motivated teachers.

FACILITATING LEARNING

CCMS officers have continued to advocate on behalf of the Catholic Maintained sector and have also made a significant contribution to the development and implementation of general education policy. CCMS officers have also worked with other Departments, statutory bodies and community representatives on policies and strategies to address a wide range of economic and social needs. In particular CCMS has worked to encourage schools to engage, as appropriate, in a number of multi-disciplinary activities to better meet the needs of pupils and the wider school community.

Over the 2007/2008 planning year CCMS responded to consultations or contributed to development on a range of matters including:

- 'Every School a Good School'
- Revised Literacy and Numeracy Strategy
- Achieving Belfast/Achieving Derry
- Remodelling the Teacher Workforce
- A range of Strategic and Operational groups linked to the Establishment of ESA
- Teacher Welfare
- The continued implementation, in consultation with Trustees, of the recommendations of the PriceWaterhouseCoopers Report on 'School Procurement and the Delivery of the Schools' Estate'
- Initial Consultations on LMS revisions
- Special Needs Review
- ICT Review
- Irish Medium Review
- Issues related to Post-Primary Review
- The Programme for Management Board for the Implementation of the Revised Northern Ireland Curriculum
- Extended and Full Service School
- Consultation on Health and Social Care Services
- Consultations on Careers Advice, Guidance and Education
- Consultation on Further Education and Skills Development
- Consultation on addressing Child Poverty
- Response to the Draft Programme for Government, Investment Strategy, Budget and Public Service Agreement
- Draft policy on Sustainable Schools

CCMS has, where appropriate, encouraged and supported schools in responding to formal consultations through area based information fora and web-based guidance and advice.

CCMS has continued to contribute to a number of statutory and non-statutory bodies on education, community relations and reconciliation, health and social care and economic development.

CCMS has continued to monitor standards in Catholic Maintained schools through the use of data, responding to Inspection activity, sampling of School Development Plans and through direct requests from principals and governors.

CCMS officers have supported schools on employment issues, building and development requests and proposals, risk assessments, responses to inspections and budget management. Diocesan Management Unit officers have worked very effectively with ELBs to help schools address budget management issues and the development of robust three year plans. There are, however, a number of schools which are unable to maintain balanced budgets. In a small number of cases this is because of the age profile of the staff linked to the income and the need to continue to provide a level of service to meet the needs of pupils. In others, it is because of the protracted processes, many at DE level, required to secure feasibility studies or economic appraisals to bring forward Development Proposals to re-organise provision.

PROFESSIONAL QUALIFICATION FOR HEADSHIP/SERVING HEADS (PQH/PQSH)

As the largest employer of teachers in Northern Ireland, CCMS has always maintained a keen interest and involvement in recruitment, retention, development, performance, welfare and terms and conditions of service of those teachers. Officers continue to represent CCMS on bodies dealing with staff development issues such as the Regional Training Unit (RTU) Primary and Post Primary Planning Groups and PQH (NI) Advisory Group. At Diocesan level, officers are involved in interviewing potential candidates for the PQH qualification, a process which is quality-assured by the RTU. CCMS is also represented on Management Side and has engaged in discussions relating to the review of Redundancy Procedures and Age Discrimination Procedures, with all HR policies being reviewed to take account of the new requirements. The Teachers Negotiating Committee (TNC) policy on the Management of Attendance has also been reviewed and recently implemented. The policy was highlighted during a series of meetings in March 2008 for principals and Chairpersons of Boards of Governors. Each Diocesan Management Unit has analysed data on teacher attendance and intervened as necessary in schools where there is concern. CCMS has also played an active role in the development of the knowledge and skills of governors and is represented on the Inter Board Group for Governor Training. The work of this group has focused on a training programme for current governors, and has also been forward looking with work being progressed for a new Handbook for School Governors to meet the needs in a post-RPA era.

PROFESSIONAL QUALIFICATION FOR HEADSHIP IN NORTHERN IRELAND

Cohort 9 – Details as at 1 February 2008

- Total number of applications for Cohort 9 was 246, of which 74 were from the Catholic Maintained Sector
- 32 of the applicants were deemed ineligible after Stage 1; the number of applicants deemed eligible was thus 214 and 68 of these were from the Catholic Maintained Sector
- Total number of applicants called for interview was 236; this figure includes 22 applicants who either deferred before interview last year or were successful at Stage 1 appeal
- The total number of applicants within the Catholic Maintained Sector this year was 78
- After Stage 2, the total number of funded candidates was 211; the number from the Catholic Maintained Sector was 67
- A breakdown of applicants according to school size shows that they are representative of all size groups
- A breakdown of applicants according to age shows that the highest proportion of applicants were aged 30-39; this group accounted for 145, or 59% of the original 246 applicants for Cohort 9
- A breakdown of applicants on the basis of current level of responsibility shows that the highest proportion of applicants, 30%, were members of SMT; this does not include those who indicated that they were vice-principals or acting vice-principals; this category accounted for 13% of applicants

PRSD UPDATE

Catholic Maintained schools continue to make excellent progress with the PRSD scheme which was introduced in 2005. The scheme has been implemented and is well embedded in all our schools. There was a very high completion rate of 99% for PRSD meetings in 2007. This excellent outcome reflects the enthusiasm and commitment to PRSD from all the stakeholders. Feedback from principals, teachers, governors and External Advisers continues to be very positive with all stakeholders now becoming familiar with the Scheme and, more importantly, with how it can be used to improve our schools for the benefit of Principals, Teachers and Children. The link between the School Development Plan and PRSD is now well established and schools are now able to use PRSD to enhance the quality of school management, and of learning and teaching, through the continuous professional development of Principals and Teachers. The PRSD Scheme was reviewed during 2007 by Employers and Trade Unions and only minor amendments were required. The amended PRSD Scheme and Guidelines are now available in the Publications Section on the CCMS website.

