

# Southern Education and Library Board

Annual Report & Accounts 2007-2008



“to be valued for **providing coherent high quality** services to meet the needs of our user **community**”

Southern Education and Library Board







## Southern Education and Library Board

### Annual Report and Accounts for the year ended 31 March 2008

*Laid before the Northern Ireland Assembly under Article 38 (2) of the  
Education and Libraries (Northern Ireland) Order 2003  
by the Southern Education and Library Board*

*27 November 2008*

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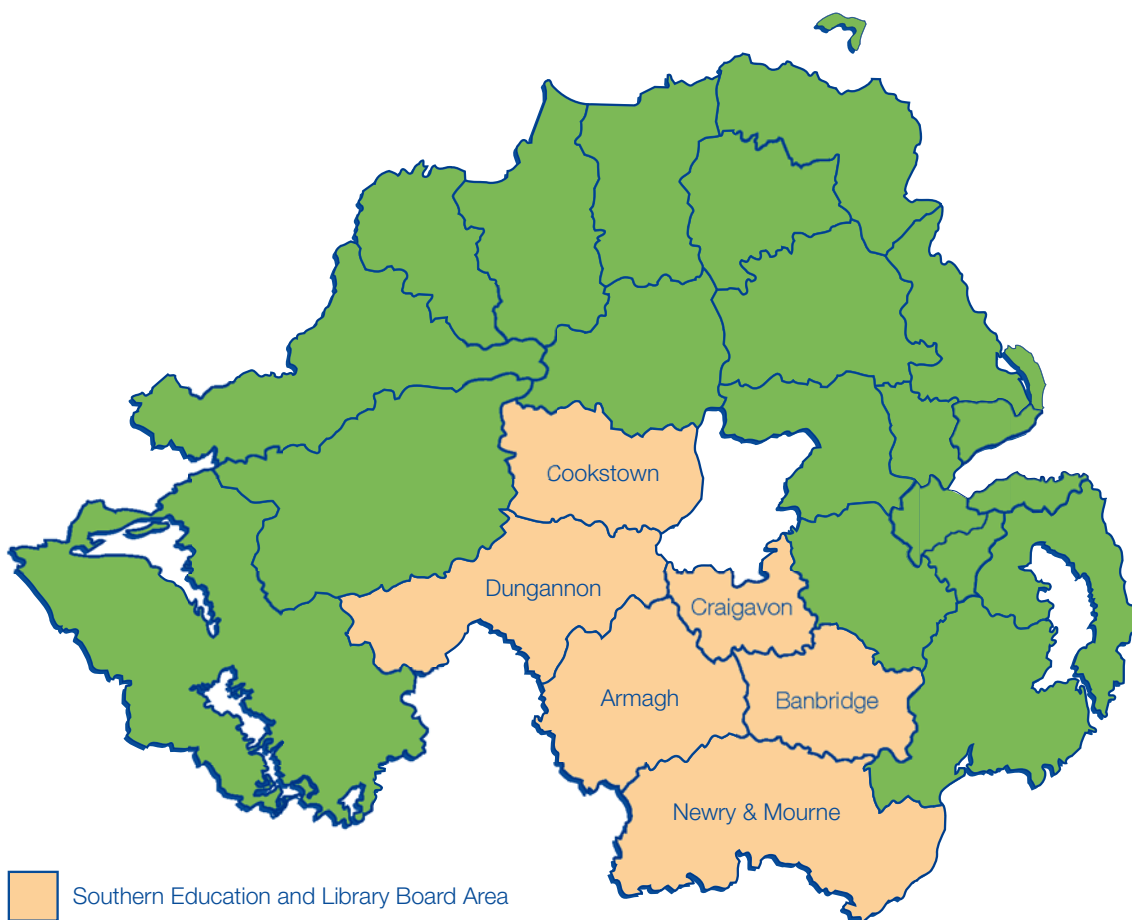
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## Director's Report

### Mission

The mission of the Board is to ensure that high quality education, youth, library and support services exist throughout its area.



### Background

The Southern Education and Library Board (hereinafter referred to as the 'Board') was established as part of Local Government reorganisation in 1973 and is the largest of the five area Boards. The Board is an executive non-departmental public body sponsored by the Department of Education, the Department of Culture, Arts and Leisure and the Department for Employment and Learning. The Board's principal functions are the provision of education, library and youth services to the District Council areas of Armagh, Banbridge, Cookstown, Craigavon, Dungannon and South Tyrone and Newry and Mourne. It spans 1,450 square miles with a total population of approximately 369,600 people including 72,760 pupils.

Board Headquarters is in 1-5 Charlemont Place, Armagh. From its Headquarters and through a number of other satellite buildings, including the Library Headquarters at 1 Markethill Road, Armagh, the Board delivers its full range of services primarily to over 300 schools and colleges and 23 libraries throughout its area.

The Board employs over 8,000 staff and has an annual budget of approximately £333m.

The Board consists of 35 members who are appointed by the Minister for Education and operates through a number of committees from which recommendations are made to the Board at its monthly meetings.

The term of the current Board will end on 31 March 2009.

### Chief Executive's Statement

The 2007/08 financial year brought challenge to all services and to the Board as a whole.

Restriction of the Board's ability to carry forward underspends from the 2006/07 financial year both in respect of school and centre led to very considerable unease when it seemed schools with planned carryovers might be curtailed in so doing. Board Members pressed for and received assurances that a managed regime of allowing schools to draw on earlier unspent resources would be permitted.

The Board's Finance and Audit Committees continued to exercise close monitoring of expenditure, compliance with good governance arrangements and the identification and management of risk. The Board lived within its recurrent and capital budgets with individual service managers continuing to exercise tight financial control of their budgets.

Those who were in positions to do so attracted additional funding for new or the continuation of existing activities whether through the use of earmarked funding or in collaboration with partners such as local government and the Big Lottery for the provision of sporting facilities. Pupils in schools were the beneficiaries of such innovative relationships and schemes bringing advantage to young people and the wider community were the legacy.

The Revised Curriculum involving all schools and a large number of teachers required substantial and wide-ranging support. Area Learning Partnerships were initiated with commendable involvement of Post-Primary Principals who shared their thinking and their schools' contributions to the realisation of the Entitlement Framework.

The quality and extent of the Advisory and Support Service's interaction with schools are recognised as essential to the raising of pupils' achievements and the quality of education in the area and constitutes the core business of the Board.

Youth work continued as a critical contribution to informal education. The Youth Service gave a voice to young people through the establishment of Youth Councils throughout the area. Recognising the huge investment of time and effort from volunteers the Service held a number of events to celebrate the contribution of the many volunteers in the diverse settings in which they interact with children and young people.

The Board continued to expand provision for children with special needs. Appropriate literacy support was introduced for children with statements in relation to specific literacy difficulties. Targets for reducing the time taken to make statements were met.

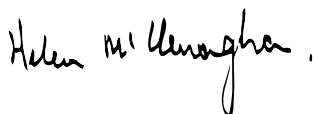
With over a third of pupils in full-time education in the area using school transport the Board continued to take all the action needed to provide a safe and cost effective home to school transport service. Tragically for the first time in the life of the Board a road traffic accident caused the death of a pupil travelling from home to school. The Board, in conjunction with other statutory organisations, is ever active in introducing measures to alert other vehicle users to the presence of school buses.

Through joint committees the Southern and Western Boards continue to collaborate on the policy-making and the delivery of services to schools over an area which in size is about half of Northern Ireland. Members of both Boards whether singly or in partnership continued to play informed and active roles in leading their Boards and enabling them to respond to changing circumstances.

## Chief Executive's Statement

By Ministerial decision the introduction of the Education and Skills Authority, due to come into being on 1 April 2008, was delayed by a year. Convergence activities proceeded under the management of the ESA Implementation Team with the Chairpersons of the Boards and officers being involved in a range of ways.

The extension of vacancy control policy pending ESA's arrival has, not unexpectedly, brought problems. Board employees, whatever the uncertainty about future arrangements, continued with resilience to deliver services shaped by the community's needs and expectations and designed to meet the circumstances of those the Board exists to serve.

A handwritten signature in black ink that reads "Helen McClenaghan". The signature is written in a cursive style with a period at the end.

Chief Executive: Helen McClenaghan

### Corporate Governance Arrangements

The Board has a Risk Management Strategy and Policy which has been approved by the Senior Management Team and the Audit Committee. These documents specify the risk management process within the Board and sets out the roles and responsibilities of officers and members. The Chairperson of the Audit Committee reports to the Board as a whole on audit activity including risk management on a regular basis.

The Board has complied with the terms of the current relevant Dear Accounting Officer Letters (DAOs) issued by the Department of Finance and Personnel. In particular, grant and grant in aid received from the Departments has been used for the purposes intended; there was no novel or contentious expenditure for which the Department's or/and DFP's approval was not obtained; and all other financial transactions conformed to the authorities which governed them, including delegated authority to commit or incur expenditure and approvals sought from the relevant Department where required.

Registers of Board members and staff interests have been established and are updated regularly. Conflicts of interest relating to Board members and staff, actual or potential, were appropriately managed and controlled. Codes of Conduct for Board members and staff have been established.

An appropriate Anti-fraud Policy and Fraud Response Plan have been developed and implemented. All suspected and proven frauds have been notified to the Department in accordance with agreed procedures and there are no suspected frauds that have not yet been notified.

Appropriate complaints procedures for students, staff and the general public have been developed and implemented, including facilities under Whistleblowing arrangements to complain direct to outside Agencies and sponsoring departments.

Performance was monitored against both business objectives and the effectiveness of internal control arrangements. Throughout the 12 months ended 31 March 2008, internal control was adequate to provide reasonable assurance of:

- effective and efficient operations;
- integrity and accuracy of management information;
- the safeguarding of assets; and
- compliance with laws and regulations.

The Board via the Audit Committee receives periodic reports concerning internal control. There is a minimum of four Audit Committee meetings a year. Representatives of DE attend as observers. Representatives of the Northern Ireland Audit Office (NIAO) also attend the meetings and outline for the Committee their main findings and recommendations from their audits of the annual accounts and value for money reviews. The Board has an Internal Audit Branch, which operates to the Government Internal Audit Standards defined by HM Treasury. Internal Audit submits regular reports to the Audit Committee, including the head of internal audit's opinion on the adequacy and effectiveness of the Board's system of internal control.

The Board via the Finance Committee receives periodic reports concerning financial control. There is a minimum of eight meetings a year with membership consisting of the chairpersons of the other main committees of the Board. This membership facilitates a consistent approach to the allocation, monitoring and control of the use of resources across all Board activities.

### Audit Committee

#### Purpose

The Audit Committee carries out the important role of advising the Board and Chief Executive on matters relating to risk management, corporate governance, internal controls and assurance. The overall executive responsibility for matters considered by the Committee remains with the Board and Chief Executive.

The Committee met four times during 2007/08 with a representative from the Department of Education attending for the first time at the January 2008 meeting.

#### Responsibilities and how the Committee fulfils its remit

The Committee carries out its duties by a process of review and challenge of reports and papers prepared by the Head of Internal Audit and other SELB Managers and representatives of the Northern Ireland Audit Office. Officers attending the Committee provide further information and explanations as required by Committee members.

#### Committee Membership

Mr A G Sleator, Chairperson  
Mrs C M McCaul, Vice-Chairperson  
Mrs M E Donnell  
Councillor I E B Hanna  
Mr A McCreesh  
Councillor S McRoberts  
Professor P Murphy  
Mrs E Wright

### Equality Statement

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

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

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

## Board Members

The following served as Board Members during the year:

<b>Board Chairperson</b>	Mrs M E Donnell
<b>Board Vice-Chairperson</b>	Very Rev L M McVeigh (April 2007 – June 2007) Rev J Byrne (from July 2007)
<b>Members Nominated by Councils:</b>	
<b>Armagh City and District</b>	<b>Dungannon and South Tyrone Borough</b>
Councillor P Brannigan	Councillor P Gildernew**
Councillor S McRoberts	Councillor B Monteith**
<b>Banbridge District</b>	Councillor R Mulligan
Councillor J Hanna	<b>Newry and Mourne District</b>
Councillor J McCrum	Councillor B Curran
<b>Cookstown District</b>	Councillor J Feehan
Councillor P P McAleer	Councillor I E B Hanna
<b>Craigavon Borough</b>	Councillor P McGinn*
Councillor F Dawson+	Councillor M Murphy*
Councillor R A Harkness	
Councillor Ms C Lockhart+	
Councillor Dr P A Weir	
<b>Members Representing the Interests of Transferors of Schools:</b>	
Rev D Somerville	Dr M Hollinger
Rev Canon J McKegney	Mr J K Twyble
<b>Members Representing the Interests of Trustees of Maintained Schools:</b>	
Rev J Byrne	Mrs C M McCaul
Mr M P Campbell	Very Rev L M McVeigh

Continued overleaf

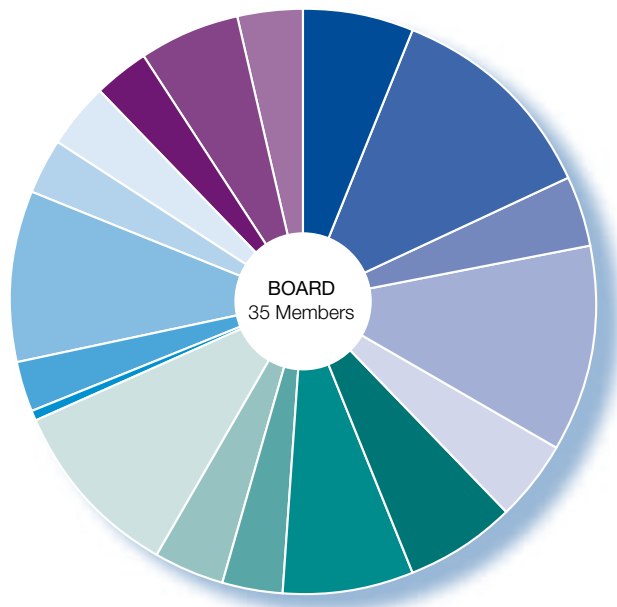
## Board Members

Members Representing Other Interests:	
Mr P H Aiken	Mr C Mackin
Mrs S R Brownlee	Mrs M M Magennis
Dr P Cunningham	Mr W Mayne
Mrs M E Donnell	Professor P Murphy
Mr B Doran	Mr A G Sleator
Mr P Gildea	Mrs E Wright
Mr A McCreesh	

- \* Councillor P McGinn resigned in June 2007 and was replaced by Councillor M Murphy in September 2007.
- \*\* Councillor B Monteith resigned in August 2007 and was replaced by Councillor P Gildernew in November 2007.
- + Councillor Dawson died in September 2007 and was replaced by Councillor Ms Lockhart in January 2008.

