

Council for Catholic Maintained Schools

Annual Accounts & Report

2004/2005

Laid before the Houses of Parliament under Paragraph 25 of the Schedule to the Northern Ireland Act 2000 (Prescribed Documents) Order 2004 by the Department of Education, Northern Ireland

Laid before the Northern Ireland Assembly under Schedule 8 (paragraph 17(5)) to the Education Reform (NI) Order 1989 by the Department of Education, Northern Ireland

Ordered by the House of Commons to be printed on 22 March 2006.

Council for Catholic Maintained Schools

Annual Accounts & Report

2004/2005

Laid before the Houses of Parliament under Paragraph 25 of the Schedule to the Northern Ireland Act 2000 (Prescribed Documents) Order 2004 by the Department of Education, Northern Ireland

Laid before the Northern Ireland Assembly under Schedule 8 (paragraph 17(5)) to the Education Reform (NI) Order 1989 by the Department of Education, Northern Ireland

Ordered by the House of Commons to be printed on 22 March 2006.

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

Year Ended 31st March 2005

Contents	Page
Council's Advisers	3
Foreword and Background Information	4
Council Members	5
Report of the Council Members	6-11
Statement on the System of Internal Financial Control	12-14
Auditor's Report	15
Income and Expenditure Account	16
Statement of Total Recognised Gains and Losses	17
Balance Sheet	18
Cash Flow Statement	19-20
Notes to the Financial Statements	21-30

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

Registered Auditors

Comptroller and Auditor General
Northern Ireland Audit Office
101 University Street
Belfast
BT7 1EU

Solicitors

Napier and Sons
1-9 Castle Arcade
High Street
Belfast
BT1 5DF

Bankers

Ulster Bank Ltd
9-11 Church Road
Holywood
Co. Down
BT18 9BU

COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

FOREWORD

The Council members submit their foreword and the audited Financial Statements for the year ended 31st March 2005.

BACKGROUND INFORMATION

Established under the Education Reform Order (NI) 1989, the Council for Catholic Maintained Schools 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 on page 5.

THE COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS

**COUNCIL
33 MEMBERS**

Trustee Representatives

The Most Reverend John McAreavey DD [*Chair*] Bishop of Dromore
Mr John Beatty, formerly Director of RTU
The Right Reverend Monsignor Sean Cahill PP, Chairman of Clogher DE
Mrs Pat Carville [*Vice-Chair*] Principal, St Patrick's High School, Dungannon
The Reverend Robert Devine, Drumquin Parish
Mr Sean Doherty, Bursar, St. Macnissi's College, Antrim
Mr Frank Donnelly
Mr Harry Goodman, Former Chief Executive of the FEC/Equality Commission
The Right Reverend Monsignor Aidan Hamill VF, Chairman Dromore Diocesan Education Committee
The Most Reverend Francis Lagan DD, Auxiliary Bishop of Derry
Sr. Anne Lyng, Diocesan Adviser for R.E., Clogher
The Right Reverend Monsignor Liam McEntegart PP VG
The Most Rev Donal McKeown DD
The Very Reverend Canon Joseph Mullin PP VG, Monaghan Parish
The Very Reverend Monsignor Christopher O'Byrne PP VF, Moneymore
Dr Margaret Reynolds, Director of the Faculty of Education, St. Mary's University College
Mr Stanley Smith, formerly Head of Division, DE
Mr Jimmy Smyth, formerly Principal St Mary's Primary School, Portglenone
The Most Reverend Patrick J Walsh DD, Bishop of D&C
Sr Eithne Woulfe, Educational administrator, CORI

DE Representatives

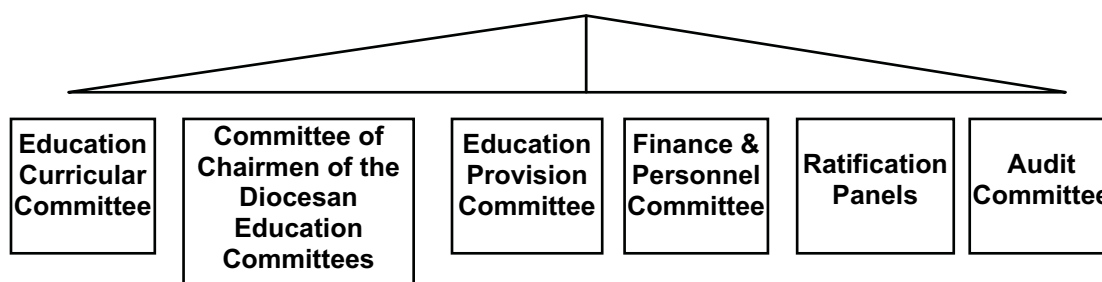
Mr Ivan Davidson, formerly Principal Killard House
Mrs Carol Edwards, Education Officer, General Consumer Council
Mr Sean McArdle, First Trust Bank
Mr Pat McCartan, Chairman of the Labour Relations Agency
Mr David Millie, Retired Inspector, DE
Ms Paula Sheils, Director of Family Practitioner Services, CSA
Mr James Smyth, NIHE

Parent Representatives

Ms Christine Clarke, St Colmcille's High School, Crossgar
Mrs Pauline Lamph, St Brendan's Primary School, Lurgan
Mr Seamus Nealis, St Mary's Girls Primary School, Strabane
Mrs Bronagh Strain, Cloughoge Primary School, Newry

Teacher Representatives

Mrs Mary Haughey, St John's Primary School, Carnlough
Mr Cathal McKenna, St Ciaran's High School, Ballygawley



REPORT OF THE COUNCIL MEMBERS

Review of principal activities

Details of the principal activities undertaken during the year to 31st March 2005 are outlined in the Council's Annual Report.

RESULTS FOR THE YEAR

The results for the Financial Year are set out on page 16. The deficit for the year after notional cost of capital was: Current Year Deficit (£8,769) - 2004 (£14,170) Deficit.

FIXED ASSETS

The movement in fixed assets during the year is set out in note 9 to the financial statements on page 28.

PROMPT PAYMENT

The Council is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payers Code. Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is later.

Regular reviews conducted to measure how promptly the Council paid its bills found that 97% of bills were paid within this standard.

FUTURE DEVELOPMENTS

The agenda set by the Council in its 2004/2005 statement was set against an emerging vision for the education service in Northern Ireland. Many of the elements of that statement remain as key issues for the forthcoming 2005/2006 year and subsequent years.

The context in which educational changes are taking place is characterised by:

- The Review of School Procurement Arrangements
- The continuing demographic downturn
- The efficiency drive within public services
- The disappointing Spending Review 2005/2008 for education
- The review of Public Administration
- The implementation of Direct Rule and failure to secure a local administration
- The Department of Education Strategic Framework

CCMS as a regional body with a strategic perspective acknowledges its role in contributing to the common good of educational provision and specifically with respect to the Catholic Maintained Sector. The key issues reflected in the Council's Business Plan 2005/2006 are aimed broadly at continual improvement in schools to

raise standards of provision and attainment and pastoral care of young people within a Catholic ethos which recognises its place in a pluralist and diverse society.

The key issues which the Council will address in the 2005/2006 planning period include:

Shaping the Curricular and Organisational Landscape:

Council will support the phased introduction of the revised Northern Ireland Curriculum with particular emphasis on the Pupil Profile, support DE in the review of early year's provision, and take significant steps in developing new post-primary arrangements, particularly in the 14-19 phases.

Review of Public Administration:

Council will engage in a series of stakeholder discussions and consult with education partners in preparing a constructive response to this consultation.

Budget Management:

Council has initiated protocols with Education and Library boards in relation to monitoring spending patterns against educational need in Catholic Maintained schools with a view to regularising arrangements or addressing the issues in a more strategic manner. Council will also contribute to the review of the introduction of the Common LMS Formula.

School Procurement:

Council has set targets, within the limited resources available to it, to bring forward a number of major and minor capital works, secure reductions in surplus places through rationalisation of provision and the identification of further schemes. Council will also review a number of procurement procedures including contributing to the DE Review of Procurement.

Implementing the PRSD Scheme:

Council is appointing a number of External Advisers to secure the effective implementation of the PRSD scheme. The External Advisers will focus their work in identifying areas for development in each school and support Governors and Principals in setting appropriate objectives.

Community Development:

Council is actively involved in the development and implementation of a number of cross departmental/cross sectoral initiatives aimed at community development and renewal and in integrating the school and its work more closely to the needs of local communities. These initiatives include: Education Action Zones, Neighbourhood Renewal, Health Action Zones, the Integrated Development Fund Initiative in Belfast and Lisburn areas and the RTU led Extended School initiative.

Teacher Issues:

Council will work with other Employers, Trade Unions and the Department of Education towards the implementation of the Curran II recommendations. Council will also provide advice and guidance to schools on a range of changes in employment practices consequent to the Employment Order (Northern Ireland) 2004.