The process of reviewing current objectives, as well as agreeing new objectives for next year will commence in May 2008. Some new external advisers have been appointed to work in the Catholic Maintained Sector, with the total number working in the sector now standing at 47. CCMS regards PRSD as a driver in the process of raising standards and as a vehicle for Governors and Principals to focus on the areas where improvement and development are required. There is much evidence of hard work, commitment and professionalism within our schools in the use of PRSD to improve the educational experience for staff and pupils. Much progress has been made to date, and this can be built upon to ensure the further development of our schools.

TEACHER EMPLOYMENT

The following outlines the range of activity carried out on behalf of the Council through the Personnel and Human Resources sections.

Teacher Employment Cases - current

Sex Discrimination	2
Breach of Contract	1
Health and Safety at Work/Stress Insurance Claims	2
Constructive Dismissal	1

Legal Cases – Settled/Heard or withdrawn by complainant

Sex Discrimination	2
Disability Discrimination	1
Religious/Age Discrimination	1
Constructive Dismissal	2

2007/08 saw the closure of a number of critical and long running cases for CCMS. This involved engaging in written settlements via the conciliation services of the Labour Relations Agency and, where necessary, engaging in financial settlements on economic grounds, with no admission of liability.

This year also saw an increase in the number of teachers pursuing Teacher Procedural Complaints to the final stage of appeal involving Independent Appeal Hearings at the Labour Relations Agency.

APPOINTMENTS 2007/08

ARMAGH	110
CLOGHER	42
DERRY	111
DOWN AND CONNOR	191
DROMORE	49

<i>Appointments</i>	<i>Primary</i>	<i>Post Primary</i>	<i>Total</i>
Principal	41	8	49
Vice-Principal	15	10	25
Teacher	229	200	429
Total	285	218	503

**RETIREMENT ON ILL-HEALTH OR INFIRMITY
UNDER THE DEPARTMENT OF EDUCATION ELIGIBILITY REGULATIONS 2007/08**

A total of **66** teachers retired under the above regulations during the period. The table below illustrates numbers from each diocese:

Diocese	No of Retirements
Armagh	10
Clogher	7
Down and Connor	18
Dromore	17
Derry	14
Total	66

In total this year there were 78 applications for ill health. To date 66 have been approved.

REDUNDANCY FIGURES IN CATHOLIC MAINTAINED SECTOR 2007/08

Diocese	Nature of Redundancy			Total Redundancies
	Voluntary	Compulsory	Transfer	
Armagh	27	3	3	33
Clogher	14	1	1	16
Down & Connor	91	0	5	96
Dromore	14	0	0	14
Derry	46	0.4	12	58.4
Total Redundancies	192	4.4	21	217.4

TEACHER WELFARE

Areas of work agreed within the Business Plan have been achieved. A procedure for dealing with teachers who have been assaulted has been completed but has not yet been published. It is anticipated that this will be issued later this year with the policy on support for suspended teachers. A Stress Management Policy for staff has also been completed it is hoped that this will eventually be extended to schools.

CCMS has also secured agreement from Management Side to extend the counselling service currently available only to teachers in Controlled Schools to include all educational sectors. It is anticipated that this will be a very positive benefit for staff in schools and will also hopefully impact positively on attendance levels.

This year sadly has seen quite a few traumatic incidents involving the death of children most noticeably the tragic accident in Ballygawley which resulted in the death of a pupil from St Ciaran's High School, Ballygawley, and the deaths of the McElhill family in Omagh. Welfare Section and the ELB Traumatic Incident Teams have worked with all the schools affected to deliver the appropriate support for both teachers and pupils.

The number of Ill-Health Retirement cases continues to be a concern as again this year the main reasons for retirement have been stress/anxiety/depression. Due to the changes to the Ill-Health Retirement Scheme only a very small number of cases received Total Incapacity Benefit (TIB) meaning that the vast majority of these retirements resulted in no added years for the applicants.

THEME 5 - ORGANISING FOR SUCCESS

CCMS strives to develop and care for its staff to protect their interests, particularly in light of the Review of Public Administration to which the Council is proactively responding, to deliver a first class service and high performance within transparent and effective accountability and proprietary frameworks.