## Board Committees

(April 2007 – March 2008)



- Library Committee (12)
- Joint Education Committee with WELB (SELB Membership 24)
- Finance Committee (8)
- Schools & Services Committee (23)
- Chairpersons Committee (9)
- Teachers' Staffing Committee (13)
- Joint Youth Committee with WELB (SELB Membership 16)
- Remuneration (7)
- Audit Committee (8)
- Joint Children & Young People's Committee with WELB (SELB Membership 20)
- Child Protection Committee (1) [Committee incorporates Officers]
- Teaching Appointments Committee (6)
- Membership Committee (22)
- Consultants' Selection Panel (6)
- Committee for the Appointment of Peripatetic Teachers (8)
- Advisory Sub-Committee for Pre-School Education (6)
- Advisory Sub-Committee for Controlled Schools (12)
- Property Sub-Committee (7)

## Organisation Chart

The Board is organised into the following departments under the Chief Executive and Accounting Officer, Helen McClenaghan. In addition the Chief Executive is the reporting officer for the five-board Central Management Support Unit.

<p><b>Chief Executive's Department</b>  <i>Helen McClenaghan</i>                      Chief Executive</p>	<ul style="list-style-type: none"> <li>• Board Member Services</li> <li>• Communications</li> <li>• Internal Audit</li> <li>• Strategic Planning</li> </ul>
<p><b>Corporate Services</b>  <i>Terry Heron</i>                      Head of Corporate Services</p>	<ul style="list-style-type: none"> <li>• Awards and Benefits</li> <li>• Corporate Development Unit</li> <li>• Corporate Information Systems</li> <li>• Financial Accounting</li> <li>• Human Resources                             <ul style="list-style-type: none"> <li>• Equality and Equal Opportunities</li> <li>• Headquarters' HR Services</li> <li>• Schools' HR Services</li> </ul> </li> <li>• Teaching &amp; Non-Teaching</li> <li>• Welfare Support</li> <li>• Training and Development</li> <li>• Management Accounting</li> </ul>
<p><b>Inter-Board Services</b>  <i>John Curran to 23 July 2007;</i>  <i>Robbie McGreevy appointed 17 September 2007</i>                      Inter-board Services Manager</p>	<p>(Responsibilities on behalf of the five boards)</p> <ul style="list-style-type: none"> <li>• Central Management Support Unit</li> <li>• Job Evaluation</li> <li>• Joint Negotiating Committee</li> <li>• Management Side Secretary &amp; Spokesman</li> <li>• Best Value</li> </ul>
<p><b>Teaching, Learning, Curriculum &amp; Youth                      (Collaborative Arrangements with WELB)</b>  <i>Paddy Mackey</i>                      Head of Teaching, Learning, Curriculum &amp; Youth</p>	<ul style="list-style-type: none"> <li>• Learning Advisory Support Services</li> <li>• Music Service</li> <li>• Services to Pupils &amp; Parents</li> <li>• Youth Service</li> </ul>
<p><b>Library Department</b>  <i>Kathleen Ryan</i>                      Chief Librarian</p>	<ul style="list-style-type: none"> <li>• Branch &amp; Mobile Libraries</li> <li>• Housebound and Hospitals Service</li> <li>• Irish and Local Studies Library</li> <li>• Schools' Library Service</li> <li>• Audio Visual Recording Service (5 Board)</li> </ul>

<p><b>Support &amp; Property Services</b>  <i>Tony Murphy</i>  <i>Head of Development, Planning &amp; Support Services</i></p>	<ul style="list-style-type: none"> <li>• Architecture &amp; Support Services</li> <li>• Catering</li> <li>• Contracts, Property, Health &amp; Safety Maintenance</li> <li>• Energy and Environment</li> <li>• Maintenance</li> <li>• Procurement</li> <li>• Project Management</li> <li>• Reshaping the Schools' Estate</li> <li>• Transport</li> </ul>
<p><b>Children &amp; Young People's Services            (Collaborative Arrangements with WELB)</b>  <i>Dr Clare Mangan</i>  <i>Head of Children &amp; Young People's Services</i></p>	<ul style="list-style-type: none"> <li>• Behaviour Support Team</li> <li>• Education Other Than at School</li> <li>• Educational Psychology</li> <li>• Education Welfare</li> <li>• Equality, Rights &amp; Social Inclusion</li> <li>• Pupil Personal Development Services</li> <li>• Special Education</li> </ul>

### Format of Accounts

These accounts have been prepared in a form directed by the Departments with the consent of the Department of Finance and Personnel in accordance with Article 12 of the Education and Libraries (NI) Order 2003.

### Pension Accounting Policy

Pension liabilities are treated in the Accounts in accordance with note 1.7 of the Statement of Accounting Policies.

### Auditor Details

The Principal Auditor is the Comptroller and Auditor General, Northern Ireland Audit Office, 106 University Street, Belfast, BT7 1EU.

Cost of Audit	£000s
Audit Services (notional cost)	47
Further Assurance Services	0
Tax Services	0
Other Services	0

The services provided relate to the statutory audit of the financial statements.

There were no non-audit services provided by the Principal Auditor.

The Board confirms that:

- So far as the Accounting Officer is aware, there is no relevant audit information of which the Board's auditors are unaware; and
- The Accounting Officer has taken all steps that she ought to have taken to make herself aware of any relevant audit information and to establish that the Board's auditors are aware of the information.

### Chairperson and Chief Executive

Mrs M E Donnell served as Chairperson for the year and Mrs H M McClenaghan served as Chief Executive.

### Company Directorships and other Significant Interests

A register of members' interests is available and can be inspected on application to the Chief Executive's office.

### Employee Involvement

During the year the policy of providing employees with information about the Board has been continued through regular distribution of circulars. Regular meetings are held between staff at different levels to allow a free flow of information and ideas.

### Disabled Employees

The Board actively encourages applications for employment from disabled persons where the requirements of the job may be adequately performed by a disabled person.

Where existing employees become disabled it is the Board's policy wherever possible to provide continuous employment under normal terms and conditions and to provide training and career development and promotion where appropriate.

### Charitable Donations

During the year the Board made no donations for charitable or political purposes.

### Management Commentary

#### 2007/08 Statistics

The core functions of the Board, spread across all departments are set out in legislation and cover a wide range of responsibilities which allow the Board to provide or maintain:

- 20 nursery schools
- 229 primary schools
- 36 secondary schools
- 3 grammar schools
- 5 special schools
- 2 behaviour support units, managed centrally
- 60 learning support classes (primary and post-primary across 29 schools)
- 10 autism specific classes (9 primary and 1 post-primary)
- 2 centres for physical difficulties (1 primary and 1 post-primary)
- 2 speech and language centres (1 centre has 2 classes and 1 centre has 1 class – both primary)
- 3 music centres
- 22 public libraries
- 1 Irish and Local Studies Library
- 4 public mobile libraries
- 2 housebound mobile libraries
- 3 school mobile libraries
- 11 controlled youth centres
- 2 outdoor education centres
- 3 teachers' centres
- Armagh Multi Media Access Centre
- Clounagh Technology Centre
- Library headquarters
- Board headquarters
- other miscellaneous buildings

and to offer services to:

- 11 voluntary grammar schools
- 8 grant maintained integrated schools
- 399 voluntary youth units

During 2007/08 the Board:

- provided 6,042,985 school meals (FE students included)
- transported 26,393 pupils
- transported 2,130 FE students
- maintained 3,476 Statements of Special Education Needs
- provided 328 pupils with education other than at school
- provided music tuition to over 4,500 students in 193 schools
- provided services for 176980 registered members of branch and mobile libraries including 350 housebound readers

- issued 1342037 books, etc to members of the Public Library Service and 115518 to the Education Library Service
- produced and issued 16724 talking newspapers for the visually impaired and 23585 audio-visual items for customers across 5 Boards.
- administered 9,138 Maintenance loans
- granted 4,619 Higher Education bursaries and Maintenance grants
- granted 11,915 applications for free meals
- granted 5,131 uniform allowances
- maintained 367 properties
- registered 32,371 members of youth groups
- processed 5,016 job applications and carried out 705 recruitment exercises
- filled 4,444 pre-school and nursery places filled
- processed 4,949 applications for reception or primary 1 places
- transferred 4,991 pupils from primary to post-primary education
- paid £84.5m in relation to non-teaching salaries
- processed 88,320 salaries and wages for 7,920 employees

### Corporate Strategy

The Board has for over 30 years provided an increasing range of services to the community. However, the members and officers recognise that significant change has taken place during this period.

Changes arising from:

- Government Policy and legislation (equality, human rights, greater accountability, access to information);
- Education (Special Educational Needs, School Improvement, Technology)
- Finance (Local Management of Schools, Investment in Estate Infrastructure)
- Partnerships (Children's Services Planning, Public Private Partnership)
- Society (demography, economics and technology)

require the Board to be committed to seeking more effective ways of meeting its customers' needs, and continuing to promote the local delivery of educational services to the local community.

To enable us to achieve our vision and mission we have identified six corporate objectives which, together with our annual Operation Plans, will guide the work of the Board's key service areas. Details of how these objectives have been met are detailed in the section entitled "Review of Activities & Performance Against Objectives".

The Board's Six Corporate Objectives:

- To achieve higher levels of attainment;
- To increase the levels of competence and the contribution of all staff;
- To promote equality, rights and social inclusion;
- To optimise the use of physical and financial resources;
- To promote a customer-focused culture of continuous improvement; and
- To promote effectively the Board's role and activities.

The first four Board Corporate Objectives read across to the Department of Education's four themes:

1. Valuing Education
2. Fulfilling Potential
3. Promoting Equality and Social Inclusion
4. Resourcing Education

The final two Board Corporate Objective are cross-cutting objectives and are embedded in the Department's four themes.

### Review of Activities & Performance Against Objectives

The following section sets out an analysis of the business of the Board in a tabular format which is intended to:

- i link the Corporate Strategies of the Board with the Department's Themes and Aims;
- ii show the Department's Resource Allocation Plan targets to complement and supplement the financial statements;
- iii set out the Board objectives and targets for the year;
- iv provide a comprehensive report on the activities throughout the Board and developments in the year in delivering those objectives and targets;
- v provide a review of the performance of the Board against the targets; and
- vi explain to stakeholders the lead service in the Board responsible for delivering the target.

This section is shown in three parts:

The first part "Key Indicators of Success" shows the Board's performance in recent years against the Department of Education Public Service Agreement (PSA) examination target.

The second part shows the Department of Education's Resource Allocation Plan (RAP) targets and internal Board targets.

The third part shows the Department of Culture, Arts and Leisure RAP targets and internal Board targets for public libraries and also the Department of Employment and Learning targets.