Inclusion, Pluralism and Diversity:

Council will continue to promote the ethos of Catholic Education as a major aspect of its agenda for raising standards. It will provide advice to schools in the SENDO with specific reference to creating a climate for inclusion, through RTU assessment and training. It will work with other relevant authorities to ensure a promotion of the 'Shared Future' agenda with specific emphasis on the recognition and inclusion of diversity. It will also implement new arrangements for monitoring and responding to excessive levels of suspensions and/or expulsions.

School Governance:

Council will manage the reconstitution of Board of Governors of Catholic Maintained Schools, contribute to the reconstitution of the Council and the five Diocesan Education Committees and provide nominees to other bodies. Council will issue a revised Scheme of Management and provide guidance to governors and advice to Education and Library Boards with respect to induction and training.

Raising Standards:

Council will monitor plans, support the inspection process, monitor school performance data and provide direct support to schools which are under performing or facing exceptional difficulties. Council will provide guidance on pastoral issues through Principals meetings, direct support and targeted visits by officers.

CCMS Staff Development:

Council will implement a staff performance scheme and identify and help support individual development needs. Council would wish to see a conclusion to the BDS Comparability Study on a number of Officer Groups and the implementation of its recommendations.

Policy Development:

Council will continue to contribute to a number of strategic regional initiative and policy development fora. It will also work on behalf of the sector at various local and regional levels in issues such as the Qualifications Review, the Review of school leavers and the implementation of S.E.N.D.

DISABLED PERSONS

The Council's policy is to recruit disabled persons and non-disabled employees on the same basis whenever possible. Policy is that disabled persons should not be treated differently in respect of training and career development.

EMPLOYEE INVOLVEMENT

The Council has a committee through which the management and unions meet regularly.

CHARITABLE DONATIONS

The Council's donations for the year ending 31 March 2005 were £ Nil.

AUDITOR

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

The audit of the financial statements for 2004-2005 resulted in an audit fee of £7,119 and is included within the Other Operating Costs in the Income and Expenditure Account.

STATEMENT OF THE COUNCIL'S AND CHIEF EXECUTIVES RESPONSIBILITIES

Under Schedule 8 of the Education Reform (NI) Order 1989 the members of the Council for Catholic Maintained Schools (The Council members) are required to prepare a statement of accounts in the form and on the basis determined by the Department of Education (NI) with the approval of the Department of Finance and Personnel. The accounts are prepared on an accruals basis and must give a true and fair view of the Council's state of affairs at the year end and of its income and expenditure, total recognised gains and losses and cash flows for the financial year.

In preparing the accounts the Council members are required to:

- observe the accounts direction issued by the Department of Education 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 have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Council will continue in operation.

The Council members are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Council. They are also responsible for safeguarding the assets of the Council and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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 the Council. 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.

On behalf of the Council members.

Chairman John McAreavey **Vice Chairman** Pat Carville

STATEMENT ON INTERNAL CONTROL

1. 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.

The Council is an NDPB of the Department of Education that provides services both 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.

2. 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 Council 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 2005 and up to the date of approval of the annual report and accounts, and accords with DFP guidance.

3. Capacity to handle risk

A member of the SMT continues to be specifically charged with leadership of the Risk Management process within Council, and Risk Management is a de facto standing item on the monthly SMT agenda and Audit Committee meetings. The Audit Committee comprises six members and carries no vacancies.

In the course of the year Risk Management Training has been delivered to officers below section head level. This followed previous training delivered to section heads and above in the year 2003-2004. Copies of training programmes, best practice and checklists have been placed on the Council's server and can be accessed by all Council staff. The information *inter alia* gives clear guidance on why and how the Council manages its risks, and includes clear definitions of risk and risk management.

4. The risk and control framework

For each corporate objective, Council identified the inherent risks to Council by risk category and objective, and scored each inherent risk for impact and likelihood using a risk matrix. Council also identified the controls operated by Council to mitigate against each risk. Each residual risk was also scored for impact and likelihood. Thus key areas of risk were identified and risk ownership assigned to officers and action plans drawn up.

Risk management is, as yet, not fully embedded within the organisation given that the member of staff assigned to coordinate *inter alia* the compilation of a low level risk register (and who had received training for that purpose) left the organisation. Council have bought in expertise and outstanding actions are likely to be completed by mid 2005-2006. In light of the above, Council continues to demonstrate a low risk appetite.

5. 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 Team 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 Council 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 itself. The Audit Committee Chairman and I meet regularly and I attend the Audit Committee, by invitation as is recommended best practise. The Audit Committee Chairman is a member of the Council's Executive and Governing Body and, makes a full written report to the Governing Body each year. I am grateful to the Audit Committee chairman and Committee members for their contributions to sound control within the Council. I confirm that the Chairman of the Audit Committee has free and confidential access to the Chairman of the Council and can hold private meetings with the internal and external auditors with no executive in attendance.

The Internal Audit Unit of the Southern Health and Social Services Board provided Internal Audit services to Council in 2004-2005. The work was carried out in accordance with an Internal Audit Strategy and Plan which were prioritised according to risk assessments. It also, however, ensures that all risks are reviewed over a cycle of 3 years.

6. Significant internal control problems

I confirm that there are no significant* internal control problems as evidenced by the assurances of the Internal Audit Service providers contained in their reports which are available for inspection. The Internal Auditors have, however, given only partial** assurance as to the operation of controls in respect of the employment of teachers by CCMS following the identification of four moderate and two low risk issues. I, in turn, have accepted their recommendations save one and have put in place additional measures which further strengthen controls. I am confident that the improved system of controls is fully fit for purpose. For the record the two other systems examined in the course of the year received a full and adequate level of assurance respectively.

*as per DAO(DFP)25/03

** as per SIAS definition “Whilst there are basically sound processes and procedures in place, there are a number of moderate risk issues/weaknesses that need to be addressed.”

Signature of Accounting Officer Donal Flanagan
D J Flanagan

Date of Signature 22/6/05

Council for Catholic Maintained Schools

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

I certify that I have audited the financial statements on pages 16 to 30 under the Education Reform (Northern Ireland) Order 1989 as amended by Article 5 of the Audit and Accountability (Northern Ireland) Order 2003. These financial statements have been prepared under the historical cost convention and the accounting policies set out on pages 21 to 22.

Respective responsibilities of the Council, Chief Executive and Auditor

As described on pages 9 and 10 the Council and the Chief Executive are responsible for the preparation of financial statements in accordance with the Education Reform (Northern Ireland) Order 1989 as amended by Article 5 of the Audit and Accountability (Northern Ireland) Order 2003 and Department of Education directions made thereunder and for ensuring the regularity of financial transactions. The Council and Chief Executive are also responsible for the preparation of the Foreward. My responsibilities, as independent auditor, are established by statute and guided by the Auditing Practices Board and the auditing profession's ethical guidance.

I report my opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with Education Reform (Northern Ireland) Order 1989 as amended by Article 5 of the Audit and Accountability (Northern Ireland) Order 2003 and Department of Education directions made thereunder, and whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report if, in my opinion, the Foreward is not consistent with the financial statements, if the Council has not kept proper accounting records, or if I have not received all the information and explanations I require for my audit.

I review whether the statement on pages 11 to 13 reflects the Council's compliance with the Department of Finance and Personnel's guidance on the Statement on Internal Control. I report if it does not meet the requirements specified by the Department of Finance and Personnel, or if the statement is misleading or inconsistent with other financial information I am aware of from my audit of the financial statements. I am not required to consider, nor have I considered whether the Chief Executive's Statement on Internal Control covers all risks and controls. I am also not required to form an opinion on the effectiveness of the entity's corporate governance procedures or its risk and control procedures.

Basis of audit opinion

I conducted my audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Council and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Council's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by error, or by fraud or other irregularity and that, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I have evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In my opinion:

- the financial statements give a true and fair view of the state of affairs of the Council for Catholic Maintained Schools at 31 March 2005 and of the surplus, total recognised gains and losses and cash flows for the year then ended and have been properly prepared in accordance with Education Reform (Northern Ireland) Order 1989 as amended by Article 5 of the Audit and Accountability (Northern Ireland) Order 2003 and the directions made thereunder by the Department of Education; and
- in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I have no observations to make on these financial statements.

J M DOWDALL CB
Comptroller and Auditor General

1st July 2005

Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

**Council for Catholic Maintained Schools
Income and Expenditure Account
For the year ended 31st March 2005**

	Notes	2005	2004
Income	2	3,245,406	2,830,698
Sundry Income	2	19,134	88
		<u>3,264,540</u>	<u>2,830,786</u>
Operating Expenses			
Salaries	4	2,029,095	1,939,992
Other Staff Costs	5	124,168	118,131
Other Operating Costs	8	1,005,870	680,457
Depreciation	9	105,406	98,698
		<u>3,264,539</u>	<u>2,837,278</u>
Surplus / (Deficit) for the year before Notional Cost of Capital		1	(6,492)
Notional Cost of Capital	10	(8,770)	(7,678)
(Deficit) for the year after Notional Cost of Capital		<u>(8,769)</u>	<u>(14,170)</u>
Reversing credit in respect of notional costs		8,770	7,678
Amount transferred to Reserves		=====	=====
		1	(6,492)
		=====	=====

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

The notes on pages 21 to 30 form part of these Financial Statements.