OPERATIONAL EFFECTIVENESS

CCMS began the 2007/08 planning cycle expecting the Review of Public Administration to lead to the dissolution of CCMS in April 2008. The Business Plan reflected a tone of consolidation rather than extensive change. The ensuing delay in the implementation of the RPA has had some impact on the professional capacity of CCMS staff with some choosing a more secure future elsewhere. The RPA vacancy control mechanism has led to difficulties in recruiting staff and subsequent impacts on service delivery. Despite these circumstances CCMS has been singly successful in delivering the majority of its Business Plan. Those indicators not achieved were due mainly to the failure of the Department of Education to bring forward expected policies.

CCMS again produced its accounts on time and on budget after surrendering a percentage of the earmarked funds for Post-Primary Review because of a lack of central policy development to facilitate further progress. The Council managed to secure funding surrendered in the previous year from the 'Reshaping the Schools' Estate' initiative which came late in that planning cycle. That fund was fully utilised.

The Council has produced a Business Plan for 2008/09 which is again expected to be the final CCMS plan. The emphasis throughout the process of developing the plan has been to consolidate service delivery and to facilitate convergence to the Education and Skills Authority (ESA).

REVIEW OF PUBLIC ADMINISTRATION

The delay in the implementation of the RPA proposals for the Administration of Education had the potential to undermine morale and commitment within CCMS. It is a tribute to the professionalism and integrity of its officers that CCMS has continued to offer a high level of service to its Trustees, governors, principals and teachers and supported them in meeting the wishes of parents for the education of their children. The further extension of vacancy control has added pressure to the recruitment of skilled staff to replace those who have left the organisation and this has resulted in some gaps in capacity and capability.

CCMS has, however, continued to contribute to the process of developing the new arrangements through the ESAIT. Officers have been engaged in a number of workstreams and specialist groups set up to contribute to the establishment of the new body. Officers have responded to consultations on the recruitment strategy and to the work of a number of enabling groups such as that on Communications.

The uncertainty created by the original proposals has been exacerbated by the delay. The rate of staff resignation is on a par with the previous year but the cumulative impact of losing key staff is now more evident. Senior Officers have striven to keep colleagues fully informed about developments related to ESA and this has helped maintain the morale of staff who are

displaying a resilience in dealing with the situation. CCMS is committed to the changes but is concerned about the impact on staff.

CCMS officers have continued to support Trustees in a process of consultation and negotiation with the DE to secure a professional support for Trustees to enable them to discharge a range of responsibilities linked to Trusteeship and the maintenance of ethos in Catholic managed schools after the dissolution of CCMS. The acceptance by the DE of the important role of ethos and sectoral bodies in enhancing the educative process has created a more conducive climate to reaching a satisfactory outcome. While agreement in principle to support services has been reached the process of shaping and funding such bodies for all sectors is still progressing.

INTERNAL PROCESSES

CCMS has further enhanced its Communications capability and strategies both internally and with schools. The resignation of the Communications Officer may hinder this progress until a replacement is appointed. The Council has continued to support staff development through the resourcing of personal development programmes, a series of staff development initiatives and through the performance review process which is now firmly embedded. In addition CCMS has been at the forefront of securing bespoke training to assist officers in preparing for integration into the ESA.

CCMS is fully committed to securing the best possible arrangement for its staff but has expressed concern to the Department of Education at its failure to protect the interest of CCMS officers through its reluctance to provide any organisational review or general job evaluation process for fourteen years. Council is concerned that this fact may disadvantage CCMS officers in securing senior positions in the ESA.

CCMS has adjusted well to the traumatic circumstances of the past year and is continuing to strive for improvement in its service delivery and internal processes. CCMS is recognised for its effectiveness, efficiency and commitment and these characteristics will continue to be evident as it prepares itself and its stakeholders for change.

REMUNERATION REPORT

REMUNERATION POLICY

The remuneration of the Senior Management Team (SMT) is set by the Remuneration Committee and approved by the Department of Education (DE).

The purpose of the Performance Related Pay Scheme (PRP) is to reward members of the SMT 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 DE.

In 2007-2008 the Council's Executive Committee met at the beginning of the year to agree key objectives and major tasks for the Chief Executive, who subsequently did the same for SMT.

Full account was taken of all Departmental objectives and guidance. The objectives are a combination of DE objectives plus agreed organisational objectives and incorporated objectives relating to key educational strategies, the financial management of CCMS, the effective management of staff, and the personal development of the SMT. The performance of the Chief Executive is assessed by the Chair and the performance of the remaining members of SMT is assessed by the Chief Executive.

The Members of the Remuneration Committee are:

The Most Reverend John McAreavey	Chair of Council
The Most Reverend Francis Lagan	Chair of EPC
Mr Harry Goodman	Chair of FPC
Mrs Pat Carville	Chair of ECC
Ms Paula Sheils	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 3 months, and there is no provision for termination payments.

The Chairman of Council is not a member of the Northern Ireland Local Government Officers' Superannuation Scheme and emoluments; therefore his remuneration does not include pension contributions. The emoluments of each of the other Council Members are nil.

SENIOR MANAGEMENT REMUNERATION (AUDITED)

Officers	2007-2008		2006-2007	
	Salary Including performance pay £k £000	Benefits in kind (rounded to nearest £100)	Salary Including performance pay £k £000	Benefits in kind (rounded to nearest £100)
D Flanagan Chief Executive	70 - 75	1,200	70 - 75	500
J Clarke Deputy Chief Executive	60 - 65	200	60 - 65	600
G Lundy Head of School Planning & Development	55 - 60	1,100	55 - 60	1,000
L Montgomery Head of Human Resources & Corporate Services	50 - 55	700	50 - 55	300

SALARY

‘Salary’ includes gross salary; performance pay or bonuses; overtime.