## Review of Activities & Performance

Key Stage 1: % of pupils achieving Level 2 or above in English & Mathematics		Key Stage 2: % of pupils achieving Level 4 or above in English & Mathematics		Key Stage 3: % of pupils achieving Level 5 or above in English, Mathematics & Science		
		Eng	Maths	Eng	Maths	Science
2008 PSA Target	None	80%	83%	2008 PSA Target	None	None
2008 DE Target	None	80%	83%	2008 DE Target	None	None

Performance in 2005/06			Performance in 2005/06			Performance in 2005/06		
	Board	NI	Board	NI	Board	NI	Board	NI
English	94.0%	94.9%	80.3%	78.0%	77.7%	74.1%	English	
Maths	94.9%	95.6%	82.5%	80.0%	75.5%	73.7%	Maths	
					72.0%	69.9%	Science	
Board Targets	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08	Board Targets	2008/09
English	95.0%	94.5%	80.0%	80.5%	76.0%	78.0%	English	78.5%
Maths	95.0%	95.5%	82.5%	83.0%	75.0%	76.0%	Maths	76.5%
					72.0%	72.5%	Science	73.0%

% of 16 yr olds achieving 5+ GCSEs @ Grades A*-C (or equivalent) & Grades A*-G (or equivalent)		% of 18 yr olds achieving 2+ GCE A Levels @ Grades A-E (or equivalent)		% of 18 yr olds achieving 3+ GCE A Levels @ Grades A-C (or equivalent)	
A*-C	A*-G	A - E		A - C	
2008 PSA Target	63%	83%	2008 PSA Target	None	2008 PSA Target
2008 DE Target	63%	83%	2008 DE Target	None	2008 DE Target

Performance in 2005/06			Performance in 2005/06			Performance in 2005/06		
	Board	NI		Board	NI		Board	NI
A*-C	65.0%	63.0%	A-E	99.0%	98.0%	A-C	70.0%	63.0%
A*-G (Non-grammar)	83.0%	84.0%						
Board Targets	2006/07	2007/08	Board Targets	2006/07	2007/08	Board Targets	2007/08	2008/09
A*C	65.0%	65.5%	A-E	99.0%	99.0%	A-C	70.5%	71.0%
A*-G (Non-grammar)	84.0%	83.5%						

## Department of Education Theme 1: Valuing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
1.1 To promote the value of education.	A communication strategy that promotes the benefits of education at all stages.	<p>To promote the benefits of education by</p> <ul style="list-style-type: none"> <li>• informing and educating stakeholders and the wider public with regard to the policies of the SELB.</li> <li>• publicising and promoting the activities of the SELB.</li> <li>• contributing to the maximising of understanding and debate regarding educational issues and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Representation and attendance by senior board officials at meetings of various community and regional bodies and in an inter-agency context.</li> <li>• Utilisation of internal and external communication channels on both a proactive and reactive basis including Board website, intranet, official magazine and a press office which deals with the local and regional media.</li> </ul>	Achieved	Chief Executive's Office and Management

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
1.2 To create a desire for learning.	Assist parents and carers to support their children's learning.	<ul style="list-style-type: none"> <li>To develop a co-ordinated approach to home based support for children in the Early Years by March 2008.</li> <li>To continue to roll out the New Born Hearing Programme in support of parents engaging with hearing impaired children.</li> </ul>	<ul style="list-style-type: none"> <li>Full-time teacher appointed to the Early Years Service during 07/08.</li> <li>0.5 Teacher seconded from a special school in Sept 07 to support the Early Years Service.</li> <li>All teachers in the Hearing Impaired Service were provided with 6 days training (funded by DE) on early years support materials for children with hearing impairment.</li> <li>24 newly referred children diagnosed with hearing impairment and their parents were supported using guidelines and materials from this training.</li> </ul>	Achieved	Learning Support Service

## Department of Education Theme 1: Valuing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>1.2 To create a desire for learning (continued)</p>	<p>Develop the role of schools and youth organisations as learning hubs for the community.</p>	<ul style="list-style-type: none"> <li>By March 2008 to provide and evaluate training for parents in 'Imaginative Play' in support of children on the autism spectrum.</li> </ul>	<ul style="list-style-type: none"> <li>Invite sent out to all families of Early Years children with a diagnosis of ASD 2 to a one day workshops in Smile ( 21 parents and 10 professionals attended).</li> <li>Evaluations indicated 100% 'very good' rating for all aspects of workshop.</li> </ul>	<p>Achieved</p>	<p>Autism Advisory and Support Service</p>
		<ul style="list-style-type: none"> <li>By the end of Aug 2007 CASS to deliver remaining 25% of the 2006/07 academic year training programme for the revised curriculum for those teachers in Years 1,5,8 and 11.</li> </ul>	<ul style="list-style-type: none"> <li>06/07 primary and post-primary Revised Curriculum programmes completed by June 2007, with participation by teachers from every school in SELB area. Total attendees Apr 07 – Mar 08 = 676 primary + 214 from post-primary.</li> </ul>	<p>Achieved</p>	<p>Curriculum Advisory and Support Service (CASS)</p>
		<ul style="list-style-type: none"> <li>By end of March 2008 CASS to deliver 75% of the 2007/08 training programme for the revised curriculum for those teachers in Years 2,6,9 and 12.</li> </ul>	<ul style="list-style-type: none"> <li>07/08 primary and post-primary Revised Curriculum programmes delivered as planned by end of March 2008, with participation by teachers from every school in SELB area. Total attendees Sept 07 – Mar 08 = 2194 primary + 2078 post-primary.</li> </ul>	<p>Achieved</p>	<p>Curriculum Advisory and Support Service (CASS)</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
1.2 To create a desire for learning. (continued)	Provide more opportunities for young people, parents and service deliverers to influence the development of policy and the design of services.	<ul style="list-style-type: none"> <li>To consult young people, parents and service deliverers on the development of a new hybrid worker across education and health who would address the complex health care and learning needs of specific young people and to pilot two such posts in a special school during the 07/08 academic year.</li> </ul>	<ul style="list-style-type: none"> <li>Job description drawn up in consultation with Northern Health Trust and amendments agreed with Southern Health Trust.</li> <li>Job description forwarded to Health &amp; Social Services for Job Evaluation.</li> </ul>	Likely to be achieved but with some delay	Special Education

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
2.1 To provide flexible learning opportunities that meet the varying needs and abilities of all young people	Improve the quality of learning and increase the range of courses by implementing the revised curriculum and the post-primary arrangements	In conjunction with other school managing authorities, draw up an agreed action plan with targets to ensure high quality consistent support is available to all schools as they prepare for full Entitlement Framework implementation in September 2009.	<ul style="list-style-type: none"> <li>NI Regional Action Plan drawn up by Entitlement Framework Regional Officers Group and agreed with DE.</li> <li>SELB Action Plan drawn up in line with the regional plan and in collaboration with WELB.</li> <li>Reports on progress made to both the Education Committee and the Schools Implementation Strategy Group as and when requested (At least twice in 07/08).</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.1 To provide flexible learning opportunities that meet the varying needs and abilities of all young people (continued)</p>	<p>Address the needs of children and young people experiencing, or likely to experience, difficulties in accessing the statutory curriculum.</p>	<ul style="list-style-type: none"> <li>To provide a Time Allocation Educational Psychology Consultancy Service to school.</li> <li>To meet the targets set for response to EP referrals.</li> <li>By March 2008, all pupils for reasons other than illness who have been out of school for 15 consecutive school days should be re-engaged in beneficial education. This includes: <ul style="list-style-type: none"> <li>Pupils who are expelled</li> <li>Pupils who are subject to extended suspensions</li> <li>Pupils who have moved into the SELB and who have been unable to get a school placement.</li> </ul> </li> </ul>	<p>Time allocation consultancy visits made to all primary schools.</p> <p>85% of EP referrals responded to within 6 months.</p> <p>Placement provided for a total of 92 children across 5 client groups in one of three educational centres on a part-time or full-time basis including out of school and partnership programmes.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	<p>Educational Psychology Service</p> <p>Educational Psychology Service</p> <p>EOTAS Service (Education other than at School)</p>

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.1 To provide flexible learning opportunities that meet the varying needs and abilities of all young people (continued)</p>	<p>Address the needs of children and young people experiencing, or likely to experience, difficulties in accessing the statutory curriculum.</p>	<ul style="list-style-type: none"> <li>By March 2008, to establish the acceptable minimum attendance of 85% for 50% of the cases referred and an improvement in attendance for 40% of all other cases referred for attendance.</li> <li>By March 2008 Education Welfare in partnership with the Behaviour Support Team to reduce by 10% the multi and or extended suspension and expulsion levels of ten schools identified with the highest levels of suspensions and expulsions.</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of child's/ family needs carried out and intensive support provided for pupils who have been referred by schools as having &lt;85% attendance.</li> <li>Detailed statistics on suspensions by categories collected and analysed.</li> <li>Schools with the highest suspensions relative to school population identified.</li> <li>Identified schools provided with targeted support.</li> <li>Delay in appointment of additional staff to Behaviour Support Service.</li> </ul>	<p>Achieved</p> <p>Not achieved due to delay in staff appointments</p>	<p>Education Welfare Service</p> <p>Behaviour Support Team / Education Welfare Service</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.1 To provide flexible learning opportunities that meet the varying needs and abilities of all young people (continued)</p>	<p>Improve the education of young people through greater access to, and use of, e-learning technologies.</p>	<p>By March 2008, to have implemented the identified e-learning projects in Primary, Post-Primary and Special schools, as detailed in the regional CPD programme for 2007-08.</p>	<ul style="list-style-type: none"> <li>Worked with 10 Post Primary Schools to develop their websites so that they can host e-learning resources for pupils.</li> <li>Provided school based and centre based INSET for Post Primary schools in web 2.0 tools such as Blogging, using wikis and podcasting.</li> <li>Developed the use of CAD/CAM in schools by supporting approximately 30 Technology and Design teachers (post primary) through an e-learning course.</li> </ul>	<p>Achieved</p>	<p>Curriculum Advisory and Support Service (CASS)</p>

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.1 To provide flexible learning opportunities that meet the varying needs and abilities of all young people (continued)</p>	<p>Enhance the Youth work curriculum and provide a quality Music Service.</p>	<ul style="list-style-type: none"> <li>See Youth Service targets set in 2.3.</li> <li>To maintain levels of music tuition against a background of budget reductions.</li> <li>To develop breadth and access in the delivery of Music Service activities.</li> <li>To ensure that the Music Service operates effectively within the allocated budget.</li> </ul>	<ul style="list-style-type: none"> <li>See Youth Service activities listed in 2.3.</li> <li>Tuition was delivered to 4,500 pupils in 193 schools while a further 1000 were involved in pre-tuition schemes.</li> <li>39 group teaching and whole class projects were offered in 34 schools</li> <li>Over 10,000 pupils accessed our full range of services.</li> <li>Charge increases were more modest than in previous years due to a more favourable budget allocation. As a result the service was maintained in all but 2 schools while the service diversified in response to the needs of schools. The service was managed within budget.</li> </ul>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	<p>Youth Service</p> <p>Music Service</p> <p>Music Service</p> <p>Music Service</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
2.2 To raise educational attainment for all young people.	<p>Raise attainment by improving the quality of teaching, learning and assessment.</p>	<ul style="list-style-type: none"> <li>See Revised Curriculum Training targets set in 1.2 <i>under the objective of developing the role of schools and youth organisations as learning hubs for the community.</i></li> </ul>	<ul style="list-style-type: none"> <li>See Revised Curriculum Training activities in 1.2.</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)
	<p>Improve the performance of schools and of groups of pupils who are regarded as underachieving.</p>	<ul style="list-style-type: none"> <li>To support improved performance by:                             <ul style="list-style-type: none"> <li>Improving performance of schools in SSP</li> <li>Raising standards in English and Maths as demonstrated by pupil results.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Continued to support one remaining school in SSP.</li> <li>Report made to SELB/WELB SIP Steering Group.</li> <li>Reselected RAIN (Raising Achievement in Numeracy) schools for the 07/08 academic year using agreed criteria based on Key Stage data.</li> <li>Provided intensive tailored support to 9 schools in the RAIN programme.</li> <li>Delivered, monitored and evaluated the Regional Action plan for Literacy - 2007/08.</li> <li>Provided support to identified schools where data suggested underachievement in Literacy.</li> <li>Supported the implementation of the Revised Curriculum for N Ireland re Literacy.</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
2.2 To raise educational attainment for all young people.  (continued)	Enhance the capacity of young people to learn by promoting their physical, mental and emotional welfare.	<ul style="list-style-type: none"> <li>To increase the overall uptake of free school meals among eligible pupils by 2%.</li> </ul>	<ul style="list-style-type: none"> <li>Service marketed and awareness raised with schools.</li> <li>Introduction of cashless system in larger Post Primary 'new builds'.</li> <li>Concern regarding the continuing reduction in uptake of both paying and free meals due to the introduction of Nutritional Standards was highlighted to DE.</li> </ul>	Not likely to be achieved due to introduction of nutritional standards	Catering Service
		<ul style="list-style-type: none"> <li>To reduce the differential in uptake of free school meals between maintained and controlled sectors by at least 1%.</li> </ul>	<ul style="list-style-type: none"> <li>As above.</li> </ul>	Achieved	Catering Service
		<ul style="list-style-type: none"> <li>To roll out nutritional standards to all Board schools' kitchens by September 2007.</li> </ul>	<ul style="list-style-type: none"> <li>Nutritional Standards introduced into all schools in line with reviews.</li> <li>Accredited training completed for all permanent staff.</li> </ul>	Achieved	Catering Service
		<ul style="list-style-type: none"> <li>To ensure the food content of nursery, primary and special school meals is at least 50p and post-primary meals is at least 60p.</li> </ul>	<ul style="list-style-type: none"> <li>Unit Food Costs high due to high rate of inflation on food supplies.</li> </ul>	Achieved	Catering Service

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.2 To raise educational attainment for all young people. (continued)</p>	<p>Enhance the capacity of young people to learn by promoting their physical, mental and emotional welfare.</p>	<ul style="list-style-type: none"> <li>To provide a safe, cost effective home to school transport service to an estimated 26,900 pupils at a unit cost of £645.</li> <li>To reduce expenditure on taxi provision by lowering the unit cost by 6%, in 2007/08.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing reorganisation of routes</li> <li>Ongoing effective management of drivers hours.</li> <li>Ongoing rationalisation of school crossing patrols.</li> <li>Ongoing consultation with medical professionals and special education officers.</li> <li>Taxi provision is predominantly provided to pupils with special educational needs.</li> </ul> <p>Recommendation for transport is demand led and made by the medical profession. Transport has no management control over this process and very little influence.</p>	<p>Achieved</p> <p>Not achieved due to demand led service</p>	<p>Home to School Transport</p> <p>Home to School Transport</p>