**Council for Catholic Maintained Schools
Statement of Total Recognised Gains and Losses
For the year ended 31st March 2005**

	2005	2004
	£	£
Surplus/(Deficit) for the Financial Year	1	(6,492)
Total Recognised Gains/ (Losses) relating to the year	<u>1</u>	<u>(6,492)</u>
	=====	=====

**Council for Catholic Maintained Schools
Balance Sheet
As at 31st March 2005**

	Notes	2005	2004
		£	£
Fixed Assets			
Tangible Assets	9	214,328	219,141
Current Assets			
Other Debtors	11	53,556	63,136
Cash at Bank and in Hand		143,055	23,280
		<hr/>	<hr/>
		196,611	86,416
Creditors:			
Amounts falling due within one year	12	161,616	51,422
		<hr/>	<hr/>
		161,616	51,422
Net Current Assets		<hr/>	<hr/>
		34,995	34,994
Total Assets less Current Liabilities		<hr/>	<hr/>
		249,323	254,135
		=====	=====
Capital and Reserves			
General Fund	13	34,995	34,994
Government Grant Reserve	14	214,328	219,141
		<hr/>	<hr/>
		249,323	254,135
		<hr/>	<hr/>

D Flanagan

22/6/05

Chief Executive

Date

The notes on pages 21 to 30 form part of these Financial Statements.

**Council for Catholic Maintained Schools
Cash Flow Statement
For the year ended 31st March 2005**

**Reconciliation of Operating Surplus to Net Cash Inflow
from Operating Activities**

	2005	2004
	£	£
Operating Surplus before Notional Cost of Capital	1	(6,492)
Interest Received	(144)	(88)
Depreciation Charges	105,406	98,698
Deferred Capital Grants Released	(105,406)	(98,698)
(Increase) in Debtors	9,580	(41,726)
Increase in Creditors	110,194	29,177
	<hr/>	<hr/>
Net Cash Inflow / (Outflow) from Operating Activities	119,631	(19,129)
	=====	=====

Cash Flow Statement

	£	£
Net Cash Inflow / (Outflow) from Operating Activities	119,631	(19,129)
Returns on Investments and Servicing of Finance (Note 1)	144	88
Capital Expenditure (Note 1)	-	-
	<hr/>	<hr/>
Increase / (Decrease) in Cash	119,775	(19,041)
	=====	=====

Reconciliation of Net Cash Flow to Movement in Cash

	£	£
Increase in Cash in the Period	119,775	(19,041)
Cash at 1 April 2004	23,280	42,321
	<hr/>	<hr/>
Cash at 31 March 2005	143,055	23,280
	=====	=====

**Council for Catholic Maintained Schools
Cash Flow Statement
For the year ended 31st March 2005**

Note 1 Gross Cash Flows

	2005	2004
	£	£
Returns on Investment and Servicing of Finance		
Interest Received	144	88
	=====	=====
 Capital Expenditure		
Payments to acquire tangible fixed assets	£ (100,593)	£ (174,690)
Less grants received	100,593	174,690
	-----	-----
	-	-
	=====	=====

**Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005**

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. In line with guidance contained in *Executive Non-Departmental Public Bodies Annual Reports and Accounts Guidance (December 2000)*, we have used the historical cost convention without modification due to the revaluation of assets.

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) Compliance with accounting standards

The Accounts have been prepared in accordance with applicable accounting standards.

(c) Government Grants

Grants receivable for capital expenditure are credited to a Deferred Capital Grant Account and are released to Revenue over the expected useful life of the relevant assets by equal annual amounts (currently 4 and 10 years). All grants are released in accordance with historical cost. Grants of a revenue nature are credited to income in the year to which they relate.

(d) 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)

(e) 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.

(f) *Pensions*

CCMS participates in the following pension scheme:

Northern Ireland Local Government Officers Superannuation Committee Scheme.

The pension cost in respect of employees is charged to the Income and Expenditure Account so as to recognise the cost of pensions over employee's working lives.

(g) *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.

2. INCOME	2005	2004
	£	£
Recurrent grant (Dept of Education)	3,140,000	2,732,000
Deferred capital grant release	105,406	98,698
	<u>3,245,406</u>	<u>2,830,698</u>

SUNDRY INCOME

NOF – Out of Hours	18,990	-
Bank Interest Received	144	88
	<u>19,134</u>	<u>88</u>
	=====	=====

3. SURPLUS FOR THE YEAR

The surplus for the year is arrived at after charging:	£	£
Depreciation	105,406	98,698
Auditor's Remuneration	7,119	6,500
	=====	=====

**Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005**

4. EMPLOYEES

	2005	2004
	£	£
(a) Gross Payment	1,785,700	1,596,374
Employer's National Insurance	146,206	132,354
Employer's Superannuation	77,508	73,780
Agency Staff Costs	19,681	43,973
Early Departure Costs	-	93,511
	<u>2,029,095</u>	<u>1,939,992</u>

Early Departure Costs

Redundancy payment	-	14,591
Pension costs	-	78,920
	-----	-----
	-	93,511
	=====	=====

(b) The average weekly number of employees during the year was made up as follows:

	2005	2004
Management Staff	35	30
Administrative Staff	32	30
Manual Staff	4	3
	-----	-----
	71	63
	=====	=====

c) Senior Employees

The following number of senior employees received remuneration falling within the ranges below:

	2005	2004
£40,000 - £49,999	7	7
£50,000 - £59,999	1	1
£60,000 - £69,999	1	1
	-----	-----
	9	9
	=====	=====

Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005

Senior Employees Continued – Pension Benefits

Name	Column 1 Salary Including performance pay £k	Column 2 Benefits in kind (rounded to nearest £100)	Column 3 Real Increase in pension and related lump sum at age 65 (£k)	Column 4 Total accrued pension at age 60 at 31/3/05 and related lump sum (£k)	Column 5 CETV at 31/03/04 (nearest £k)	Column 6 CETV at 31/03/05 (nearest £k)	Column 7 Real increase in CETV after adjustment for inflation and changes in market investment factors (nearest £k)
D Flanagan Chief Executive	65-70	400	0-2.5 plus 2.5- 5.0 lump sum	0-2.5 plus 85-90 lump sum	455	493	35
J Clarke Deputy Chief Executive	55-60	800	0-2.5 plus 0-2.5 lump sum	0-2.5 plus 70-75 lump sum	361	392	28
G Lundy Head of School Planning & Development	45-50	100	0-2.5 plus 0-2.5 lump sum	0-2.5 plus 40-45 lump sum	193	213	17
L Montgomery Head of Human Resources & Corporate Services	45-50	800	0-2.5 plus 0-2.5 lump sum	0-2.0 plus 10-15 lump sum	32	40	7

5. OTHER STAFF COSTS

	2005	2004
	£	£
Travel and Subsistence	103,704	104,285
Conferences and Training	20,464	13,846
	-----	-----
	124,168	118,131
	=====	=====

6. COUNCIL MEMBERS AND CHAIRMAN AND CHIEF EXECUTIVE'S EMOLUMENTS

The total emoluments of the Council members were	2005	2004
	£	£
For service as members:		
Fees	20,121	26,161
Taxable Benefits	14,185	16,432
	-----	-----
	34,306	42,593
	=====	=====
 The above emoluments include amounts paid to the Chairman of:		
Fees	5,583	5,583
Taxable Benefits	-	-
	-----	-----
	5,583	5,583
	=====	=====

**Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005**

The Chairman is not a member of the Northern Ireland Local Government Officers' Superannuation Scheme and emoluments, therefore, do not include pension contributions.

The emoluments of the other Council members fall into the range of £ Nil to £5,000.

The emoluments of the Chief Executive were £76,563 (2004 £71,464). The Chief Executive's total actual emoluments of £76,563 comprise a salary of £69,769 and taxable benefits of £4,435 and pay arrears of £2,359.

The Chief Executive of the Council is an ordinary member of the Northern Ireland Local Government Officer's Superannuation Scheme.

7. 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 Income and Expenditure Account 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 2004.

The assumptions, which have the most significant effect on the results of the valuation, are those relating to the rate of return on the investments and the rate of increase in salaries, pension, and dividends. It was assumed that the investment returns would be 6.3% "Nominal" per annum (3.4 % Real rate relative to assumed price inflation of 2.9 % per annum), that salary increase would average 4.4% "Nominal" (1.5% Real rate) per annum, that present and future pensions would increase at the rate of 2.9% "Nominal" (0% Real) per annum. The pension charge for the period was £77,508 (2004 £152,700). There are no accrued liabilities and the pension fund assets did not exceed 105% of the past service liabilities and so no specific surplus reduction measures will have to be agreed with the Inland Revenue.