BENEFITS IN KIND

The monetary value of benefits in kind covers any benefits provided by the employer and treated by the Inland Revenue as a taxable emolument.

PENSIONS OF SENIOR MANAGEMENT (AUDITED)

Officers	Column 1 Total accrued pension at age 60 at 31/3/08 and related lump sum (£k)	Column 2 Real Increase in pension and related lump sum at age 65 (£k)	Column 3 CETV at 31/03/08 (nearest £k)	Column 4 CETV at 31/03/07 (nearest £k)	Column 5 Real increase in CETV. (nearest £k)
	£000	£000	£000	£000	£000
D Flanagan Chief Executive	30-35 plus 95-100 lump sum	2.5-5.0 Plus n/a 7.5-10	605	581	18
J Clarke Deputy Chief Executive	25-30 plus 80-85 lump sum	2.5-5.0 Plus n/a 7.5-10	485	465	14
G Lundy Head of School Planning & Development	15-20 plus 50-55 lump sum	0-2.5 Plus n/a 0-2.5	280	262	10
L Montgomery Head of Human Resources. & Corporate Services	5-10 plus 15-20 lump sum	0-2.5 plus 2.5-5.0	65	58	6

N. B. The above figures have been adjusted for Mr Flanagan, Mr Clarke and Mr Lundy to take account of PRP.

'Due to certain factors being incorrect in the 2006/07 CETV calculator there may be a slight difference between CETV figures as at 31/3/07 stated above and the figures at 31/3/07 used in the calculation of the CETV at 31/3/08.'

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. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements and for which the CS Vote has received a transfer payment commensurate with the additional pension liabilities being assumed. 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 takes account of 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.

COUNCIL MEMBERS' AND CHAIRMAN'S EMOLUMENTS

The total emoluments of the Council Members were:

		2008 £	2007 £
Chairman	Fees	6,500	6,500
	Taxable Benefits	-	-
Vice-Chair	Fees	-	-
	Taxable Benefits	536	461
Other Council Members	Fees	7,302	17,972
	Taxable Benefits	12,552	17,329
Totals		26,890	42,262

D J Flanagan
Accounting Officer

THE CHIEF EXECUTIVE’S RESPONSIBILITIES AS ACCOUNTING OFFICER

The Chief Executive of CCMS, as Accounting Officer, is accountable for proper management of the resources of CCMS. The Department of Education has appointed Mr Donal Flanagan the Chief Executive as Accounting Officer of CCMS. The responsibilities of an Accounting Officer, including responsibility for the property and regularity of the public finances for which the Accounting Officers 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 Education. While the Chairman 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 Chairman (copying it to the Department) if he receives instructions which he regards as conflicting with his duties;
- be associated with the Accounting Officer of the Department on matters relating to the grant-in-aid which arise before the Public Accounts Committee or other Parliamentary Committees.

Detailed responsibilities of the Chief Executive’s accounting responsibilities are set out in the DFP memorandum “The Responsibilities of an NDPB Accounting Officer”.

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, the 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 DE, 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

Chairman..... Vice Chair.....

STATEMENT ON INTERNAL CONTROL

SCOPE OF RESPONSIBILITY

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 the public funds and departmental assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Government Accounting Northern Ireland.

As part of our Management Information System we instruct our Team Leaders to review the control and risks within their sections and in the process they "sign off" Assurance Statements confirming their ownership and identification of the risks involved. Internal Controls issues which are causing concern are highlighted and future action to resolve the issues are addressed. The risks are identified, discussed at quarterly risk committee meeting and the CCMS Risk Register is updated by deleting and adding risks where applicable.

CCMS is Non Departmental Public Body (NDPB) of the DE that provides services to, and on behalf of, the Catholic Maintained Sector and its Trustees. Both I and the Chairman of Council have delegated responsibilities from the Permanent Secretary of DE. The Chairman of Council and I meet Departmental staff to discuss progress, performance and key risks on a regular basis.

THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of CCMS policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in CCMS for the year ended 31 March 2008 and up to the date of approval of the annual report and accounts, and accords with DFP guidance.

CAPACITY TO HANDLE RISK

A member of the SMT is specifically charged with leadership of the Risk Management process within Council, and Risk Management is a de facto standing item on the monthly Senior Management Team agenda and Audit Committee meetings. The Audit Committee comprises six members from the newly reconstituted Council and a significant module of the induction training concerned Risk and Opportunity Management. Risk Management is embedded and owned and all activities within the Business plan are assessed.

THE RISK AND CONTROL FRAMEWORK

For each corporate objective CCMS has identified the inherent risks to Council by risk category and objective, and scored each inherent risk for impact and likelihood using a risk matrix. CCMS has also identified the controls operated by Council to mitigate against each

risk. Each residual risk has also been scored for impact and likelihood. Thus key areas of risk have been identified and risk ownership assigned to officers and action plans drawn up. CCMS has consciously adopted a low risk appetite during its formative risk and opportunity management phase. This will remain the norm given an increased turnover in staff, increased recruitment and increased employment of temporary workers.