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.2 To raise educational attainment for all young people. (continued)</p>	<p>Enhance the capacity of young people to learn by promoting their physical, mental and emotional welfare.</p>	<ul style="list-style-type: none"> <li>By March 2008 to have identified measures designed to contribute to the target efficiency savings in home to school transport published for 2007/08.</li> </ul>	<ul style="list-style-type: none"> <li>Built upon measures introduced in 05/06 ie removal of 2.00pm service and reduction in school crossing patrols.</li> <li>Reduced private hire bus services.</li> <li>Enhanced utilisation of drivers hours to produce efficiencies.</li> <li>Substantial savings have been made. However, transport is demand led thereby reducing management's ability to achieve all the savings identified.</li> </ul>	<p>Not achieved due to demand led service</p>	<p>Home to School Transport</p>
<p>Improve access to appropriate educational provision for young people with special educational needs or a disability.</p>		<ul style="list-style-type: none"> <li>Equitable staffing made available in Special Schools by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>Staffing allocation formula agreed following consultation with principals and piloted 07/08 academic year.</li> <li>Audit of staffing and pupils in special schools carried out Jan 2008 to facilitate the planning of staffing levels for the 08/09 academic year.</li> </ul>	<p>Achieved</p>	<p>Special Education</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.2 To raise educational attainment for all young people. (continued)</p>	<p>Improve access to appropriate educational provision for young people with special educational needs or a disability.</p>	<ul style="list-style-type: none"> <li>On the basis of a review of Learning Support Classes to identify the need for some schools to establish additional resourced provision for pupils with special educational needs during the 07/08 academic year</li> <li>By March 2008 establish a pilot project on the effective use of additional assistance</li> </ul>	<ul style="list-style-type: none"> <li>2 resourced provision pilots carried out 07/08 academic year – 1 primary and 1 post-primary.</li> <li>Progressed the provision of an ASD class attached to a post-primary school on a pilot basis.</li> <li>Database established to track the number of children being statemented with additional classroom assistance support and the associated costs.</li> <li>Steps now being taken to move toward the provision of Literacy Support instead of classroom assistance for children who hold statements in relation to specific literacy difficulties.</li> <li>Full-time teacher appointed early 2008.</li> </ul>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	<p>Special Education</p> <p>Special Education</p> <p>Learning Support Service</p>

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.3 To foster the personal development of young people, including an understanding of their rights and responsibilities within society.</p>	<p>Improve the life skills of young people by fostering their personal development through the curriculum and through Youth Service programmes.</p>	<ul style="list-style-type: none"> <li>By the end of March 2008, to support a further 10% of schools in delivering DE requirements relating to Drugs Education, including training of 10% of teachers and other professionals.</li> </ul>	<ul style="list-style-type: none"> <li>Due to the introduction of the Revised Curriculum, and more specifically the personal development aspect of it, significant progress was made in schools in supporting young people in making better choices around risk taking behaviour including taking drugs.</li> <li>A range of programmes was devised and delivered to equip teachers with the knowledge and skills required to work with young people in this area.</li> </ul>	<p>Substantially achieved</p>	<p>Curriculum Advisory and Support Service (CASS)</p>
		<p>To enhance the Critical Incident Response service to and in schools.</p>	<p>222 referrals for individual support (71% Primary), 45% decrease in number of post primary referrals and 20% increase in primary referrals on previous year's figures.</p> <p>Critical Incident Response Team supported 16 incidents. 26 schools (cross phase) attended Critical Incident Management Planning INSET and 7 requested school-based training.</p>	<p>Achieved</p>	<p>Pupil Personal Development Service (PPDS)</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.3 To foster the personal development of young people, including an understanding of their rights and responsibilities within society. (continued)</p>	<p>Improve the life skills of young people by fostering their personal development through the curriculum and through Youth Service programmes.</p>	<p>To meet targets as set out in the Protect Life Strategy.</p>	<p>All but one of the SELB targets within Protect Life Strategy met and increased collaborative working with SAHPD and Trust re Promoting Positive Mental Health and Emotional Well-being in children and young people. Plan in place for link meetings with school counsellors re CIRT.</p>	<p>Substantially achieved</p>	<p>Pupil Personal Development Service (PPDS)</p>
		<p>To encourage young people to become more involved with the development of the Youth Service.</p>	<p>Youth Councils established in 100% of the Council areas within the SELB area.</p>	<p>Achieved</p>	<p>Youth Service</p>
		<p>To formally recognise the contribution made by volunteers within the Youth Service.</p>	<p>Hosted 3 "Volunteer Celebration Events" to recognise and celebrate the contribution of volunteers to young people and the community.</p>	<p>Achieved</p>	<p>Youth Service</p>
		<p>To upgrade outdoor education facilities.</p>	<p>Extension and upgrade to facilities at Shannaghmore Outdoor Education Centre completed.</p>	<p>Achieved</p>	<p>Development and Planning</p>

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.4 To foster creativity and provide young people with the knowledge and skills for life, employment and further learning.</p>	<p>Ensure that all school leavers have at least basic literacy, numeracy and ICT skills.</p>	<ul style="list-style-type: none"> <li>To improve performance in participating schools through provision of a support programme for school librarians which includes :               <ul style="list-style-type: none"> <li>Support with self evaluation</li> <li>Advice on book purchases</li> <li>Training of staff</li> </ul> </li> <li>To produce a report on the monitoring and initial evaluation of the 5 Board self-evaluation model pilot by March 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Service undertook 106 advisory visits to post primary schools.</li> <li>Service undertook 504 advisory visits to primary schools.</li> <li>Service delivered one ½day training and advice seminar for post primary librarians in Oct 2007.</li> <li>14 school librarians received induction training from schools library service staff.</li> <li>Interim self evaluation report, produced by the Schools Library Self Evaluation Committee, was sent to DE in April 2008 ( 4 SELB post primary schools are participating in the project).</li> </ul>	<p>Achieved</p>	<p>Library Service</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.4 To foster creativity and provide young people with the knowledge and skills for life, employment and further learning. (continued)</p>	<p>Develop young people's creative talents in school and youth work settings.</p>	<ul style="list-style-type: none"> <li>To deliver the Children and Young People's programme targets and to meet targets for training and programming set for the Amma Creative Learning Centre, SELB under the Children and Young People's programme.</li> </ul>	<ul style="list-style-type: none"> <li>50 teachers attended an introductory course for moving image education.</li> <li>10 groups used the CLC facilities in project based activity mainly through summer school programmes.</li> <li>5 new primary schools and 5 new post-primary schools used the facilities including in-depth training and classroom delivery over a number of weeks and months.</li> <li>5 hard to reach groups and 8 youth leaders were targeted and projects designed in partnership with each group. These groups came mainly from SELB EOTAS programme.</li> <li>Connections were also made with partner groups such as CAPS and a children and parents group.</li> </ul>	<p>Achieved</p>	<p>Curriculum Advisory and Support Service (CASS) -AMMA Centre</p>

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.4 To foster creativity and provide young people with the knowledge and skills for life, employment and further learning.</p> <p>(continued)</p>	<p>Develop young people's creative talents in school and youth work settings.</p>	<ul style="list-style-type: none"> <li>Through the Creative Youth Partnership initiative to provide a range of programmes in the field of film, music and the arts for teachers, youth leaders and other adult leaders who work with children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>39 formal and 46 informal Action Zone programmes run for 2113 formal and 572 informal participants.</li> <li>67 formal and 34 informal Touring programmes run for 2058 formal and 545 informal participants.</li> <li>130 formal and 66 informal Individual Artists programmes run for 4790 formal and 1405 informal participants.</li> </ul>	<p>Achieved</p>	<p>Curriculum Advisory and Support Service (CASS) -AMMA Centre</p>
	<p>Increase awareness of career opportunities and skills required in the workplace.</p>	<ul style="list-style-type: none"> <li>By March 2008 to deliver the agreed CPD programme on Careers and Vocational Education to Post Primary schools.</li> </ul>	<ul style="list-style-type: none"> <li>Major Health and Safety conference organised for careers teachers.</li> <li>Employability training carried out for KS3.</li> <li>Health and Safety qualifications developed for teachers as a pilot in 5 schools.</li> </ul>	<p>Achieved</p>	<p>Curriculum Advisory and Support Service (CASS)</p>

## Department of Education Theme 2: Fulfilling Potential

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>2.4 To foster creativity and provide young people with the knowledge and skills for life, employment and further learning.</p> <p>(continued)</p>	<p>Increase awareness of career opportunities and skills required in the workplace.</p>	<ul style="list-style-type: none"> <li>To evaluate and report on the outcomes from the 06/07 Life Skills programmes for young people with special needs by September 2007.</li> <li>To monitor the initial placements of school leavers with special educational needs.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports forwarded to DE for quarters ended Sept 07, Jan 08 and Mar 08.</li> <li>Database established for all special schools.</li> <li>Plans in place to extend the database to include Learning Support Centres during 07/08 academic year.</li> </ul>	<p>Achieved</p>	<p>Special Education</p>
	<p>Increased range of vocational and applied courses and qualifications available in schools.</p>	<ul style="list-style-type: none"> <li>As part of the Objectives (and Action Plan) set out in 2.1, help to support schools to develop collaborative arrangements to increase the range of professional/technical and applied courses in line with the objectives of the Entitlement Framework.</li> </ul>	<ul style="list-style-type: none"> <li>Formed 5 Area Learning Communities (Schools and Regional Colleges).</li> <li>Developed Learning Partnerships as sub-groups of the Learning Communities.</li> <li>Engaged in the development of the Curriculum Audit.</li> </ul>	<p>Achieved</p>	<p>Curriculum Advisory and Support Service (CASS)</p>