There will be no adjustment to the charge to the Income and Expenditure Account for Pensions due to the small surplus as the adjustment has already been made by the actuary in the employers' proportion.

Any past service surplus (or deficit) is then expressed as a temporary contribution reduction from (or addition to) the future service rate over a derived "funding term" equal to the average remaining working life of the current membership which is twelve years. This then gives the net employer contribution rate required to finance the funds benefits.

The contribution of the Council and employees for the year ended 31 March 2005 is 4.6% and 6% of the earnings respectively.

**Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005**

8. OPERATING COSTS	2005	2004
	£	£
Rent and Rates	46,292	34,890
Insurance	6,326	5,302
Heating and Lighting	18,477	16,910
Cleaning	17,595	14,653
Printing and Stationery	50,499	34,754
Postage	25,202	16,230
Telephones	45,465	51,742
Recruitment Advertising	29,062	33,478
Computer Support	9,105	6,257
Hospitality	13,497	9,361
Repairs and Maintenance of Buildings and Grounds	47,219	21,068
Repairs and Maintenance of Equipment	8,913	11,690
PPP Consultancy Fees	533,107	265,261
PPP Legal Fees	30,641	23,481
Professional and Legal Services	6,759	-
External Audit Fees	7,119	6,500
Internal Audit Fees	6,591	8,088
Training - Boards of Governors Etc.	8,765	21,218
Travel and Subsistence (non staff)	27,768	35,335
Assessor's Fees	24,417	29,892
Chairman's Allowance and Attendance Allowance	20,121	26,161
Bank Fees	310	346
Library Services	4,416	5,618
Miscellaneous Expenses	18,204	2,222
	-----	-----
	1,005,870	680,457
	=====	=====

**Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005**

9. FIXED ASSETS

	Land & Buildings	Furniture & Equipment	Computers	Total
<u>Cost</u>	£	£	£	£
1st April 2004	78,070	407,930	445,174	931,174
Additions	17,390	54,951	28,252	100,593
	-----	-----	-----	-----
31st March 2005	95,460	462,881	473,426	1,031,767
	-----	-----	-----	-----
<u>Depreciation</u>	£	£	£	£
1st April 2004	7,807	342,791	361,435	712,033
Charge for Year	9,546	46,211	49,649	105,406
	-----	-----	-----	-----
31st March 2005	17,353	389,002	411,084	817,439
	-----	-----	-----	-----
<u>Net Book Value</u>	£	£	£	£
31st March 2005	78,107	73,879	62,342	214,328
	=====	=====	=====	=====
31st March 2004	70,263	65,139	83,739	219,141
	=====	=====	=====	=====

10. INTEREST ON CAPITAL EMPLOYED

	2005	2004
	£	£
Notional Cost of Capital	(8,770)	(7,678)
	=====	=====

11. OTHER DEBTORS

	2005	2004
	£	£
Prepayments and accrued income	22,284	28,204
Other debtors	31,272	34,932
	-----	-----
	53,556	63,136
	=====	=====

12. CREDITORS: AMOUNTS FALLING DUE WITHIN 1 YEAR 2005

	2005	2004
	£	£
Trade creditors	7,097	11,188
Accruals and deferred income	154,519	40,234
	-----	-----
	161,616	51,422
	=====	=====

**Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005**

13. GENERAL FUND	2005	2004
	£	£
As at 1 st April 2004	34,994	41,486
Surplus / (Deficit) for Year	<u>1</u>	<u>(6,492)</u>
As at 31 st March 2005	<u>34,995</u>	<u>34,994</u>

14. GOVERNMENT GRANT RESERVE	2005	2004
	£	£
As at 1st April 2004	-	136,747
Transfer from Revaluation Reserve	<u>-</u>	<u>6,402</u>
As at 1 st April 2004	219,141	143,149
Received during year	100,593	174,690
Released to Income & Expenditure Account	(105,406)	(98,698)
As at 31st March 2005	<u>214,328</u>	<u>219,141</u>

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

15. LOSSES AND SPECIAL PAYMENTS

There were no losses or special payments during the year.

16. RELATED PARTIES

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

- Department of Education
- Department of Finance and Personnel
- Northern Ireland Audit Office
- Inland Revenue
- Department of Environment
- H.M. Customs and Excise
- P.S.N.I.
- D.E Regional Training Unit

No member of SMT, Key Staff or others have had any dealings with CCMS during the Financial Year

**Council for Catholic Maintained Schools
Notes to the Financial Statements
For the year ended 31st March 2005**

17. POST BALANCE SHEET EVENTS

There are no post balance sheet events.

18. CONTINGENT LIABILITIES

There are no contingent liabilities.

19. OPERATING LEASES

At 31st March 2005 the annual commitments under non-cancellable operating leases were as follows:

	2005	2004
	£	£
Within one year	4,721	-
Within two to five years	-	4721

20. KEY PERFORMANCE TARGETS

The following key financial performance targets have been agreed with the Department of Education and adhered to by the Council 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.

21. 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.

**Council for
Catholic
Maintained
Schools**

**Annual Report
2004/2005**

CONTENTS *of the* ANNUAL REPORT

	Page
• Chairman's Remarks	33
• Introduction	34
• Corporate Objective 1 - Ethos and Values	36
• Corporate Objective 2 - Advocacy and Partnership	37
• Corporate Objective 3 - Reconciliation, Equality and Inclusion	38
• Corporate Objective 4 - Raising Standards and Effective Management	40
• Corporate Objective 5 – Plant	46
• Corporate Objective 6 - Post Primary	47
• Corporate Objective 7 - People and Welfare	49
• Corporate Objective VIII - Organisational Development	55
• CCMS Contact Details	

CHAIRMAN'S REMARKS

A year in Education is a busy one and an Annual Report can only afford you a glimpse of the range of issues which have impacted upon the Council and the schools, Trustees, Governors, Principals and Teachers for which it serves.

The ultimate objective for all of these partners and those involved in the education system is the support of parents in ensuring that their children derive the best possible outcomes from their Catholic Education.

CCMS is a small organisation which I believe provides a model for effective service delivery. I must again commend the commitment, dedication and enthusiasm of the officers and the members of Council and its Committees for their outstanding endeavours to raise standards on behalf of our children and of the Catholic Maintained schools sector.

This report is again presented in the format of the Council's Business Plan. It reflects on key areas of activity under each of the Corporate Objectives and alludes to specific outcomes where appropriate. All of this work is of importance but I would like to refer in particular to the CCMS contribution to the Limavady Conference '**Promoting Reconciliation Through Education**', organised by the Consultative Group on Catholic Education (CGCE).

This conference placed Catholic Education firmly in the context of building a community based on a recognition and respect for diversity, social justice, reconciliation and inclusion.

This demonstrates that Catholic Education can contribute with confidence to the Common Good in a Shared Future.

Many challenges lie before us but the Limavady conference and this report gives me confidence that together much can be achieved.

Bishop John McAreevey

INTRODUCTION

The Council for Catholic Maintained Schools Annual Report covers the period April 2004 to March 2005. It was a time marked by a beginning of vitality and optimism for positive developmental change, but ended with concerns as to the capacity of the service to deliver even its basic provisions. Through this the Council has maintained a consistent stance of embracing positive change, promoting the common good, improving standards of service and mitigating the impacts of under funding.

In the Introduction to the last Annual Report reference was made to the over ambitious nature of the Business Plan 2003/2004. In preparing the Business Plan for 2004/2005 officers were mindful of the difficulties associated with trying to do too much. A costing exercise aimed at considering the time required to carry out a range of major functions was implemented. The results surprised many officers in relation to quantifying how much time certain activities took up and in imposing a degree of reality on what could be achieved in the next plan. This exercise and the application of a Risk Assessment at an early stage in the planning of the new plan identified a significant disparity between what the Council wished to do and what it was capable of delivering. The major difficulties were around the Building and Development responsibilities and the implementation of the recommendations of the Post-Primary Review Group (Costello). There were other activities around the preparation of advice on educational and human resource matters which could not be completed within the limited resources available to the Council. The Business Plan approved by the Council continues to identify all the activities deemed to be important for progress and improvement of the sector but marked in red those which could not be carried out due to a resource deficit. Regrettably no additional resources were made available and the final plan was amended appropriately.

The 2004/2005 Business Plan was divided into two parts: Generic Cyclical Business and Key Additional Business Outcomes which were specific time-bound activities sometimes requiring action by other bodies. The Council is pleased to report that the vast majority of the Key Additional Business Outcomes were achieved. Some of these which were not, became redundant through external decisions while others were linked to delays by other bodies in, for example, producing reports. In a few cases objectives were not achieved because of the pressure of work or specific Business Units or Sections the Council recognised that the level and sometimes the nature of service provided under generic activities were unsustainable within the staffing compliment and pressure of other business. This has led to some changes in how advice is given and has, unfortunately, meant that officers are less available for non-essential activities such as school based events.