CCMS will cease to exist as a statutory body on the 31st March 2009 and the business of CCMS will be transferred to ESA.

As a consequence of this, a number of experienced middle management staff has left the organisation to seek employment elsewhere. This loss of personnel has been identified in our Risk Register as a major risk to the quality of our delivery of service.

REVIEW OF EFFECTIVENESS

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the 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 other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the Board, the Audit Committee and Risk Management Committee 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 of course remains with the Council and the Department.

The Audit Committee Chairman and I regularly meet and I attend Audit Committee by invitation as is recommended best practice. The Audit Committee Chairman is a member of CCMS's Executive and full Council and makes an annual report to the full Council each year. I am grateful to the Chairman and the Audit Committee for their contributions to sound internal control.

The Internal Audit Unit of the Southern Health and Social Services Board provided Internal Audit services to Council. In the year 2007-2008 they were contracted to carry out 20 days operational work. The work was carried out in accordance with an Internal Audit Strategy and Plan prioritised according to risk assessments. This ensures that that all risks are reviewed over a cycle of three years. The following systems were reviewed in year as part of the three year Internal Audit plan.

- Human Resources and Risk Management - satisfactory
- Financial Management - satisfactory
- Employment of Teachers - satisfactory

SIGNIFICANT INTERNAL CONTROL PROBLEMS

CCMS, in common with the education partners, is currently experiencing increased information demands arising from the preparatory work of establishing the ESA and NILA as a result of the Review of Public Administration. These increased demands, coupled with the

Boards limited ability to fill vacant posts as a result of the RPA Vacancy Control Policy (which restricts the ability to make permanent appointments or to recruit externally), will result in increasing pressure on key staff that are also charged with meeting performance targets and maintaining business continuity during the period leading up to RPA Implementation, i.e. 1st April 2009. "

We have identified the Loss of Key Personnel as a high risk on our Risk Register. In order to mitigate the effect on our service delivery, we are continually prioritising our organisational workload and staff are acting up to cover the work affected by the loss of key personnel. In addition we have recruited experienced temporary staff to assist existing staff to manage the priorities.

Signature of Accounting Officer _____

D J Flanagan

Date of Signature _____

Basis of Audit Opinion Outstanding

Audit Opinion Page 2

Audit Opinion Page 3

**OPERATING COST STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2008**

		2008	2007
		£	£
Sundry Income	2	<u>57,388</u>	<u>40,449</u>
		<u>57,388</u>	<u>40,449</u>
Operating Expenses			
Salaries	3	3,033,653	2,895,598
Other Staff Costs	4	184,139	221,774
Other Operating Costs	6	773,241	1,313,097
Depreciation	7	92,617	107,697
Release of Grant	12	<u>(2,190)</u>	<u>(2,125)</u>
Total		<u>4,081,460</u>	<u>4,536,041</u>
Cost of Operations before Notional Cost of Capital		(4,024,072)	(4,495,592)
Notional Cost of Capital	8	58,295	42,859
Net return on Pension Scheme	5	<u>35,000</u>	<u>39,000</u>
Cost of Operations after Notional Cost of Capital and after Net Return on Pension Scheme		(3,930,777)	(4,413,733)
Reversing credit in respect of Notional Costs	8	<u>(58,295)</u>	<u>(42,859)</u>
Amount transferred to General Fund	11	<u>(3,989,072)</u>	<u>(4,456,592)</u>

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

The notes on pages 48 - 58 form part of these Financial Statements.

**STATEMENT OF RECOGNISED GAINS AND LOSSES
FOR THE YEAR ENDED 31ST MARCH 2008**

		2008	2007
		£	£
Actuarial Gain/(Loss)	11	1,415,000	(1,596,000)
Prior Year adjustment		-	700,000
Recognised Gain/(Loss)		<u>1,415,000</u>	<u>(2,296,000)</u>
Relating to the year			

**BALANCE SHEET
AS AT 31ST MARCH 2008**

		2008	2007
		£	£
			(As restated)
Fixed Assets			
Tangible Assets	7	176,870	234,578
Current Assets			
Debtors	9	45,009	27,086
Cash in Bank and at Hand		<u>1,393</u>	<u>482,219</u>
		46,402	509,305
Creditors			
Amounts due one year	10	<u>346,701</u>	<u>538,605</u>
		346,701	538,605
Net Current Assets (Liabilities)		<u>(300,299)</u>	<u>(29,300)</u>
Total Assets Less Current Liabilities		<u>(123,429)</u>	<u>205,278</u>
Pension Scheme Liability	5	<u>(1,051,000)</u>	<u>(2,362,000)</u>
Total Assets (Liabilities)		<u>(1,174,429)</u>	<u>(2,156,722)</u>
Capital and Reserves			
General Fund	11	(1,187,707)	(2,171,537)
Grant Reserve	12	<u>13,278</u>	<u>14,815</u>
		<u>(1,174,429)</u>	<u>(2,156,722)</u>

Chief Executive

Date

The notes on pages 48 - 58 form part of these Financial Statements.