## Department of Education Theme 3: Promoting Equality and Social Inclusion

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>3.1 To ensure equality of access to education and youth service provision and to facilitate parental choice as far as possible (continued)</p>	<p>Commence implementation of a strategy for a fit for purpose education estate that is modern, meets the changing needs of learners and is cost effective, and takes account of specialist resources in further education and the conclusions from the Strategic Review of Education.</p> <p>Ensure equality of access to the Youth Service, in line with the Youth Work Strategy</p>	<ul style="list-style-type: none"> <li>This has already commenced and ties in with the targets in 4.2 ie to remove surplus places in schools and develop initial area-based plans consistent with the Bain review by September 2007.</li> <li>To meet the 38% target set for participation ratio of young people 4-18 years compared with total youth population 4-18 years.</li> <li>To meet the 10% target set for Youth population aged 19-25 years who are involved in youth organisations including young people in leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Completed a statistical analysis of the school estate including projections based on births 1974 to 2007</li> <li>Agreement reached on closure of 2 schools and amalgamation of 2 schools.</li> <li>Relevant information gleaned from annual programme forms which assess satisfaction of service provision to all youth organisations and forwarded to the Youth Council for Northern Ireland's Geo-mapping Unit for analysis.</li> <li>As above.</li> </ul>	<p>Achieved</p> <p>Achieved</p> <p>Not achieved</p>	<p>Reshaping the Schools Estate</p> <p>Youth Service</p> <p>Youth Service</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>3.1 To ensure equality of access to education and youth service provision and to facilitate parental choice as far as possible (continued)</p>	<p>Ensure equality of access to the Youth Service, in line with the Youth Work Strategy</p>	<ul style="list-style-type: none"> <li>To meet the 90% target set for satisfactory or higher rating for ELB youth work adult training.</li> <li>To meet the 80% target set for satisfaction regarding overall service provided to youth organisations.</li> <li>To meet the 80% target set for satisfaction relating to young people participating in specific youth targets.</li> <li>To meet the 80% target set for satisfaction relating to parents whose children participate in youth projects.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation surveys carried out on participants on key youth work training programmes.</li> <li>Information retrieved from the annual programme forms submitted by all youth organisations.</li> <li>Composite satisfaction survey carried out on a sample of young people and parents in the controlled youth work sector.</li> <li>As above.</li> </ul>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	<p>Youth Service</p> <p>Youth Service</p> <p>Youth Service</p> <p>Youth Service</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p><b>3.1</b> To ensure equality of access to education and youth service provision and to facilitate parental choice as far as possible (continued)</p>	<p>To identify, assess and in appropriate cases, make special educational provision for children with special educational needs, for whom the Board is responsible.</p>	<ul style="list-style-type: none"> <li>To draft 100% of statements within the 18 week statutory timeframe, subject only to the exemptions outlined in the Code of Practice.</li> </ul>	<ul style="list-style-type: none"> <li>Training of Special Education staff re EMS system.</li> <li>Notification of delays to schools and other agencies.</li> <li>Exemption pro forma developed with EPS.</li> <li>Staff training re drafting/and valid exceptions.</li> <li>88% achieved in 18 weeks.</li> </ul>	<p>Not achieved but interim target met</p>	<p>Special Education</p>
<p><b>3.2</b> To promote respect for, and value of, diversity, equality and human rights</p>	<p>Ensure child protection and anti-bullying policies, within an overarching pastoral ethos, are operated effectively in schools and youth work settings</p>	<ul style="list-style-type: none"> <li>To issue, where appropriate, 100% of final statements within the 26 week statutory timeframe.</li> <li>By March 2008 all grant-aided schools will have 2 members of the Board of Governors on recruitment and selection panels trained in child protection matters.</li> </ul>	<ul style="list-style-type: none"> <li>See above - 83% in 26 weeks</li> <li>Regional Child Protection Group developed a three tier training model and resource for BOGs. Implementation commenced early 2008 – to be completed Jun 08.</li> </ul>	<p>Not achieved but interim target met</p> <p>Substantially achieved</p>	<p>Special Education</p> <p>Child Protection Team (CASS)</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>3.2 To promote respect for, and value of, diversity, equality and human rights (continued)</p>	<p>Ensure child protection and anti-bullying policies, within an overarching pastoral ethos, are operated effectively in schools and youth work settings</p>	<ul style="list-style-type: none"> <li>By March 2008, to establish cluster groups of all designated teachers for training and development purposes and to have delivered 3 days of site development training in child protection.</li> <li>By March 2008 the Pupil Personal Development Team in partnership with Behaviour Support to provide a training programme for all schools on reviewing, updating or the development of an Anti-Bullying Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Child Protection Training made available for all Designated Teachers throughout the board area.</li> <li>All schools offered out centre training in 'Anti-bullying Policy Review'.</li> <li>Three one day cross-phase courses delivered by PPDS with total 78 schools represented.</li> <li>A further 11 school-based training sessions delivered.</li> </ul>	<p>Achieved</p>	<p>Child Protection Team (CASS)</p>
<p>Ensure health and safety arrangements are operated effectively in schools and youth work settings.</p>	<p>By March 2008, to ensure health and safety is effectively managed in schools and youth premises by ongoing accurate and timely advice and training where necessary.</p>	<ul style="list-style-type: none"> <li>By March 2008, to ensure health and safety is effectively managed in schools and youth premises by ongoing accurate and timely advice and training where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>The appointment of an Assistant Health and Safety Officer in this financial year has helped in the achievement of this target as the Health and Safety Officer is also providing this support to the NEELB on a 50/50 basis.</li> </ul>	<p>Achieved</p>	<p>Education Welfare Service / Pupil Personal Development Service</p>
					<p>Health and Safety Office</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>3.2 To promote respect for, and value of, diversity, equality and human rights (continued)</p>	<p>Contribute to building equality and community cohesion</p>	<ul style="list-style-type: none"> <li>By March 2008 to improve the attendance of Traveller children and Young People by 10% through the provision of support by the Traveller Education Support Service to targeted schools.</li> </ul>	<ul style="list-style-type: none"> <li>3 Staff supported 12 schools in improving their monitoring and management of poor attendance by Travellers. Advice, guidance and support were offered including regular visits to Traveller families where attendance was an issue. Number of referrals to EWS increased throughout the year due to the close cooperation of Board staff with school Principals.</li> <li>An Inter-Board Traveller Education Service has been agreed between the 5 boards and the Department with an approved Action Plan and Service Delivery Model.</li> <li>A draft Inter-Board Strategy on improving Traveller Attendance has been developed.</li> </ul>	<p>Substantially achieved</p>	<p>Social Inclusion Services</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>3.2 To promote respect for, and value of, diversity, equality and human rights (continued)</p>	<p>Contribute to building equality and community cohesion</p>	<ul style="list-style-type: none"> <li>By March 2008 to ensure a 10% increase in Traveller Young People accessing accredited courses through school based support and additional tuition so as to improve their educational attainments.</li> </ul>	<ul style="list-style-type: none"> <li>16 pupils with the lowest attendance in Coalisland received additional training and support through the Inclusion in Education project. These pupils had achieved no formal qualifications prior to receiving Board support. The Traveller pupils have now accessed ICT, Driving Theory qualifications and basic literacy and numeracy.</li> </ul>	<p>Achieved</p>	<p>Social Inclusion Services</p>
		<ul style="list-style-type: none"> <li>By March 2008 to promote equality of opportunity and good relations within the statutory duty of the Board through:                             <ul style="list-style-type: none"> <li>The completion of all Equality Impact Assessments.</li> <li>Ensuring all staff are aware of Racial Equality through induction and in-service Training.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Equality Impact assessments carried out on Youth and Library Service.</li> <li>Diversity Awareness Training completed for front line staff in the Newry area, including Library staff.</li> </ul>	<p>Achieved</p>	<p>Social Inclusion Services</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>3.2 To promote respect for, and value of, diversity, equality and human rights (continued)</p>	<p>Contribute to building equality and community cohesion</p>	<ul style="list-style-type: none"> <li>• Completion of Section 75 Annual Report within the quality and time limits.</li> <li>• To continue to establish and develop mutually beneficial social and community partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Report completed and submitted to the Equality Commission.</li> <li>• Board officers established Neighbourhood Renewal Partnerships and Education Sub Groups as a collaboration with DSD, District Councils, community partners and local schools.</li> <li>• Additional £500,000 invested in the Southern Board region through DSD for education projects across 6 partnerships.</li> </ul>	<p>Achieved</p> <p>Achieved</p>	<p>Social Inclusion Services</p> <p>Social Inclusion Services</p>
		<ul style="list-style-type: none"> <li>• To identify sources of external funding and provide advice and support for appropriate funding applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Stage One funding applications to the Big Lottery Fund have been agreed for social investment projects including:                             <ul style="list-style-type: none"> <li>• Library service project for adults with mental illness accessing libraries.</li> </ul> </li> </ul>		

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>3.2 To promote respect for, and value of, diversity, equality and human rights (continued)</p>	<p>Contribute to building equality and community cohesion</p>	<p>(continued)</p> <ul style="list-style-type: none"> <li>To identify sources of external funding and provide advice and support for appropriate funding applications.</li> </ul>	<ul style="list-style-type: none"> <li>Special Education project with Mencap and Autism NI to develop summer schemes for children with additional needs and</li> <li>Southern Regional College accessing adult education project for minority ethnic communities including Travellers.</li> <li>Atlantic Philanthropies has awarded the Together 4 All project 4 years funding to support 13 schools in the Craigavon area piloting a new approach to promoting mutual understanding, improved behaviour and tackling bullying. SELB is one of the key delivery partners with local schools. The first Principals Forum in N.I. has been established as part of this innovative new project.</li> </ul>	<p>Achieved</p>	<p>Social Inclusion Services</p>

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
4.1 To secure the necessary funding to deliver a high quality education and youth service	Develop strategic and corporate plans and related outcome measures for the education service to support case for resources.	<ul style="list-style-type: none"> <li>SELB Corporate Plan 2005-08 in place.</li> <li>SELB to adopt 2007/08 RAP as Operational Plan by June 2007.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate plan already in place for 07/08.</li> <li>Proposal to adopt the 07/08 SELB Resource Allocation Plan as 07/08 Operational Plan agreed at SMT meeting 28<sup>th</sup> March 2007.</li> </ul>	<p>Achieved</p> <p>Achieved</p>	<p>Senior Management Team</p> <p>Senior Management Team</p>
4.2 Use resources efficiently, effectively and equitably to support and improve learning.	To implement a procurement and delivery strategy for the education estate.	<ul style="list-style-type: none"> <li>To provide updated plans for reshaping the schools' estate by September 2007 to include the removal of quantified levels of surplus capacity in the Board area.</li> </ul>	<ul style="list-style-type: none"> <li>114 surplus places removed through closure of 2 schools in Sept 2007.</li> <li>Also see 3.1.</li> </ul>	Achieved	Reshaping the Schools Estate

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.2 Use resources efficiently, effectively and equitably to support and improve learning. (continued)</p>	<p>To implement a procurement and delivery strategy for the education estate.</p>	<ul style="list-style-type: none"> <li>To complete, by end March 2008, the condition and suitability surveys for the whole schools' estate within the Board area and provide the required reports and information to DE to support area-based planning and investment processes.</li> </ul>	<ul style="list-style-type: none"> <li>All schools have been surveyed for Condition.</li> <li>All schools for which there are DE Schedules of Accommodation have been measured for Suitability.</li> <li>VG and GMI schools are presently being surveyed for Suitability.</li> <li>Schools which are currently being or about to be replaced/extended or closed (identified by the Asset Management Project Board) have not been surveyed for Suitability.</li> </ul>	<p>Achieved</p>	<p>Building Maintenance</p>
		<ul style="list-style-type: none"> <li>To develop with DE and other education authorities by September 2007 initial area-based plans for the schools estate for local areas consistent with the Bain Review recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Action delayed until the establishment of the Area Planning Groups by the Minister with guidance provided by DE.</li> </ul>	<p>Likely to be achieved but with some delay</p>	<p>Reshaping the Schools Estate</p>

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.2 Use resources efficiently, equitably and support and improve learning.</p> <p>(continued)</p>	<p>To implement a procurement and delivery strategy for the education estate.</p>	<ul style="list-style-type: none"> <li>To provide profiles of estimated in-year and future years' major works expenditure by May 2007, August 2007 November 2007 and February 2008.</li> </ul>	<ul style="list-style-type: none"> <li>PAP (Project Allocation Profile) reported to SELB Capital Control Panel monthly Sept 07 – Mar 08 and forwarded to DE on a quarterly basis.</li> </ul>	<p>Achieved</p>	<p>Planning and Development</p>
		<ul style="list-style-type: none"> <li>To meet the requirements of Achieving Excellence in Construction by March 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Full participation in ELB/DE working group establishing VFM (Value for Money) data and closely monitoring capital projects.</li> </ul>	<p>Achieved</p>	<p>Planning and Development</p>
		<ul style="list-style-type: none"> <li>Contribute to the development of the Departments Framework Contract for the delivery of Major Capital Works.</li> </ul>	<ul style="list-style-type: none"> <li>Banbridge Academy Project Brief documentation complete and to be included in the Framework.</li> <li>Dromore CPS Stage C documentation complete and to be considered for Framework.</li> <li>Lurgan College Stage C documentation complete and to be considered for Framework.</li> </ul>	<p>Achieved</p>	<p>Planning and Development</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.2 Use resources efficiently, effectively and equitably to support and improve learning. (continued)</p>	<p>To implement a procurement and delivery strategy for the education estate.</p>	<ul style="list-style-type: none"> <li>Project manage the completion of the New Maralin Primary School and Nursery School.</li> <li>Project manage the extension and refurbishment contract for Waringstown Primary School.</li> </ul>	<ul style="list-style-type: none"> <li>Construction of new replacement Primary School and New Nursery completed April 2008.</li> <li>Existing temporary classrooms removed from site and site works completed.</li> <li>Contract commenced on programme August 2007. Classroom Extension well advanced.</li> <li>Existing temporary classrooms have facilitated the advancement of the contract and minimised the disruption to the school.</li> </ul>	<p>Achieved</p> <p>Achieved</p>	<p>Planning and Development</p> <p>Planning and Development</p>

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.2 Use resources efficiently, effectively and equitably to support and improve learning. (continued)</p>	<p>To implement a procurement and delivery strategy for the education estate.</p>	<ul style="list-style-type: none"> <li>Advance Board Programme of refurbishment of Home Economics facilities at several schools.</li> </ul>	<ul style="list-style-type: none"> <li>Works substantially advanced at several schools including Craigavon Senior High School, Dromore High School and Markethill High School.</li> <li>Planning of works underway at City of Armagh High School, Tandragee Junior High School, Cookstown High School and Lurgan Junior High School.</li> </ul>	<p>Achieved Achieved</p>	<p>Planning and Development</p>
		<ul style="list-style-type: none"> <li>Advance Board Programme of Disability Discrimination Act (DDA) Works at numerous sites.</li> </ul>	<ul style="list-style-type: none"> <li>DDA improvement contracts underway at Glounagh Junior High School, Craigavon Senior High School and Killicomaine Junior High School.</li> <li>Works completed at Portadown College and numerous Primary Schools as part of Major Contracts.</li> </ul>	<p>Achieved</p>	<p>Planning and Development</p>
		<ul style="list-style-type: none"> <li>Advance Youth Section Capital Projects.</li> </ul>	<ul style="list-style-type: none"> <li>Extension and refurbishment of Shannaghmore Outdoor Education Centre completed February 2007.</li> <li>Planning of Resource Centre for Cookstown well advanced.</li> </ul>	<p>Achieved</p>	<p>Planning and Development</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
4.2 Use resources efficiently, effectively and equitably to support and improve learning. (continued)	To implement a procurement and delivery strategy for the education estate.	<ul style="list-style-type: none"> <li>Develop sustainability in the projects and provision made by SELB.</li> <li>Continue to minimise the impact SELB business has on the environment.</li> <li>To contain expenditure within agreed budget allocation in the 2007/08 financial year.</li> </ul>	<ul style="list-style-type: none"> <li>See Sustainability Report.</li> <li>See Sustainability Report.</li> <li>Budgets set and monitored at appropriate levels.</li> <li>Effective advice, support and training programme for budget-holders delivered.</li> <li>Regular monitoring reports produced and analysed.</li> <li>Contingency planning in place.</li> <li>Reduction in the time taken for schools to forward invoices for payment as a result of ongoing encouragement from centre.</li> </ul>	Achieved	Planning and Development
				Achieved	Finance
		<ul style="list-style-type: none"> <li>By March 2008, have increased the % invoices received and paid within 37 days from 79.4% to 83%.</li> </ul>		Achieved	Finance