This report again describes the Council's activities under the eight Corporate Objectives set out in the Council's Corporate Plan 2003-2006. It is intended to give an overview of the work of the Council during the planning period along with key statistical data and comment on notable outcomes.

Considerable time was given by Officers during the planning period to work with the Department of Education and other education partners in the preparation of the Department's Strategic Framework, a document intended to provide an agreed range of priorities for education development in line with the latest government spending round which extends from 2005 to 2008. This was an extensive consultation leading

to a plan for the service against which all proposed activities for each educational body will be measured and resourced as appropriate.

The main planning implications for the Council of the Strategic Framework approach is a need to replace the existing Corporate Plan with a new plan to run in tandem with the Government planning and spending cycle of 2005-2008. A further dimension is the need to present the next Business Plan in a format consistent with that used by the Department of Education to show clearly how the activities of the Council are consistent with the Department's Strategic Framework.

The Council, like many employers, has to manage change within its own organisation as well as promoting it in schools. The internal re-organisation outlined in the last report has continued. A Staff Performance and Review Scheme has now been established and will be fully implemented over the next year.

A Business Plan is devised with as much performance and vision as possible but there are inevitably issues which take up more resources and time than anticipated and others which simply cannot be delivered for a range of reasons. Some new matters emerge and Council has to be responsive to such situations.

The Council was anticipating the confirmation of the Common Funding of schools but not the impact of the allocation of resources for the 2005/2006 school year. In addition to implementing a working protocol with Education and Library Boards for addressing budget deficits or excessive surpluses. Officers had to help schools interpret the actual impact of both the new formula and the quantum of resources available for the provision of services. The work led to the identification of a significantly larger number of redundancies by schools and this process will extend into the 2005/2006 planning cycle. The funding issues in two Board areas impacted in various ways on some Catholic Maintained schools and this required an additional commitment of officer time and expertise.

The lack of funding to implement the recommendations of the Post-Primary Review Group and the absence of a consistent and sustained communications strategy on this and the Revised Northern Ireland Curriculum caused many difficulties in the post-primary sector mainly through declining enrolments, related budget reductions and subsequent deficits and the inevitable limitation of subject and course choice for pupils. The Council sought several remedies to these situations but progress was slow and difficult.

The Council Executive and Senior Officers continued to lobby the Department of Education for sufficient resources generally but specifically for the Building and Development section where comparatively inferior staffing levels with other bodies was shown to be impacting inequitably in terms of capital provisions. This was one of several themes brought to the attention of the Minister at a meeting in October 2004.

In conclusion the Council wishes to express its thanks to those officers who have left CCMS during the past year to pursue new interests. It welcomes many new officers and particularly those children born to officers. It is for these and all the children in our schools that the work of Council is so important.

CORPORATE OBJECTIVE 1 – Ethos and Values

In recognition of the rich tradition underpinning Catholic education and its positive contribution to the common good, the Council, working in partnership with the Trustees and others, will continue to articulate and promote the vision of Catholic education, its ethos and values. The promotion of the ethos and values of Catholic education is fundamental to the Council's raison d'être.

The Council has continued to take and develop opportunities to promote Catholic Education and its contribution to the Common Good through a number of initiatives and working groups. These have included participation on the Consultative Group on Catholic Education (CGCE), engagement with Trustees on critical issues, work with St. Mary's University College, Diocesan Advisers and charitable bodies on areas of common interest and the publication of INSIGHT.

The Council has also contributed to the preparation of a report to Senior Trustees on the development of a corporate vision for Catholic Education and the development of a strategy for the dissemination of that vision.

Officers of the Council have also sought opportunities over the planning period to attend school and other functions celebrating the achievements of school and teachers.

The Council has again collaborated with schools in promoting Catholic Schools Week. This year schools were encouraged to actively participate in the celebration of Catholic Schools' Week at the Diocesan Autumn meetings with school principals and to identify and forward newsworthy items for the CCMS magazine 'Insight'. Catholic Schools' week was particularly successful in our primary schools.

During the planning period, officers of the Council once again worked in collaboration with the Regional Training Unit (RTU) in providing specific modules and extended reading on leadership in catholic/faith based schools for the Professional Qualifications for Headship (PQH) programme.

There were two editions of 'Insight' produced during the planning period and the Council would acknowledge the contribution of the pupils and staff of Lismore Comprehensive in Craigavon and St Malachy's High School, Castlewellan in taking the lead in the preparation of 'Insight'.

CORPORATE OBJECTIVE 2 – Advocacy and Partnership

The Council will act as an advocate for the Catholic Maintained Sector as well as contributing to the wider Education System. In its strategic role, the Council will, through the development of policy and dialogue, contribute to an effective Education System which embraces a culture of partnership, empowerment and respect for diversity.

Throughout the period of this plan, the Council has contributed to the development and implementation of Education Policy by responding to policy initiatives which impact upon the Education Service and/or the Catholic Maintained Sector.

The Council responded to the Education and Library Boards on the effects of concessionary transport and developed a response to address the impact. The Council also submitted responses to the consultation exercise on the Draft Single Equality and to the review of Early Years Provision.

A paper was also prepared for Trustees in respect of the role and operation of the Strategic Investment Board in Capital Procurement.

The Council submitted a response to the Department of Education regarding the Public Spending Review 2005/08 highlighting the financial implications associated with Post Primary Review, Strategic Investment Board, Education Action Zones, School Support Programme. The Review of Further Education, The Consultation on a Skills Strategy, Fit for Purpose and various Health and Economic consultations. Review of Common Formula, NILGOSC, Teacher Welfare and the Independent Inquiry Report.

The Council also contributed and made representation to the LMS Review of the Common Formula reflecting appropriate funding arrangements for Targeting Social Need and engaged with the Review of Public Administration team submitting appropriate responses at each of the stages.

The Council has sought during the current period to be represented on all steering, advisory or implementation groups whose work will impact on the Catholic Maintained Sector and the education sector as a whole. The extent of involvement has been determined by the resources available and the significance of the group.

Team members represent the Council on a wide range of bodies and committees. These include groups and committees of the Health and Education Action Zones, Partnership Boards, Neighbourhood Renewal Groups, the Secondary Standing Conference, Bureaucratic Burden Group, Programme Management Board for the Implementation of the Revised Curriculum and Health and Social Services. Through this work officers of the Council have been able to exert influence on policy and practice and to work collaboratively with colleagues from other statutory and non-statutory bodies in the interests of schools generally and of the Maintained Sector specifically.

CORPORATE OBJECTIVE 3 – Reconciliation, Equality and Inclusion

In keeping with the philosophy of Catholic education, the Council, through its practices, will seek to promote inclusion, equality, respect for diversity, social justice and reconciliation.

This Corporate Objective includes a range of issues which touch upon other objectives. In considering the Council's activities over the planning period there must be recognition of the extent of engagement with other partners.

Throughout the period of this plan the Council has sought to promote inclusion, equality, respect for diversity and social justice through its work towards embedding a Culture of Tolerance philosophy, working in partnership with relevant bodies to promote the inclusive agenda, developing links with Transferors, Churches, PSNI and others, representing Council policies and views within the wider public sector and complying with the requirements of Section 75 of the Northern Ireland Act.

Inclusion has a range of dimensions and the Council has engaged in many of these over the past year. The Council provides advice to principals and Boards of Governors on specific procedures such as Suspensions and Expulsions schemes, Open Enrolment processes and Special Needs Provision. Officers of the Council also attend Pupil Consultative Meetings regarding future educational provision and maintain records of all suspensions and expulsions.

During the planning period a group was established to consider the impact of the Special Educational Needs and Disabilities (SEND) legislation. The group provided a report to the Education Committee of the Council.

Proposals were also submitted to the Consultative Group on Catholic Education (CGCE) in relation to disseminating the underpinning philosophy of "Building Peace, Shaping the Future"

The Council supported the Consultative Group on Catholic Education (C.G.C.E) in the organisation of 'Promoting reconciliation through education' conference in Limavady. The conference looked critically at the role of Catholic Education in respect of social and community developments in Northern Ireland. It brought together the family of Catholic Educators along with the representatives from Government, the Transfers Council, Community Relations Council and other sectors from education.

Following the guidance given to schools on dealing with issues related to disabled access appropriate provision has been secured in a number of locations and further requests for minor works have been processed in the past year.

Council Officers deal with a number of Child Protection and related pastoral matters as part of normal activity. This work is very sensitive and sometimes distressing. The incidents of sudden death, accidents and suicides require the Welfare Staff and members of the Diocesan Teams to become involved in giving advice and providing support.

CCMS, as the employer of teachers, engages at a number of levels with Teacher Unions. Often this interaction is collaborative with the aim of improving terms and conditions of teachers or representing their interests. On other occasions the involvement requires negotiations, sensitivity and diplomacy on the part of all participants. Such work is seldom seen and sometimes not appreciated as a major activity of the Council in creating a positive working environment in schools.