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2008**

		2008	2007
		£	£
Net Cast (Outflow) from Operating Activities	13	(4,000,349)	(4,064,811)
Capital Expenditure			
Payment to Acquire Tangible Fixed Assets		(39,629)	(99,442)
Net Cash (Outflow) from Operating Activities before financing		<u>(4,039,978)</u>	<u>(4,164,253)</u>
Returns on Investment and Servicing of Finance			
Interest Received		177	290
Financing			
Receipts from sale of assets		420	-
Capital Grant Received		39,629	99,442
Recurrent Grants Received		<u>3,518,926</u>	<u>4,155,922</u>
(Decrease) Increase in cash in period		<u>(480,826)</u>	<u>91,401</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2008**

1. ACCOUNTING POLICIES

(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 31st 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.

Without limiting the information given, the accounts meet the accounting and disclosure requirements of the Companies (Northern Ireland) Order 1986 and accounting standards issued or adopted by the Accounting Standards Board and the accounting and disclosure requirements issued by the Department of Finance and Personnel insofar as those requirements are appropriate.

(b) Grants

Grants receivable from the Department for both capital and revenue expenditure are credited to the general fund. Grants receivable from the trustees for capital purposes are credited to the grant reserve and released to the operating cost statement over the expected useful life of the relevant assets.

(c) Depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset evenly over its expected useful life, as follows:

Land and Buildings	- over 10 years	(10% straight line)
Furniture and Equipment	- over 4 years	(25% straight line)
Computer Equipment	- over 4 years	(25% straight line)

(d) Notional Costs

The income and expenditure account makes provision for a notional cost of capital employed by the Council, calculated as 3.5% of the average capital employed over the financial year.

(e) *Pensions*

CCMS participates in the Northern Ireland Local Government Officers Superannuation Committee Scheme.

The pension cost in respect of employees is charged to the Operating Cost Statement so as to recognise the cost of pensions over employee's working lives in accordance with FRS17.

(f) *Early Departure Costs*

CCMS has introduced a procedure for handling redundancies to comply with the Contracts of Employment and Redundancy Payments (NI) Act 1965 (as amended) and the Industrial Relations (NI) Order 1976.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2008**

	2008	2007
	£	£
2. SUNDRY INCOME		
Big Lottery Fund – Out of School Hours	27,078	-
Big Lottery Fund (NOF)	18,000	39,000
Bank Interest Receivable	177	290
Reimbursement of Employee’s Salary Cost	<u>12,133</u>	<u>1,159</u>
	<u>57,388</u>	<u>40,449</u>

3. EMPLOYEES SALARIES

a) Salary Costs

Gross Salaries	2,379,142	2,298,637
Employers National Insurance	183,419	192,422
Employers Superannuation	407,600	331,394
Agency Staff Costs	<u>63,492</u>	<u>73,145</u>
	<u>3,033,653</u>	<u>2,895,598</u>

b) Average Number of Employees

Management	45	41
Administration Staff	41	44
Manual Staff	4	4
Agency Staff	<u>4</u>	<u>4</u>
	<u>94</u>	<u>93</u>

4. OTHER STAFF COSTS

Travel and Subsistence	150,577	162,101
Conferences and Training	<u>33,562</u>	<u>59,673</u>
	<u>184,139</u>	<u>221,774</u>

5. 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 based on final pensionable pay.

The assets of the scheme are held separately from those of CCMS being invested with a separate administered fund.

Contributions to the scheme are charged to the Operating Cost Statement so as to spread the cost of the pension over employees' working lives with CCMS. The contributions are determined by a qualified Actuary on the basis of a triennial actuarial valuation using the "Projected Unit method". The most recent valuation was at 31 March 2008.

Assumptions as at		31 Mar 2008		31 Mar 2007
		% p.a.		% p.a.
Price Increases		3.6%		3.2%
Salary Increases		5.1%		4.7%
Pension Increases		3.6%		3.2%
Discount Rate		6.9%		5.4%
Assets (Employer)				
	Long Term		Long Term	
	Return at	Assets at	Return at	Assets at
	31 Mar 2008	31 Mar 2008	31 Mar 2007	31 Mar 2007
	% p.a.	£(000)	% p.a.	£(000)
Equities	7.7%	7,419	7.8%	6,949
Bonds	5.7%	1,090	4.9%	1,300
Property	5.7%	764	5.8%	949
Cash	<u>4.8%</u>	<u>145</u>	<u>4.9%</u>	<u>105</u>
Total	<u>7.2%</u>	<u>9,418</u>	<u>7.2%</u>	<u>9,303</u>
Net pension Asset as at		31 Mar 2008		31 Mar 2007
		% p.a.		% p.a.
Estimated Employer Assets (A)		<u>9,418</u>		<u>9,303</u>
Present Value of Scheme Liabilities		10,469		11,665
Present Value of Unfunded Liabilities		-		-
Total Value of Liabilities (B)		<u>10,469</u>		<u>11,665</u>
Net Pension Asset Liability (A-B)		<u>(1,051)</u>		<u>(2,362)</u>