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.2 Use resources efficiently, effectively and equitably to support and improve learning. (continued)</p>	<p>To ensure sound financial oversight and monitoring within the education sector.</p>	<ul style="list-style-type: none"> <li>To contain Headquarters Administration Costs at 2005/06 budget levels adjusted for increased pension contribution rates but excluding any other adjustment.</li> </ul>	<ul style="list-style-type: none"> <li>HQ Admin budget delegated to cost centre level and regularly monitored by budget-holders.</li> <li>Efficiency savings produced through prudent management of staffing resources in line with vacancy control.</li> </ul>	<p>Achieved</p>	<p>Finance</p>
		<ul style="list-style-type: none"> <li>By 30 June 2007 a completed and signed copy of the school surplus deficit workbook approved by the Finance Committee containing the Board's assessment of the budgetary position for all schools in its area.</li> </ul>	<ul style="list-style-type: none"> <li>All 3 year LMS school finances presented for approval to the Finance Committee on 24th May 2007.</li> </ul>	<p>Achieved</p>	<p>Finance</p>
		<ul style="list-style-type: none"> <li>By the end of September and December 07 signed updates for schools' plans assessed by the Board as giving significant cause for concern or being unacceptable.</li> </ul>	<ul style="list-style-type: none"> <li>Update to DE in Feb 08 on autumn review of school plans that were giving cause for concern or were unacceptable.</li> </ul>	<p>Achieved</p>	<p>Finance</p>

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
4.2 Use resources efficiently, effectively and equitably to support and improve learning.	To ensure sound financial oversight and monitoring within the education sector.	<ul style="list-style-type: none"> <li>On a regular basis to monitor school expenditure by reviewing actual spend and forecast outturn to ensure that budget constraints are met.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly senior finance managers meetings held and preparation of forecasts made for Finance Committees.</li> </ul>	Achieved	Finance
(continued)	An improved organisational framework, in line with RPA, to ensure more efficient and effective service delivery.	<ul style="list-style-type: none"> <li>By March 2008 have delivered a further 0.33% reduction in procurement costs on centre budgets and ASB on top of the 2% achieved in the two preceding years (ie a cumulative total of 2.33%) through more efficient procurement arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>Renegotiated telecommunications costs.</li> <li>Savings made on IT related equipment contract.</li> </ul>	Achieved	Procurement

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.2 Use resources efficiently, effectively and equitably to support and improve learning. (continued)</p>	<p>An improved organisational framework, in line with RPA, to ensure more efficient and effective service delivery.</p>	<ul style="list-style-type: none"> <li>Complete Best Value Review of Cleaning Services.</li> </ul>	<ul style="list-style-type: none"> <li>In December 2007 the CMSU completed a fundamental best value review of the building cleaning service across the five education and library boards. This review cuts across a number of the SELB's corporate objectives and a series of recommendations have been made.</li> <li>A Building Cleaning Implementation Group, comprising service managers from the boards and chaired by a Chief Administrative Officer, has commenced the implementation of the recommendations arising from the Review with a view to facilitating the establishment of a single education cleaning service within the Education Skills Authority.</li> </ul>	<p>Achieved</p>	<p>5 Board Central Management Support Unit (CMSU)</p>

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.2 Use resources efficiently, effectively and equitably to support and improve learning. (continued)</p>	<p>To put in place improved governance of ICT in support of learning and administration.</p>	<ul style="list-style-type: none"> <li>• To enhance Data Security arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• DFP Data Security Audit completed Dec 2007.</li> <li>• SELB Data Security Action Plan submitted Feb 2008.</li> <li>• Commenced implementation of SELB Data Security Action Plan to include encryption of portable storage devices and encryption of computer hard drives.</li> </ul>	<p>Achieved</p>	<p>Corporate Information Systems</p>
		<ul style="list-style-type: none"> <li>• To upgrade Payroll/HR System</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Resource Link server completed Jun 2007.</li> </ul>	<p>Achieved</p>	<p>Corporate Information Systems</p>
		<ul style="list-style-type: none"> <li>• To further develop mobile technology</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of secure remote access for 63 Smartphones/PDA devices by March 2008.</li> </ul>	<p>Achieved</p>	<p>Corporate Information Systems</p>
		<ul style="list-style-type: none"> <li>• To rollout ICT to School Meals Kitchens</li> </ul>	<ul style="list-style-type: none"> <li>• Rollout of laptops, printers and broadband to 44 kitchens in Phase 1 completed by June 2007 with rollout to a further 74 kitchens in Phase 2 ongoing.</li> </ul>	<p>Achieved</p>	<p>Corporate Information Systems</p>

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
4.3 To have highly skilled and motivated teachers, youth workers and support staff.	Enhance the professional skills and standing of teachers, youth workers and support staff.	<ul style="list-style-type: none"> <li>By March 2008 to achieve a reduction of 6-7% in the annual average level of teacher sickness absences compared with the 2006/07 average.</li> </ul>	<ul style="list-style-type: none"> <li>Absence Management training rolled out to schools including governors.</li> <li>Stress awareness sessions for schools.</li> <li>Intensive support provided for individual schools on request.</li> </ul>	Achieved	Welfare Services / HR
		<ul style="list-style-type: none"> <li>By end September 2007, provide training in the PRSD scheme for all newly appointed principals and newly designated contact governors.</li> </ul>	<ul style="list-style-type: none"> <li>3 training sessions held Apr 07 / Oct 07. 50 Invitations with 27 attendees.</li> </ul>	Achieved	Governor Support (CASS)
		<ul style="list-style-type: none"> <li>By June 2008 to have provided the necessary ongoing support for the successful delivery of the PRSD Scheme in schools.</li> </ul>	<ul style="list-style-type: none"> <li>Individual support provided to schools by Link Officers, as requested.</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)
		<ul style="list-style-type: none"> <li>By September 2008, CASS will carry out the training needs audits of schools.</li> </ul>	<ul style="list-style-type: none"> <li>Audit carried out on an ongoing basis through link officers.</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)
		<ul style="list-style-type: none"> <li>By March 2008, CASS will deliver support and training to identified schools in line with the training needs audits of schools.</li> </ul>	<ul style="list-style-type: none"> <li>Revised Curriculum training carried out and other curricular support agreed and facilitated by advisers.</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
4.3 To have highly skilled and motivated teachers, youth workers and support staff.	Enhance the professional skills and standing of teachers, youth workers and support staff.	<ul style="list-style-type: none"> <li>By March 2008, 98% of participants in CASS centre-based, and on-line training should rate provision as being satisfactory or better.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of training carried out and analysed.</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)
(continued)		<ul style="list-style-type: none"> <li>By March 2008 provide PRSD Review Training for External Advisers as required</li> </ul>	<ul style="list-style-type: none"> <li>CASS staff contributed to SELB training for PRSD external programme for advisers.</li> <li>External Advisers attended RTU programme.</li> </ul>	Achieved	Curriculum Advisory and Support Service (CASS)
		<ul style="list-style-type: none"> <li>Reach agreement to enable the implementation of job evaluation for classroom assistants and cleaners.</li> </ul>	<ul style="list-style-type: none"> <li>A collective agreement to implement job evaluation was agreed at the JNC on the 30 November 2007 and over 91% of classroom assistants have signed up to the variation of contract necessary to implement their job evaluation.</li> <li>In December 2007 an agreement was reached to enable the job evaluation process for cleaners to proceed and the final appeal which was heard on the 10 March 2008 resulted in a regrading for this group of staff.</li> </ul>	Achieved	5 Board Central Management Support Unit (CMSU)

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.3 To have highly skilled and motivated teachers, youth workers and support staff. (continued)</p>	<p>Enhance the professional skills and standing of teachers, youth workers and support staff.</p>	<ul style="list-style-type: none"> <li>Undertake assessment of professional youth staff and assign generic job descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>In October 2007 a complex assessment exercise commenced involving the assignment of generic job descriptions to professional youth workers and is almost complete.</li> <li>Work is currently underway to commence a similar exercise for support youth workers and part time youth workers.</li> </ul>	<p>Likely to be achieved but with some delay as the business case is being expanded to include support youth workers and part time youth workers.</p>	<p>5 Board Central Management Support Unit (CMSU)</p>
		<ul style="list-style-type: none"> <li>Undertake an equality impact assessment of job evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>An equality impact assessment on job evaluation was completed during the year and the report was published in February 2008. The report is currently out to consultation and it is expected that responses will be considered during 2008/09.</li> </ul>	<p>Achieved</p>	<p>5 Board Central Management Support Unit (CMSU)</p>

## Department of Education Theme 4: Resourcing Education

Aim	SELB Objectives by 2008	SELB Targets 07/08	Activity/Development In Year	Progress Against Target	Lead Service
<p>4.3 To have highly skilled and motivated teachers, youth workers and support staff. (continued)</p>	<p>Enhance the professional skills and standing of teachers, youth workers and support staff.</p>	<ul style="list-style-type: none"> <li>Develop a timetable aimed at completing all outstanding job evaluations by September 2008.</li> </ul>	<ul style="list-style-type: none"> <li>The development of the draft timetable and the taking forward of this exercise has only been possible with the cooperation and provision of dedicated staffing resources from the Staff Commission, the five boards and the trade unions.</li> </ul>	<p>Achieved</p>	<p>5 Board Central Management Support Unit (CMSU)</p>
<p>4.4 To have high quality leadership and governance across the education and youth sector.</p>	<p>Improved planning and accountability arrangements throughout the education sector.</p>	<ul style="list-style-type: none"> <li>By March 2008 to have established a Governor database for all grant-aided schools including date of vetting and Governor skills for the purpose of exploring the scope for sharing expertise &amp; identifying gaps.</li> </ul>	<ul style="list-style-type: none"> <li>Database updated throughout 07/08.</li> <li>Report re skills audit forwarded to DE in Dec 07.</li> <li>Attendance at quarterly meetings of the Inter-board EMS User Group.</li> </ul>	<p>Achieved</p>	<p>Governor Support (CASS)</p>
<p>Enhance the capabilities of those in leadership roles throughout schools and youth sectors.</p>	<p>Enhance the capabilities of those in leadership roles throughout schools and youth sectors.</p>	<ul style="list-style-type: none"> <li>By March 2008 to have developed plans in association with the other Boards to:                             <ul style="list-style-type: none"> <li>standardise existing governor training materials</li> <li>to train staff in the governance of voluntary grammar and GMI schools and adapt existing governor training courses to take account of the differences.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Planning and standardisation of training materials was progressed through the Inter-board Governors Group.</li> <li>Governors newsletter issued quarterly with updates on current developments, uptake of training and future training planned.</li> <li>Governor training provided on a wide range of topics delivered by a variety of board services.</li> </ul>	<p>Achieved</p>	<p>Governor Support (CASS)</p>

## Department of Culture, Arts and Leisure (DCAL)

SELB Library Service Objectives by 2008	Targets 07/08	Activity/Development In Year	Progress Against Target
To continue to review and adjust the range, quality and manner of delivery of Library Services to meet changing community needs	<ul style="list-style-type: none"> <li>To increase membership of the Public Library Service</li> </ul>	<ul style="list-style-type: none"> <li>Membership increased by 5% to 176980</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>To increase the number of requests and issues of books and non-books</li> </ul>	<ul style="list-style-type: none"> <li>Issues increased by 3% to 1342037</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>To respond to the findings from a community survey on opening hours</li> </ul>	<ul style="list-style-type: none"> <li>Pilot established on extended opening hours in 2 branch libraries</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>To further develop the range of services provided by the Library Service</li> </ul>	<ul style="list-style-type: none"> <li>Reports from branch libraries indicated that courses, visits and events were an increasing feature of the work of the libraries</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>To provide readily available Public Access Terminals for members</li> </ul>	<ul style="list-style-type: none"> <li>Unfortunately, as a result of the increase in the number of people having broadband access at home, usage of internet facilities has decreased</li> </ul>	Achieved
To prepare for transition to the Northern Ireland Library Authority (NILA) and the Education Skills Authority (ESA) planned for April 2009	<ul style="list-style-type: none"> <li>To rationalise service provision in light of planned redundancies</li> </ul>	<ul style="list-style-type: none"> <li>Redundancies in Housebound Service absorbed into the Resources and Supply Service</li> </ul>	Achieved
To provide an Education Library Service in support of the school curriculum	<ul style="list-style-type: none"> <li>See section 2.4 relating to performance against DE themes on page 36</li> </ul>	<ul style="list-style-type: none"> <li>See section 2.4 relating to performance against DE themes on page 36</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>To increase the number of requests and issues of books and non-books</li> </ul>	<ul style="list-style-type: none"> <li>Issues increased by 4% to 115518</li> </ul>	Achieved

## Department of Employment and Learning (DEL)

SELB FE/HE Student Support Objectives by 2008	Targets 07/08	Activity/Development In Year	Progress Against Target
To provide advice and support to HE students who are undertaking courses of higher education and who are eligible for financial support.	<ul style="list-style-type: none"> <li>To turn-around 100% applications within a 6 week timeframe</li> </ul>	<ul style="list-style-type: none"> <li>100% applications (excluding valid exceptions) processed within 6 weeks</li> <li>4619 applications for HE bursaries and maintenance grants processed</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>To continue to work in partnership with the Student Loans Company and DCAL</li> </ul>	<ul style="list-style-type: none"> <li>SELB representation made at monthly meetings of the Management Board of Student Finance (NI)</li> </ul>	Achieved

## Sustainable Development

### Introduction

The Board is fully committed to sustainable development. The term sustainable development has been the subject of a number of definitions; the most widely accepted definition is that of the Brundtland Commission (1987) which states – “development that meets the need of the present without compromising the ability of future generations to meet their own needs”.