CORPORATE OBJECTIVE 4 – Raising Standards and Effective Management

Council will continue to raise standards through proactive involvement in the development of strategies and initiatives that seek to raise the standards of achievement within Catholic Maintained Schools and by promoting a culture of empowerment by developing governors and school leaders with a vision for and a commitment to Catholic Education

The raising of standards in Catholic Maintained schools has been a key objective of CCMS since its inception as well as being one of its statutory functions. The means by which this is achieved has changed over the years to reflect changing priorities and, in particular, the increased range of information which is now available to schools and increasingly to the Council. One of the key objectives during the past year has been to set up a CCMS Database consisting of performance data for each school. While progress has been made on the technical side the availability of and access to information has been slower. A major difficulty has been access to the C2K Database. This is protected through the Data Exchange Agreement which must be approved by the Boards of Governors of each school. Unfortunately CCMS was not included in the list of bodies initially circulated to schools and the Council has over the planning period sought to secure agreements from schools. This process is now almost complete and C2K will shortly make access available to the Council.

Officers have continued to access performance and other data from direct sources to monitor performance. This information has been used to assist schools and Governors to monitor key areas of activity in schools. Officers have provided advice and guidance to specific schools but they have also provided general advice on the use of performance data to set targets, monitor progress and establish priorities for action through School Development Plan. The main data used is concerned with educational outcomes such as Key Stage test results, GCSE and other public examination results and the range of subject choice. Significant use is made of other data more related to the pastoral aspects of education such as attendance, levels of suspensions and expulsions, policies and practices on inclusion and teacher attendance. Once again this year the Council is delighted to report further progress on educational outcome as exemplified by the information in figures 1 and 2 (pages 43 & 44).

Officers have a direct role in supporting Governors and Principals in the raising of standards and in the effective management of schools but some of this work can be very effectively influenced by the decisions of the Department of Education and other education partners. Officers devote a considerable time to sharing their expertise and to promoting the common good as well as the needs and interest of Catholic Maintained schools through membership of bodies such as the Council for Curriculum Examinations and Assessment (CCEA) and its various committees, the Regional Training Unit (RTU) various local Education and Library Board Working Groups and increasingly through bodies devoted to cross-sectoral working to secure whole community developments.

There are now three major cross-sectoral initiatives with the broad objective of community development and renewal. The Health Action Zones which are linked to

the Investing Health Strategy is the best established. The Council have worked closely, particularly with the Limavady Partnership and the North and West Belfast Health Trust on a number of initiatives which have included extended schools, fruit in schools, traveller inclusion, self-harm initiatives and youth based activities. A particular aspect throughout the planning year has been the efforts of a sub-group to secure resources from the Integrated Development Fund for two initiatives in the Colin area of Lisburn City and the North and West of Belfast aimed at improving educational outcomes for a range of socially disadvantaged groups. The development of the Education Action Zones has been much delayed and indeed significantly changed from that announced by the then Minister Jane Kennedy. Officers have, however, contributed to the design of projects in all of the Education and Library Board areas which should begin to roll out over the next year. The third strand is the Neighbourhood Renewal Strategy managed through the Department for Social Development. The accepted wisdom of Neighbourhood renewal is that education has a key role to play. With over thirty 'partnerships' in planning across Northern Ireland under three area plans, it is going to be difficult for CCMS to play a major role in these. The strategy adopted by Council is to contribute and influence at a strategic level and provide operational support in key areas only.

The management of school budgets has been both an educational and a political issue during the planning period. The Council's Business Plan had identified supporting schools in the efficient and effective management of school budgets as a Key Additional Business Outcome. A working protocol was drafted and shared with the Education and Library Boards to ensure a regional approach to gathering and sharing data and to addressing critical issues within a policy framework. The difficulties of budget management were further compounded by the Industrial Action by Teacher Unions in 2004 which significantly depleted many school surpluses. The introduction of the Common LMS Formula did impact on some schools as adjustments came into effect but the poor level of funding going into the education service through the latest budget caused serious difficulties for schools and has required considerable commitment from officers to provide advice and support.

In the last Annual Report reference was made to the Council's document on School Development Planning, a feature which will become a statutory requirement in September 2005. The Council wishes to acknowledge the support of the Education and Library Boards for a series of full day Principal and Governor Meetings to launch and disseminate the document. The feedback from schools on the straightforward and practical advice has been very positive. The Council has provided advice to the Department on a publication which it too is planning on both the legislation relating to School Development Planning and the process itself.

Officers have continued to provide advice and support to those schools involved in the School Support Programme including three schools designated as Group One. This is a key improvement initiative which Council believes offers significant advantages to schools in fast-tracking improvement initiatives. Information provided by the Department of Education has shown that the vast majority of Catholic Maintained schools coming through the Programme maintain their improvements beyond the Programme and that the figure for the sector is higher than for other sectors.

Officer support to schools during the inspection process remains a key area of activity. Figure 3 (page 45) tabulates the extent of involvement in inspection activity

by the Council but this does not adequately reflect the volume of work by officers in helping schools respond to the outcomes. The Council is pleased to note the increasing number of schools where there are no major issues to be addressed but is also aware that it is part of its role as well as that of Governors to address issues before they might be identified through the inspection process. In this regard the Council has fully supported the increase in self-evaluation strategies being developed by schools. The ETI are very willing to engage in quality assurance process to support schools in developing their own internal monitoring and evaluation strategies. The Council responded to an invitation from ETI to comment on a number of new models of inspection.

The demands on officers time continues to be excessive but team and self-development remain key areas of the Council. A large number of individuals and bodies attended the Education Section Meetings throughout the planning period and their contributions were both appreciated and valued.

The key stage 1 and 2 statistics are unavailable this year due to industrial action by teachers.

Key stage 3 results, split by Diocese and subject are shown below. 55% of CCMS pupils achieved level 5 or more in English while for Maths and Science the percentage was 56% and 51% respectively. While these figures are slightly below the Northern Ireland average of 57%, 58% and 54% they should be considered in conjunction with the Free School Meals percentage indicative of level of social disadvantage which for CCMS schools is 14% higher than the controlled sector and 7% higher than the Northern Ireland secondary average.

Figure 1

Secondary Schools	No of Schools	% FSM	English Level 5+	Maths Level 5+	Science Level 5+
CCMS	76	36%	55%	56%	51%
Controlled	72	22%	59%	58%	54%
Integrated Schools	14	22%	61%	63%	65%
Total Secondary	162	29%	57%	58%	54%
Diocese					
Diocese	No of Schools	% FSM	English Level 5+	Maths Level 5+	Science Level 5+
Armagh	12	34%	57%	65%	59%
Clogher	8	32%	57%	58%	56%
D&C	30	36%	49%	51%	46%
Derry	18	40%	58%	56%	50%
Dromore	8	31%	63%	59%	58%
Total CCMS	76	36%	55%	56%	51%

The percentage of pupils achieving Grades A* - C in five or more GCSE's in the year 03/04 has stayed constant with last years at thirty nine percent (39%). This is higher than the overall NI non-grammar figure of thirty eight percent (38%). There remains a concern however, that seven percent (7%) of pupils achieved no GCSE's and while this is above the NI figure of six percent (6%), schools in the maintained sector have a significantly higher percentage of pupils from a socially disadvantaged background.

Figure 2

Secondary Schools	No of Schools	% FSM	Achieved 5+ GCSEs A*-C	Achieved 1-4 GCSEs A*-C	Achieving no GCSEs or Other Exams
CCMS	76	36%	39%	34%	7%
Controlled	72	22%	35%	34%	6%
Integrated Schools	14	22%	47%	33%	2%
Other Maintained	1	36%	40%	60%	0%
Total Secondary	163	29%	38%	34%	6%
Diocese					
Diocese	No of Schools	% FSM	Achieved 5+ GCSEs A*-C	Achieved 1-4 GCSEs A*-C	Achieving no GCSEs or Other Exams
Armagh	12	33%	47%	26%	5%
Clogher	8	31%	51%	33%	1%
D&C	30	36%	32%	38%	8%
Derry	18	40%	39%	35%	8%
Dromore	8	31%	40%	32%	5%
Total CCMS	76	36%	39%	34%	7%

DENI INSPECTION DOCUMENTS RECEIVED 1 APRIL 2004 - 31 MARCH 2005

Notified Inspections

Notification letters for main inspection activities received from DENI during this period = 64
1 of which was issued in error

Figure 3

Inspection Reports received during this period

Focused Inspections	General Inspections
63	1

Focused Inspections	General Inspections	Survey of Library Provision
63	1	22

CORPORATE OBJECTIVE 5 – Plant

Council will continue to work to secure appropriate access for children to a conducive learning environment through the delivery and provision of an appropriate network of Catholic Maintained Schools capable of providing for their education needs from pre-school to post-16.

There has again been significant activity throughout the period of this plan in relation to the core business of the Building and Development Section and Diocesan Management Units in relation to this objective.