REVENUE ACCOUNTS

Amount Charged to Operating Profit	Year to 31 March 2008		Year to 31 March 2007	
	£(000)	(% of Payroll)	£(000)	(% of Payroll)
Service Cost	398	19.3%	325	16.2%
Past Service Cost	-	-	-	-
Curtailment and Settlements	-	-	-	-
Decrease in irrecoverable Surplus	-	-	-	-
Other Superannuation	<u>10</u>	-	<u>6</u>	-
Total Operating Charge (A)	<u>408</u>	<u>19.3%</u>	<u>331</u>	<u>16.2%</u>
Amount credited to Other Finance Income	Year to 31 March 2008		Year to 31 March 2007	
	£(000)	(% of Payroll)	£(000)	(% of Payroll)
Expected Return on Employer Assets	674	32.7%	600	29.9%
Interest on Pension Scheme Liabilities	<u>(639)</u>	<u>(31.0%)</u>	<u>(561)</u>	<u>(27.9%)</u>
Net Return (B)	<u>35</u>	<u>1.7%</u>	<u>39</u>	<u>(2.0%)</u>
Net Revenue Account Cost (A) – (B)	<u>373</u>	<u>17.6%</u>	<u>292</u>	<u>14.2%</u>

ANALYSIS OF AMOUNT RECOGNISED IN STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES (STRGL)

	Year to 31 Mar 2008	Year to 31 Mar 2007
	£(000)	£(000)
Actual Return Less Expected Return on Pension Scheme Assets	(1,014)	(104)
Experience Gains and Losses Arising on the Scheme Liabilities	295	100
Changes in Assumption Underlying the Present Value of the Scheme Liabilities	2,134	(1,592)
Actuarial Gain/(Loss) in Pension Plan	<u>1,415</u>	<u>(1,596)</u>
Increase/(Decrease) in irrecoverable Surplus from Membership Fall		
Actuarial Gain/(Loss) Recognised in STRLG	<u>1,415</u>	<u>(1,596)</u>

MOVEMENT IN SURPLUS/ (DEFICIT) DURING THE YEAR

	Year to 31 Mar 2008	Year to 31 Mar 2007
	£(000)	£(000)
Surplus/(Deficit) at Beginning of the Year	<u>(2,362)</u>	<u>(700)</u>
Current Service Cost	(398)	(325)
Employer Contributions	259	220
Net return on assets	35	39
Actuarial gains/(loss)	<u>1,415</u>	<u>(1,596)</u>
(Deficit) at end of year	<u>(1,051)</u>	<u>(2,362)</u>

HISTORY OF GAINS AND LOSSES

	Year to 31 Mar 2008	Year to 31 Mar 2007
	£(000)	£(000)
Difference between expected and actual return on assets	<u>(1,014)</u>	<u>(104)</u>
Value of assets	<u>9,418</u>	<u>9,303</u>
Percentage of assets	(10.8%)	(1.1)%
Experience gain/(loss) on liabilities	<u>295</u>	<u>100</u>
Total present value of liabilities	<u>10,469</u>	<u>11,665</u>
Percentage of the total present value of liabilities	2.8%	0.9%
Actuarial gain/(loss) recognised in STRLG	<u>1,415</u>	<u>(1,596)</u>
Total present value of liabilities	<u>10,469</u>	<u>11,665</u>
Percentage of the total present value of Liabilities	(13.5%)	(13.7)%

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2008**

	<u>2008</u> £	<u>2007</u> £
6. OPERATING COSTS		
Rent and Rates	55,564	49,838
Insurance	5,710	6,763
Heating and Lighting	29,964	33,489
Cleaning	23,921	22,615
Printing and Stationery	63,785	82,343
Postage	10,242	23,938
Telephones	41,553	46,442
Recruitment and Advertising	3,675	21,850
Computer Support	17,782	5,704
Hospitality	24,113	25,171
Repairs and Maintenance – Buildings/Grounds	28,295	58,396
Repairs and Maintenance of Equipment	8,012	5,456
PPP Legal and Consultancy Fees	243,778	596,018
Professional and legal Services	97,356	179,457
External Audit Fees	7,202	8,768
Internal Audit Fees	7,403	10,406
Training (Non Staff)	16,384	9,457
Travel and Subsistence (Non Staff)	31,502	53,370
Assessors' Fees	26,342	28,500
Attendance Allowance	13,802	24,833
Bank Fees	871	319
Library Services	4,741	8,488
Miscellaneous Expenses	6,944	11,486
Loss (profit) Disposal of Assets	<u>4,300</u>	<u>(10)</u>
Total	<u>773,241</u>	<u>1,313,097</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2008**