Sustainable development has also come to embrace the concept of integrating economic, social and environmental issues to ensure a better quality of life for people living in the present day and their future generations, also relating to the carrying capacity of supporting eco systems.

The Northern Ireland Sustainable Development Strategy, “First Steps Towards Sustainability (2006) identifies a number of priority areas for action, which form the basis for sustainable business planning and decision making.

Priority Area	Summary of Achievements & Performance
<b>Management Approach &amp; Systems</b>	
The board adopted an Environmental Policy Statement in July 2000 which has been regularly reviewed. This policy concentrates on greening our operations related to the management of estate and travel. In particular it focuses on two main aspects –	Externally <ul style="list-style-type: none"> <li>• Accredited ISO 14001 Environmental Management System at SELB HQ and Dromore High School.</li> <li>• Extending currently to Shannaghmore O.E.C.</li> </ul>
The management approach and systems including procurement and education, and its operational environmental impacts covering energy consumption, transport, waste, recycling, water, paper and bio-diversity.	Externally <ul style="list-style-type: none"> <li>• Accredited Energy Management Systems across the estate.</li> <li>• Placed in Quintile 1 position for four years running on the Arena Network Environmental Survey of 200 leading companies and Local Authorities in N Ireland.</li> </ul>
<b>Energy</b>	
Cross government target – reduce energy emissions (CO2) by 1% from 1999-2000 level (and each year thereafter).	<ul style="list-style-type: none"> <li>• - 94% of all electricity from renewable sources.</li> <li>• - 46% overall savings in CO2 emissions since the base year.</li> <li>• Major renewable energy investment in solar water heating and photovoltaics at 31 board properties.</li> <li>• Investment of £249,071 in energy efficiency measures across a range of properties in 2007/2008.</li> <li>• Promotion and replacement of oil heating with Natural Gas at a range of schools.</li> </ul>

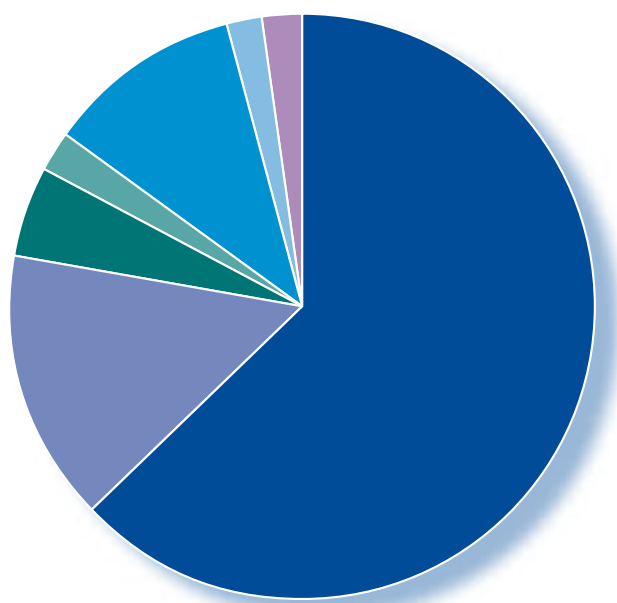
Priority Area	Summary of Achievements & Performance
<b>Waste &amp; Recycling</b>	
<p>Set target to reduce solid waste produced from the board's premises.</p> <p>Monitor and audit waste disposed of from premises to ensure effective management and adherence to regulations.</p>	<ul style="list-style-type: none"> <li>• Recycling rates improved across a range of schools.</li> <li>• Approximately 16% of all waste arisings across the estate are recycled.</li> <li>• Partnerships with Councils' have initiated a programme of waste recovery across the education estate and waste monitoring across Council areas.</li> <li>• Duty of care procedures have been implemented board wide.</li> <li>• Recycling systems operate across the estate for a wide range of materials including paper, cardboard, glass, cans, toner cartridges and fluorescent tubes.</li> </ul>
<b>Paper</b>	
<p>Review all operations with a view to maximising the use of IT and electronic media to replace the use of paper.</p> <p>Identify the quantity of printer/copy paper purchased and introduce programmes to save paper through – eg double-sided printing and copying.</p>	<ul style="list-style-type: none"> <li>• In-house photocopying facilities reviewed with new multi faceted machines facilitating double sided copying.</li> <li>• Maximum use of e-mail for in-house circulars, intranet, minutes etc.</li> <li>• Paper quantities procured are monitored and assessed in terms of quantities of virgin and recycled paper.</li> </ul>
<b>Water</b>	
<p>Draw up a programme to monitor water use at metered sites.</p> <p>Establish a reduction target for water consumption.</p>	<ul style="list-style-type: none"> <li>• Water cost data utilised in benchmarking process for targeted reduction.</li> <li>• Unfortunately water consumption monitoring procedures have recently deteriorated due to the fact that NI Water following recent changes has ceased providing consumption data in a long established format.</li> <li>• Schools have had significant water reduction measures installed including urinal controls and many have now invested in mains water filtration dispensers.</li> </ul>

## Financial Performance

The Board's financial targets for 2007/08 were to contain expenditure within the accrued limits approved by the Departments in the Resource Allocation Plans (RAPs). The targets were achieved. This is demonstrated in detail in Note 37 of the Annual Accounts, showing net expenditure of £313,480k against RAP income of £321,136k giving a year end surplus of £7,656k.

### Net Recurrent Expenditure

The Board's Net Expenditure of £313m can be analysed over the Board's main services shown below:



■ Delegated to Schools (63%)	■ Special Education (5%)	■ Services to Schools (11%)
■ School Centre (15%)	■ Headquarters (2%)	■ Library (2%)
■ Youth (2%)	□ Further Education (0%)	

#### Notes

- School Centre includes mainstream school costs paid from centre including rates, teacher sickness and maternity substitute cover, maintenance and special education costs.
- Services to Schools includes home to school transport, catering, CASS, school library and road safety.
- Further and Higher Education includes awards, benefits and home to further education travel.
- Special Education includes special schools and pupil support costs (psychology, special admin, peripatetic teachers, education welfare etc).

## Department of Education Cumulative Funding Commitment/End Year Flexibility (EYF)

The Department of Education Schools' and Youth cumulative funding commitment at 31 March 2008 consists of the 2007/08 year end position of the excess of RAP income over net expenditure of £7,652k plus the balance of the 31 March 2007 funding commitment/EYF which was not allocated as RAP income during the year of £9,839k.

The restriction of access to EYF imposed by H M Treasury carries significant risk for the Board in that it removes the previous Departmental Funding Commitment to allow full carry-over into the next financial year. While DE continues to assure the Board that this funding is committed to Schools and Boards in future years, there is no planning information as to the particular financial year(s) in which this funding can be accessed. If access to EYF is not sufficient to meet schools' spending plans, any shortfall would need to be cut from other board services in order for the board to avoid an overspend position.

This risk is addressed further in the Statement of Internal Control 2007/08 (Section 6).

The movement in the DE cumulative funding commitment/EYF over the year can be analysed, as follows:

	a	b	c	d	e
	Cumulative Funding Commitment at 31 March 2007 £k	EYF at 31 March 2007 Allocated in 2007/08 RAP £k	Unallocated Funding Commitment at 31 March 2008 £k	2007/08 In-Year Carry Over £k	Cumulative Funding Commitment at 31 March 2008 £k
			a - b		c + d
Delegated Schools	6,054	0	6,054	4,515	10,569
Earmarked	2,051	1,278	773	908	1,681
Ring-fenced	4,196	1,571	2,625	812	3,437
Centre	4,771	4,577	194	1,148	1,342
Total DE Schools	17,072	7,426	9,646	7,383	17,029
Youth	780	587	193	189	382
<b>DE Outturn</b>	<b>17,852</b>	<b>8,013</b>	<b>9,839</b>	<b>7,572</b>	<b>17,411</b>
PFI Residual Asset				80	80
<b>Note 37 Funding Commitment</b>	<b>17,852</b>	<b>8,013</b>	<b>9,839</b>	<b>7,652</b>	<b>17,491</b>

In the current year the Board was required to plan to live within its 2007/08 RAP allocation on the assumption that none of the £17,852k EYF would be allocated. However, the Board was allowed to make the case that a certain amount of the EYF carried forward at 31 March 2007 was deemed to be committed in 2007/08 and the Department obtained approval from DFP to allocate £4,512k in November 2007, mainly in relation to earmarked/ring-fenced areas. In March 2008, the job

## Financial Performance

evaluation Independent Appeal Panel increased the grade of cleaners by two grades, back-dated to January 2002, which was a higher grade than had been anticipated by Management or allowed for in financial estimates for 2006/07. At that time the Department obtained approval to allocate a further £3,501k to the Board from its EYF to provide budget cover for the arrears. Therefore a total of £8,013k was allocated from the cumulative funding commitment at 31 March 2007. A further £7,572k EYF was realised in year, giving a cumulative closing funding commitment at 31 March 2008 of £17,411k.

## Payments to Suppliers

### Public Sector Payment Policy – Measure of compliance:

The Government requires that the Board pays its trade creditors in accordance with the Better Payment Practice Code and Government Accounting Rules. The Board's payment policy is consistent with the Better Payment Practice Code and Government Accounting Rules and unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods and services, or presentation of a valid invoice or similar demand, whichever is later.

The measure of compliance is:

Received	Based on Invoice Date	
	Number	£000s
Total bills paid	191,625	110,524
Total bills paid within target	146,563	93,540
% of bills paid within target	76%	85%

During the year the SELB paid £302 interest charges in relation to late payment of invoices.

## Future Developments

Under the review of public administration, it is now planned that the new Education and Skills Authority (ESA) will take over the functions currently carried out by the Education and Library Boards and a number of the education stakeholder organisations from 1 April 2009. The draft Education Bill to take forward this change has been approved by the Minister for Education and has gone to the Assembly's Education Committee. It will shortly be laid before the Executive and thereafter will continue in accordance with the Assembly's timetable for legislative consideration.

The Board continues to facilitate the establishment of ESA; the Chief Executive sits on the ESA Transition Board to oversee the process; a number of staff have been seconded to the ESA implementation team; senior staff are involved in a Change Management Programme.

It is also now planned that the new Northern Ireland Library Authority will take over the Education and Library Board function in relation to public libraries from 1 April 2009. The Libraries Act 2008 to take this forward received Royal Assent in July.

## Important Events Occurring After the Year End

There have been no significant events since the year end which would affect these accounts.

# Remuneration Report

## Board Members

The Chairperson of the Board is paid by the Board for duties carried out as Chairperson at a rate and on such conditions as determined by the Department of Education, with the approval of the Department of Finance and Personnel. The Board makes payments to Board members in relation to their functions as members, at such rates and on such conditions as determined by the Department of Education. Board members also receive travelling and subsistence allowances for expenditure incurred, at such rates and on such conditions as determined by the Board, subject to the approval of the Department of Education. No Board members receive or make pension contributions through their role as a Board member.

## Chief Executive and Second Tier Officers

The remuneration of the Chief Executive and second tier officers is performance based. The Board Chairperson, with the Remuneration Committee of the Board, determines the performance of the Chief Executive, which is then subject to the approval of the Department of Education. The Chief Executive determines the performance of the second tier officers in accordance with an agreed performance related pay scheme. The Senior Management Pay Review Panel submits to the Department a recommendation on the appropriate percentage ceiling for performance related uplifts having regard to relevant information and other factors including pay movements in the public and private sectors and patterns of recruitment. The Department of Education considers the advice of the panel and determines the overall maximum percentage uplift to be applied.

## Remuneration Committee Members

### April 2007 – March 2008

Mr P H Aiken

Rev J Byrne

Mr M P Campbell

Mrs M E Donnell (Chairperson)

Mrs C M McCaul

Councillor S McRoberts

Mr A G Sleator

## Service Contracts

Officer appointments are in accordance with the Joint Negotiating Council (JNC) for the Education and Library Boards terms and conditions and in particular are in accordance with the Staff Commission for Education and Library Boards Code of Procedures on Recruitment and Selection.

Unless otherwise stated overleaf, the officers covered by this report hold appointments until their retirement. The normal period of notice is 3 months. Policy on termination payments in relation to premature retirement are in accordance with Local Government Regulations and the agreed redundancy provisions.

### Salary including Allowances

Salary includes gross salary and performance pay, excluding employer's costs plus taxable travel payments and is based on actual salary earned for the year.

### Benefits in Kind

Senior post holders receive no non-cash benefits (benefits in kind).