Officers have continued to work with and through Trustees to provide an appropriate educational environment by responding to, advising on/and supporting Trustees on reviews of provision in a Parish, Local Area, or at Diocesan level.

Officers have also been involved in carrying out mapping exercises, consultations and briefings on matters relevant to provision on behalf of the Trustees, the Council and where appropriate the Department of Education.

Work has also been ongoing throughout the period in co-ordinating with trustees and the Department of Education the use of Capital works to address accommodation shortfalls and deficiencies within the Catholic Maintained Sector, including the development of provision which supports inclusion.

During the business period, Officers have monitored and reviewed the implementation of the Two Year Plan for Minor Capital Works and implemented the revised procedure in respect of the monitoring and evaluation of the out-workings of the new Project Management Framework for Major Capital Works.

The Council has also provided project and Contract Management support to Trustees in respect of Holy Cross College, Strabane.

A full report of progress in a range of proposals in the Catholic Maintained sector is provided later in this section.

BIG LOTTERY FUND (Formerly Community Fund & New Opportunities Fund)

Council officers contributed again this year to the NOF PE and Sport Area Partnerships by working with primary, post-primary and community members to develop application for those schools which were invited to Stage 2. At the end of March 2005, 44 schools within the Catholic Maintained Sector had letters of offer issued to the trustee. This represented an investment of £4,397,854. CCMS, along with developing 3 projects within the 30%, are currently assisting those successful in their bids through the grant management phase.

OUT OF SCHOOLS HOURS LEARNING

The third and final year of the Out of School Hours learning programme continued to financially support innovative and creative ways of learning in 23 schools throughout the 5 Dioceses. The programme was due to be completed at the end of December 2004 but due to staff absences was extended for a further 4 months. Schools' evaluation of the programme would indicate that pupils do learn through fun.

CORPORATE OBJECTIVE 6 – Post Primary

In the context of the Post Primary Review, The Council, in consultation with Trustees, will seek to develop partnerships and build consensus in bringing forward innovative proposals acceptable to parish/local communities.

The most important educational development in the previous planning period was the acceptance by Government of the recommendations of the Working Group on the future Post-Primary arrangements in N. Ireland chaired by Mr. Stephen Costello. The 'Costello Report' endorsed much of the Council's policy in relation to Selection and its response to the 'Burns' consultation.

The realisation of the Costello proposals presents a major challenge to the Council. Senior officers have pressed the Department to establish the proposed structures to encourage the process, communicate these to the education sector and to the community at large and to identify resources to be made available to the Council to implement the proposals. The demographic downturn is continuing to gather pace, budget constraints are impacting significantly and the range of pupil choice is becoming more limited. The need for major change is increasingly obvious.

Throughout the period of this plan officers have contributed to the implementation of the Costello Report proposals and have sought to provide advice to Trustees, Governors and Principals on the effective and efficient development of post-primary Catholic education through advising, supporting and responding to Trustees on any matter pertaining to post-primary provision in the Dioceses throughout N. Ireland and specifically on any structures to implement the proposals. Officers of the Council have been nominated to contribute to the work of the Strategic Advisory Group.

Officers worked at local level with Trustees, Governors and Principals to raise awareness and to begin the processes of establishing communication with interested partners, examining local circumstances and considering alternative approaches to meeting the needs of children. A preliminary 'mapping' of post-primary provision to ensure a 'best fit' while meeting the specific needs of the area, has been undertaken in certain parts of the Dioceses. Meetings have taken place with Trustees and their representatives to discuss education provision and future requirements in certain parishes. This work will be ongoing.

The Council has continued to be involved in supporting the establishment of Holy Cross College, Strabane, which will be the first new provision which can meet all of the policy requirements of the New Post-Primary Arrangements. The creation of this school was significant. In addition to work on the design of the school and in securing of services, staff from the three merging schools have worked hard on a large number of policy and operational issues. The school has imaginative and forward looking curricular and pastoral policies. This has allowed the interim Board of Governors to adopt a logical management structure for the school. Support has been given during the planning period to the Principal and Governors in drawing up job descriptions and making appointments to management posts.

The full amalgamation of the three schools will take place in September 2005. Students will continue to be accommodated on the three current school sites until the new school building becomes available.

The Council will provide advice to the Department of Education on arrangements necessary to effect post-primary change based on the experience of Holy Cross College, Strabane. The Council regrets that it could not make more progress in this area but resources were not available to do so.

CORPORATE OBJECTIVE 7 – People and Welfare

The Council, as a major employer of teachers, will work in partnership with other bodies to promote strategies and operational mechanisms to proactively address key issues affecting recruitment, retention, development, performance, welfare and working conditions of teachers, thereby developing a workforce capable of fostering the philosophy of Catholic education and meeting the spiritual, pastoral and educational needs of children.

The employment of teachers in the Catholic Maintained Sector is a major responsibility of the Council. There are many dimensions of the employer function including welfare, industrial relations, appointments and redundancies. Specific aspects of this work are carried out primarily by the Personnel Section and the Diocesan Management Units.

In discharging its responsibilities as an employer the Council was represented at

- Management Side,
- TSNC,
- JWP,
- Management of Threshold, Teacher Wellbeing Strategy Group,
- Inter Board Welfare Group,
- Regional Training Management Board,
- Managing Attendance Working Group,
- General Teaching Council, Inter Board Training Group, Designated Officers for Child Protection in Education Group; and
- ACPC.

The level and extent of representation on these groups was determined by available resources. A Performance Review and Staff Development scheme was agreed and the process of implementation began. This involved the development of a support mechanism for the Governors of Catholic Maintained schools through the recruitment and training of external advisers to assist in the establishment and monitoring of targets.

The Council provided advice and guidance to principals and governors in relation to a range of employer functions during the period. These included attendance, appointments, child protection, discipline and grievance, efficient discharge, financial management, industrial relations, health and safety, salary policy, management structure and suspensions and expulsions. Industrial Action by teachers impacted differentially across the system. The Council worked actively with other employers, the Department of Education and teacher unions to resolve the issues and return to normal working for the new term in September. This action placed significant additional pressure on officers in supporting Governors and Principals in monitoring an effective service for children. Officer provided advice to Governors and Principals on the successful implementation of the Upper Pay Scale for teachers.

During the period of the plan, the Council developed a practical guide for schools in relation to the management of critical incidents.

A total of 25 applicants for ill-health retirement were processed during the period. This figure was down from 44 in the previous period. The details are set out below:

DIOCESE NO. OF RETIREMENTS

ARMAGH	6
CLOGHER	2
DOWN & CONNOR	9
DROMORE	1
DERRY	7
TOTAL	25

Overall there were 516 appointments in the period to Principal, Vice-Principal and Teacher positions. This figure shows a decrease from 653 in the previous year. The number of principal appointments fell by 2, the number of Vice-Principals by 17 and the number of teachers by 118.

PRINCIPALS POSTS

There was a slight decrease in the percentage applications from female candidates from 46.26% to 45.56%. The appointments of female and male were equally balanced at 51% and 49% respectively. The percentage of female appointments in the previous period had been 66%.

TOTAL No OF APPLICANTS

Female 108 (46%)
Male 129 (54%)
TOTAL 237

SHORTLISTED

Female 89 (45%)
Male 111 (55%)
TOTAL 200

NOT SHORTLISTED

Female 19 (51%)
Male 18 (49%)
TOTAL 37

APPOINTED

Female 19 (51%)
Male 18 (49%)
TOTAL 37

VICE-PRINCIPAL POSTS

The percentage of female applicants decreased in the 2004 -05 year compared to the previous year (42% from 47%). The percentage of appointments awarded to female candidates was 61% down slightly from the previous high of 64%.

TOTAL No OF APPLICANTS

Female 101 (42%)

Male 142 (58%)

TOTAL 243

SHORTLISTED

Female 81 (45%)

Male 100 (55%)

TOTAL 181

NOT SHORTLISTED

Female 20 (32%)

Male 42 (68%)

TOTAL 62

APPOINTED

Female 20 (61%)

Male 13 (39%)

TOTAL 33

TEACHER APPOINTMENTS

The number of applications processed during the year increased to 6555 from 6028 the previous year despite a fall of 118 in the posts available. The low number of male appointments continues to be a source of concern. Only 11% were appointed in Primary and 25% in Secondary this year. Schools and Colleges will need to develop a strategy to address this issue. A full report is available on the CCMS website.

TOTAL No OF APPLICANTS

Female 5447 (83%)

Male 1108 (17%)

TOTAL 6555

SHORTLISTED

Female 2090 (80%)

Male 510 (20%)

TOTAL 2600

NOT SHORTLISTED

Female 3357 (85%)

Male 598 (15%)

TOTAL 3955

APPOINTED

Female 363 (81%)

Male 83 (19%)

TOTAL 446

Professional Qualification for Headship (PQH)

The Council continued to promote the PQH scheme within its schools and to recognise the qualification in shortlisting criteria for prescribed posts during the current period. Of the 120 candidates who graduated this year, 40 were from the Catholic Maintained Sector.