	<u>Land & Buildings</u>	<u>Furniture & Equipment</u>	<u>Computers</u>	<u>Total</u>
7. FIXED ASSETS				
<u>Cost</u>				
1st April 2007	141,655	530,413	597,992	1,270,060
Additions	4,349	16,608	18,672	39,629
Disposals			<u>(72,697)</u>	<u>(72,697)</u>
31st March 2008	<u>146,004</u>	<u>547,021</u>	<u>543,967</u>	<u>1,236,992</u>
<u>Depreciation</u>				
1st April 2007	42,877	479,942	512,663	1,035,482
Charge for Year	14,600	35,157	42,860	92,617
Disposals			<u>(67,977)</u>	<u>(67,977)</u>
31st March 2008	<u>57,477</u>	<u>515,099</u>	<u>487,546</u>	<u>1,060,122</u>
Net Book Value 31st March 2008	<u>88,527</u>	<u>31,922</u>	<u>56,421</u>	<u>176,870</u>
Net Book Value 31st March 2007	<u>98,778</u>	<u>50,471</u>	<u>85,329</u>	<u>234,578</u>
	2008		2007	
	£		£	
8. INTEREST ON CAPITAL EMPLOYED				
Notional Cost of Capital	58,295		42,859	
9. DEBTORS				
Prepaid Expenses	18,562		10,590	
Debtors	<u>26,447</u>		<u>16,496</u>	
	<u>45,009</u>		<u>27,086</u>	
10. CREDITORS				
Trade Creditors	87,921		275,830	
Accruals and Deferred Income	<u>258,780</u>		<u>262,775</u>	
	<u>346,701</u>		<u>538,605</u>	

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2008**

	2008	2007
	£	£
		(As restated)
11. GENERAL FUND		
As at 1 st April 2007	(2,171,537)	(370,100)
Cost of Operations	(3,989,072)	(4,456,592)
Grant in Aid - Recurrent	3,518,926	4,155,922
- Capital	38,976	95,233
Actuarial gain/(loss)	<u>1,415,000</u>	<u>(1,596,000)</u>
	<u>(1,187,707)</u>	<u>(2,171,537)</u>
12. GRANT RESERVE		
As at 1 st April 2007	14,815	12,731
Income from Trustees	653	4,209
Released to Operating Cost Statement	<u>(2,190)</u>	<u>(2,125)</u>
	<u>13,278</u>	<u>14,815</u>

A prior year adjustment has been made as a transfer between the General Fund and the Grant Reserve as a result of recent DFP guidance.

13. CASH FLOW STATEMENT

Reconciliation of Operating cost to Net Cash Inflow from Operating Activities

	2008	2007
	£	£
Net Operating cost for year	(3,989,072)	(4,456,592)
Interest received	(177)	(290)
Depreciation Charge	92,617	107,697
Assets Written Off	4,300	-
Deferred Capital Grant Release	(2,190)	(2,125)
(Increase) Decrease in Debtors	(17,923)	3,522
(Decrease) Increase pension liability	(1,311,000)	1,662,000
Actuarial Gain (Loss)	1,415,000	(1,596,000)
(Decrease) Increase in Creditors	<u>(191,904)</u>	<u>216,977</u>
Net Cash (Outflow) from operating activities	<u>(4,000,349)</u>	<u>(4,064,811)</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2008**

CASH FLOW STATEMENT

Net Cash (Outflow) from Operating Activities	(4,000,349)	(4,064,811)
Returns on Investment and Servicing of Finance	177	290
Capital Expenditure	(39,629)	(99,442)
Payment to Acquire Tangible Fixed Assets		
Financing		
Receipts from sale of assets	420	-
Recurrent Grant Received	3,518,926	4,155,922
Capital Grant Received	39,629	99,442
(Decrease) Increase in cash	<u>(480,826)</u>	<u>91,401</u>
Reconciliation of Net Cash to Movement in Cash		
(Decrease) Increase in period	(480,826)	91,401
Cash at 1st April 2007	<u>482,219</u>	<u>390,818</u>
Cash at 31st March 2008	<u>1,393</u>	<u>482,219</u>

15% of capital grant income in respect of Capital Works is funded by the Trustees of CCMS.

14. LOSSES AND SPECIAL PAYMENTS

There were no losses or special payments during the year.

15. RELATED PARTIES

Related parties with whom CCMS dealt with during the year included:

- Department of Education
- South Eastern Education & Library Board
- Southern Education & Library Board
- Northern Education & Library Board
- Belfast Education & Library Board
- Western Education & Library Board

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

16. POST BALANCE SHEET EVENTS

The annual report and accounts were authorised for issue on 12 June 2008 by the accounting officer.

17. CONTINGENT LIABILITIES

There are no contingent liabilities.

18. OPERATING LEASES

At 31st March 2008 the annual commitments under non-cancellable operating leases were as follows:

	2008
	£
Within one year	-
Within two to five years	-

19. 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 maintain a balance of income over expenditure (over a three year cycle);
2. To maintain a reasonable bank balance; and
3. To pay creditors within 30 days:

Quarter 1	58% paid within 30 days
Quarter 2	97% paid within 30 days
Quarter 3	91% paid within 30 days
Quarter 4	98% paid within 30 days

20. DERIVATIVES

CCMS has no borrowings and relies primarily on departmental grants for its cash requirements, and is therefore not exposed to liquidity risks. It has also no material deposits, and all material assets and liabilities are denominated in sterling, so it is not exposed to interest rate risk or currency risk.

21. REVIEW OF PUBLIC ADMINISTRATION

The proposals emanating from the RPA will have a profound effect on the future of CCMS, on the support structures for Trustees, and on the employment and career prospects of Officers employed by CCMS. No provision has been made in the financial statements for any factors that may arise from this process.