PQH Graduates 2005

Catholic Maintained Sector	40
Controlled Sector	43
Governing Bodies Association (GBA)	27
Integrated Sector (NICIE)	9
Irish Medium Sector	1

WELFARE

Once again this year the service had a very busy year dealing with a diverse range of issues. The main issues were relationship difficulties at school, ill health retirements and stress related illness.

The retirement seminars continued to be popular and an extra venue had to be included this year. Officers from the Welfare Section met with a group of teaching principals to discuss areas of concern and to identify possible solutions regarding the ongoing issue of workload.

The report from the Teacher Welfare Strategy is due to be released for consultation at the end of June and the report and its recommendations are expected to form the bulk of the Welfare Business Plan for the coming year. During the current period a staff survey was carried out and the issues raised have begun to be addressed. A staff appraisal scheme and a policy on carer leave have also been drafted. The Welfare team were also involved in organising the memorial service for Brendan Smyth and the collection and presentation to his wife and son. The evening was very successful and over 300 people attended.

REDUNDANCY MANAGEMENT

The year 2004-05 has been a particularly challenging year for some schools which have had considerable financial deficits to manage. As a consequence levels of redundancy have remained high and are likely to be even greater for the 2005-06 year as the impact of budgetary constraints is felt in schools.

See Figure 4.

Figure 4

APPOINTMENTS	PRIMARY	SECONDARY	TOTAL
PRINCIPAL	25	12	37
VICE-PRINCIPAL	20	13	33
TEACHER	204	242	446
TOTAL	249	267	516

Figure 5

DIOCESE	VOLUNTARY	COMPULSORY	TRANSFER	TOTAL
ARMAGH	21	0.4	5	26.4
CLOGHER	14	0	1	15
DOWN & CONNOR	67	0	6	73
DROMORE	20	0	0	20
DERRY	23	0	14	37
TOTAL	145	0.4	26	171.4

LITIGATION

The Personnel section continued to manage the caseload for Catholic Maintained Schools comprising claims of discrimination, unfair dismissal, equal pay and complaints to the Commissioner for Complaints. During the year the Industrial Tribunal introduced its revised Rules of Procedure. One of the most significant was the introduction of Case Management Hearings. This has greatly increased the workload associated with case management. In the 2004/05 year a total of 7 case management hearings were attended and it is anticipated that this number will increase in the next year.

SUMMARY OF LEGAL CASES

NEW CASES

Sex Discrimination	4
Equal Pay (Sex Discrimination)	1
Unfair Dismissal	1
Disability Discrimination	1
Unfair Dismissal	1
Religious Discrimination	1*

*Whilst the above claim fell outside the jurisdiction of the Fair Employment Tribunal, the Council was still required to examine the case.

CASES CONCLUDED

Case	No	Outcome
Sex Discrimination	1	Heard by Tribunal – dismissed
Sex Discrimination	2	Withdrawn
Sex/Religious Discrimination	1	Withdrawn
Unlawful Deduction from Wages	1	Withdrawn
Sex Discrimination/Breach of Contract	2	Settled
Disability Discrimination	1	Settled

CASES STILL AT HEARING

One case of alleged Disability Discrimination has been partly heard during the year and has been adjourned until further notice.

CORPORATE OBJECTIVE 8 – Organisational Development

Council will promote a culture of continuous empowerment within the organisation and seek to secure and effectively manage appropriate human, physical and financial resources.

The Council's most valuable resource is its own staff. The Organisation Review carried out in a previous planning cycle, made a number of recommendations intended to make the Council as efficient and effective as possible, within its limited resources, while protecting the welfare and working conditions of its officers.

Many of the recommendations within the Organisation Review concerning human, physical and financial resources have been implemented and a Corporate Services Unit has been established. This unit has drawn together officers from previous discrete sections forming one team with the emphasis on service delivery.

In pursuit of this objective officers have continued to implement the planning and operating framework in a manner consistent with CCMS Strategic Themes.

In keeping with its objective of implementing sound financial systems and procedures which incorporate appropriate checks and controls and value for money processes, Corporate Services developed a new Internal Audit programme during the period of the current plan. Awareness raising training was provided for Council members and staff on the new internal audit programme and in respect of Council's Risk Management Strategy.

Throughout the planning period officers have endeavoured to develop and implement appropriate financial policies, promote a climate of probity and propriety in relation to operation and business and to provide an efficient, effective service for Council members and staff.

Officers have also sought to comply with all aspects of the Financial Memorandum and the Memorandum of Guidance, to be associated with the Accounting Officer of the Department of Education on matters relating to the grant and grant in aid before the Public Accounts Committee and/or Assembly Committees and to monitor and evaluate the implementation of the PPP Scheme.

During the year a Staff and Welfare audit was conducted of all Council staff and proposals developed to support staff. The survey results were very positive and issues which were raised have begun to be addressed. A Staff Appraisal scheme has been drafted and will come into operation before during the next planning period. A policy on Carer Leave has also been drafted and presented for approval to the Finance and Personnel Committee and is currently going through the consultation process. The current flexi working scheme is also being reviewed.

Council held a two-day residential conference for all staff at the Hilton Hotel, Templepatrick. The conference, facilitated by the Regional Training Unit, has Mr Tom Frawley, Chair of the Independent Panel of Experts of the Review of Public Administration as one of several contributors. Mr Frawley adequately outlined the RPA process and some of its possible implications for CCMS as well as the public sector as a whole.

The following business outcomes have also been achieved during the planning period

- management of the BDS review in relation to the salary compatibility exercise with regard to specific posts
- the submission of the in-year bid for additional resources
- on-going negotiation of the terms of reference and engagement with the Department of Education in organising review and job evaluation. Regrettably there has been no progress in this area and movement is unlikely with the Review of Public Administration underway.

During the next business period Corporate Services will seek to develop a Communications Strategy, develop a cost control system for Business Planning Process and to implement an ICT Training Programme.

Council is proud of what has been achieved during the period of this Corporate Plan. It is aware that much still needs to be done but it is confident that the achievements in this period will be replicated and exceeded in the next planning cycle.

Members would wish to acknowledge the professionalism, commitment and dedication of the Council's staff and place on record their appreciation of their work.

CONTACT DETAILS

CCMS HEADQUARTERS

160 High Street
Holywood
BT18 9HT

Tel: 028 9042 6972
Fax: 028 9042 4255

ARMAGH DIOCESAN EDUCATION OFFICE

1 Killyman Road
Dungannon
BT71 6DE

Tel: 028 8775 2116
Fax: 028 8775 2783

CLOGHER DIOCESAN EDUCATION OFFICE

8 Darling Street
Enniskillen
BT74 7EP

Tel: 028 6632 2709
Fax: 028 6632 7939

DERRY DIOCESAN EDUCATION OFFICE

1A Millar Street
Derry
BT48 6SU

Tel: 028 7126 1931
Fax: 028 7127 1368

DOWN & CONNOR DIOCESAN EDUCATION OFFICE

193 – 195 Donegall Street
Belfast
BT1 2FL

Tel: 028 9032 7875
Fax: 028 9032 7866

DROMORE DIOCESAN EDUCATION OFFICE

56 Armagh Road
Newry
BT35 6DA

Tel: 028 3026 2423
Fax: 028 3026 6703

Published by TSO (The Stationery Office) and available from:

Online

www.tso.co.uk/bookshop

Mail, Telephone, Fax & E-mail

TSO

PO Box 29, Norwich NR3 1GN

Telephone orders/General enquiries: 0870 600 5522

Fax orders: 0870 600 5533

Order through the Parliamentary Hotline

Lo-call 0845 702 3474

E-mail book.orders@tso.co.uk

Telephone: 0870 240 3701

TSO Bookshops

123 Kingsway, London, WC2B 6PQ

020 7242 6393 Fax 020 7242 6394

68-69 Bull Street, Birmingham B4 6AD

0121 236 9696 Fax 0121 236 9699

9-21 Princess Street, Manchester M60 8AS

0161 834 7201 Fax 0161 833 0634

16 Arthur Street, Belfast BT1 4GD

028 9023 8451 Fax 028 9023 5401

18-19 High Street, Cardiff CF10 1PT

029 2039 5548 Fax 029 2038 4347

71 Lothian Road, Edinburgh EH3 9AZ

0870 606 5566 Fax 0870 606 5588

The Parliamentary Bookshop

12 Bridge Square, Parliament Square,

London SW1A 2JX

Telephone orders/General enquiries 020 7219 3890

Fax orders 020 7219 3866

TSO Accredited Agents

(see Yellow Pages)

and through good booksellers

© Parliamentary Copyright House of Commons 2006

*Applications for reproduction should be made in writing to The Licensing Division,
HMSO, St Clements House, 2-Colegate, Norwich NR3 1BQ*

ISBN 0 10 293974 8

ISBN 0-10-293974-8



9 780102 939743