Emoluments of Senior Post Holders and Members - Senior Post Holders

	Salary inc allowance 2007/08 £000s	Benefits in kind 2007/08 (to nearest (£100)	Salary inc allowance 2006/07 £000s	Benefits in kind 2007 (to nearest £100)	Total value of accrued pension and lump sum at 31/03/08 £000s	Real increase in pension and lump sum at 65 £000s	CETV at 31/03/08 £000s	CETV at 31/03/07 £000s	Real increase in CETV £000s
Mrs H McClenaghan Chief Executive	100-105	0	95-100	0	50-55 Plus lump sum of 150-155	0 Plus lump sum of 0	871	870	0
Mr T Heron Head of Corporate Services	80-85	0	75-80	0	10-15 Plus lump sum of 40-45	0-2.5 Plus lump sum of 0-2.5	201	185	13
Mr J Curran+ Inter Board Services Manager	25-30	0	70-75	0	25-30 Plus lump sum of 5-80	0-2.5 Plus lump sum of 0-2.5	441	408	28
Mrs K Ryan+++ Chief Librarian	70-75	0	65-70	0	35-40 Plus lump sum of 105-110	0-2.5 Plus lump sum of 2.5-5	661	634	3
Mr A P Murphy Head of Support & Property Services	65-70	0	60-65	0	25-30 Plus lump sum of 75-80	0 Plus lump sum of 0	465	444	16
Dr C Mangan* Head of Children & Young People's Services	65-70	0	60-65	0	10-15 Plus lump sum of 35-40	0-2.5 Plus lump sum of 2.5-5	179	153	23

	Salary inc allowance 2007/08 £000s	Benefits in kind 2007/08 (to nearest (£100)	Salary inc allowance 2006/07 £000s	Benefits in kind 2007 (to nearest £100)	Total value of accrued pension and lump sum at 31/03/08 £000s	Real increase in pension and lump sum at 65 £000s	CETV at 31/03/08 £000s	CETV at 31/03/07 £000s	Real increase in CETV £000s
Mr R McGreevy++ Inter Board Services Manager	30-35	0	0	0	5-10 Plus lump sum of 20-25	0-2.5 Plus lump sum of 0-2.5	76	0	9
Mr P Mackey* Head of Curriculum Advisory and Support Service & Youth	0	0	0	0	0	0	0	0	0

+J Curran was seconded to ESAIT from 23/7/07 – the full year equivalent salary is £75k-£80k; ++R McGreevy was appointed on 17/9/07- the full year equivalent salary is £60k-£65k; +++K Ryan retired on 31/3/08.

\*(collaborative working across SELB & WELB – Mr Mackey paid by WELB)

### Cash Equivalent Transfer Values

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

### Real increase in CETV

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

## Emoluments of Senior Post Holders and Members

Board Members	2008 £
The total emoluments (incl honoraria) of the Chairperson serving during the year was:	13,078.42
The highest payment for any other Board member was:	6,624.88
The aggregate amount of Board members' emoluments was:	66,005.95

No members waived emoluments. However, 12 members made no claim for emoluments during the year.

The number of Board members who received emoluments within the range below was:

	2008 No	2007 No
£1 - 4,999	24	24
£5,000 - 5,999	0	0
£6,000 - 6,999	1	1
£7,000 - 7,999	0	0
£8,000 - 8,999	0	0
£9,000 - 9,999	0	0
£10,000 - 10,999	0	0
£11,000 - 11,999	0	0
£12,000 - 12,999	0	1
£13,000 - 13,999	1	0
£14,000 - 14,999	0	0
£15,000 - 15,999	0	0

*Marie E. Donnell*

Chairperson: Marie E Donnell

Date: 8 October 2008

*Helen McClenaghan*

Chief Executive: Helen McClenaghan

Date: 8 October 2008

## Annual Accounts

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# Annual Accounts



Certified 15 October 2008



### Statement of the Board and Chief Executive's Responsibilities

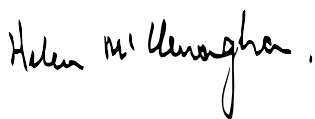
Under Article 12 of the Education and Libraries (NI) Order 2003 the Board is required to prepare a statement of account in the form and on the basis directed by the Departments with the consent of the Department of Finance and Personnel.

The accounts are prepared on an accruals basis and must give a true and fair view of the Board'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 Board is required to:

- observe the Accounts Direction issued by the Department 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; and
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the Board will continue in operation.

The Accounting Officers of the Departments have designated the Chief Executive of the Board as the Accounting Officer for the Board. The Chief Executive's relevant responsibilities as Accounting Officer, including responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the non-departmental public bodies Accounting Officers Memorandum, issued by the Department of Finance and Personnel.



Accounting Officer: Helen McClenaghan

Date: 8 October 2008

### Statement of 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 Board policies, aims and objectives, while safeguarding the public funds and the Board's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Government Accounting Northern Ireland.

I provide assurance in respect of expenditure incurred by the Board on programmes and schemes funded by the Department of Education, the Department of Culture, Arts and Leisure and the Department for Employment and Learning.

I also provide assurance in respect of the Board's adjudication on entitlement to student loans and awards. In addition it is noted that the Department for Employment and Learning has commissioned external consultants to provide audit certifications in respect of entitlement to student loans and awards and other relevant expenditure. Relevant internal audit reports have also been forwarded to the Department for Employment and Learning.

I am responsible for maintaining administrative structures which enable the Board to discharge its statutory duties which takes into account working with the Board's sponsoring departments, other education and library boards and education, youth and library partners. The achievement of these responsibilities is discussed at regular Accountability Review meetings with the Permanent Secretary of the Department of Education and with the Minister and Permanent Secretary of the Department of Culture, Arts and Leisure. The Chairperson of the Board accompanies me at these Accountability Review meetings.

#### 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 Board policies, aims and objectives; and
- evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place for the year ended 31 March 2008 and up to the date of approval of the Annual Report and Accounts, and accords with DFP guidance.

#### 3 Capacity to Handle Risk

Leadership has been given to the risk management process by senior management ensuring that all service managers review and evaluate their key risks and controls on a regular basis.

The Board has a Risk Management Strategy and Policy which has been approved by the Senior

Management Team and the Audit Committee. These documents specify the risk management process within the Board and sets out the roles and responsibilities of officers and members.

Internal Audit has provided assistance and written guidance to all service managers concerning the evaluation of risks and the completion of the required documentation.

### 4 The Risk and Control Framework

The Risk Management Strategy for the SELB details a formal process for identifying, assessing, managing and monitoring risks faced by the Board, including a prioritisation methodology based on risk ranking of impact and likelihood.

Each service manager is responsible for:-

- identifying risks for their service
- evaluating these risks in terms of impact and likelihood; and
- establishing an adequate control mechanism, commensurate with the perceived level of risk.

This information is forwarded to the relevant Head of Department who determines whether the relationship between risk and control is appropriate. These risks are then incorporated into the Board risk register.

Risk management is also a feature within the corporate and business planning process. The senior management team have considered the Board's objectives as detailed in the corporate plan and from these have identified corporate risks. Business managers, when completing their annual business plan, consider the risk impact of any proposed actions.

The Board has a low risk tolerance in relation to factors such as health and safety, delivery of major projects, government targets, budgetary control and fraud.

### 5 Review of Effectiveness

As Accounting Officer, I also 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 heads of department 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 and the Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The Chairperson of the Audit Committee reports to the Board as a whole on audit activity including risk management on a regular basis.

The Board continued to review its position in relation to the recommendations emanating from the Jack Report into the Financial Management Arrangements within BELB and SEELB and from the HELM Review of ELB Resource Budgeting, Accounting and Financial Control, Monitoring and Reporting Arrangements. Whilst it is noted that arrangements within the Southern Education and Library Board already, in the main, addressed the Jack and HELM Recommendations, Board

## Statement of Internal Control

officers continued to work with colleagues in other Boards, and within the sponsoring Departments, to progress implementation of improvements where appropriate.

The Board has complied with the terms of the current relevant Dear Accounting Officer Letters (DAOs) issued by the Department of Finance and Personnel. In particular, grant and grant in aid received from the Departments has been used for the purposes intended; there was no novel or contentious expenditure for which the Department's or/and DFP's approval was not obtained; and all other financial transactions conformed to the authorities which governed them, including delegated authority to commit or incur expenditure and approvals sought from the relevant Department where required.

Registers of Board members and staff interests have been established and are updated regularly. Conflicts of interest relating to Board members and staff, actual or potential, were appropriately managed and controlled. Codes of Conduct for Board members and staff have been established.

An appropriate Anti-fraud Policy and Fraud Response Plan have been developed and implemented. All suspected and proven frauds have been notified to the Department in accordance with agreed procedures and there are no suspected frauds that have not yet been notified.

Appropriate complaints procedures for students, staff and the general public have been developed and implemented, including facilities under Whistleblowing arrangements to complain direct to outside Agencies and sponsoring departments.

Performance was monitored against both business objectives and the effectiveness of internal control arrangements. Throughout the 12 months ended 31 March 2008, internal control was adequate to provide reasonable assurance of:

- effective and efficient operations;
- integrity and accuracy of management information;
- the safeguarding of assets; and
- compliance with laws and regulations.

The Board via the Audit Committee receives periodic reports concerning internal control. There is a minimum of four Audit Committee meetings a year. Representatives of DE attend as observers. Representatives of the Northern Ireland Audit Office (NIAO) also attend the meetings and outline for the Committee their main findings and recommendations from their audits of the annual accounts and value for money reviews. The Board has an Internal Audit Branch, which operates to the Government Internal Audit Standards defined by HM Treasury. Internal Audit submits regular reports to the Audit Committee, including the head of internal audit's opinion on the adequacy and effectiveness of the Board's system of internal control.

## 6 Significant Internal Control Problems

### Accounting Officer Authority

As Accounting Officer I am responsible for expenditure, targets and controls concerning all activities within the SELB. However the level of direct authority or control that I have with regard to the Board's role in managing teacher absence, in reviewing principals' and vice-principals' pay and in the

planning and development of the school estate (including PPP Projects) is limited to those schools where the Board is the employing authority, ie the controlled sector.

### Establishment of ESA and NILA

It has been decided, as part of the Northern Ireland Review of Public Administration, that the Board will cease to operate on 31 March 2009, with the establishment of the Education and Skills Authority (ESA) and the Northern Ireland Library Authority (NILA) and that my roles and responsibilities as Accounting Officer will transfer accordingly. This transfer of responsibilities is expected to include sign off of the SELB Annual Accounts by the Chief Executive of ESA for the year ended 31 March 2009. It is anticipated that, during the financial year to March 2009, Board Officers will be actively engaged with the implementation teams of the ESA and NILA on convergence activity and in ensuring a smooth transition of staff, assets, liabilities and responsibilities to the new organisations.

### Preparation for ESA and NILA

The Board, in common with the education partners, is currently experiencing increased information demands and requests for secondments arising from the preparatory work of establishing the Education and Skills Authority and the Northern Ireland Public Libraries Authority as a result of the Review of Public Administration. These increased demands, coupled with the Boards limited ability to fill vacant posts as a result of the RPA Vacancy Control Policy (which restricts the ability to make permanent appointments or to recruit externally), will result in increasing pressure on key staff that are also charged with meeting performance targets and maintaining business continuity during the period leading up to RPA Implementation, ie 1 April 2009.

### End Year Flexibility (EYF) – Funding Commitment

On 27 November 2007 the Department of Education (DE) issued a direction to the Board to make a significant change to the 2006/07 Annual Accounts. This direction required the Board to change the Financial target - Recurrent Note (Note 37) of the Accounts as follows:

From:

*“the year end position (2007) for DE and Youth represents a funding commitment/year end flexibility from the Department of a guaranteed resource which will be added to the Board’s approved spending limit in the next financial year.”*

To:

*“the year end position (2007) for DE and Youth represents a funding commitment/year end flexibility from the Department of a guaranteed resource which will be added to the Board’s approved spending limit in future years.”*

This restriction of access to EYF carries significant risk for the Board in that it removes the Departmental Funding Commitment to allow full carry-over into the next financial year. While DE continues to assure the Board that this funding is committed to Schools and Boards in future years, there is no planning information as to the particular financial year(s) in which this funding can be accessed. In addition, DE is normally unable to confirm the actual amount of carry-over which can be accessed in any financial year until November of that financial year.

## Statement of Internal Control

It should be noted that this restriction on EYF access removes much of the contingency budget cover for liabilities which may crystallise during the year, particularly those noted in Provisions Note 18 and Contingency Liabilities Note 28 of the Annual Accounts. This, together with the late notification of approved EYF, increases the risk of the Board not being able to contain expenditure within the limits approved by DE.

It is essential, therefore, that Board access to this Funding Commitment is managed in such a manner as to ensure that there is no negative impact on the Board's ability to meet its commitments and to deliver essential support services to schools during 2008/09.

The Board is concerned that access to this funding commitment, created through prudent financial management in recent years, could be further restricted in 2008/09, the final year of the Board, and that schools and services in the SELB area may not receive the full benefit of these resources.

Board officers will continue to address these issues with Departmental colleagues in an open and constructive manner and would hope that, through such an approach, the Board and DE can jointly manage the significant financial risks associated with this change of approach.

### Child Protection Guidance

The Board is committed to ensuring that arrangements are in place in relation to the adherence to Child Protection guidance, circulars and procedures. It is noted, that recent Department of Education Circulars are designed to ensure that teaching and non-teaching staff are required to submit to revised vetting arrangements. In addition the Board's Designated Officers for Child Protection have provided training to Boards of Governors in relation to their specific roles and responsibilities in relation to Child Protection. Training has also been provided for newly appointed Designated Teachers as well as those staff who have been in post over an extended period of time.

From 1 April 2008 the Board will be implementing revised vetting arrangements via Access NI. This new requirement will require Boards, Schools, and associated Youth organisations to ensure that all staff are subject to CRO checking via Access NI.

### Teachers' Payroll Branch

During 2004/05 an audit by DE internal audit on the Teachers' Payroll Branch identified a number of concerns which mean they are unable to provide the SELB with a level of assurance that would be considered reasonable given the importance of this system.

### Board Financial Systems

The Boards' computerised financial systems do not easily facilitate in year completion of accounts on an accruals basis leading to an increased risk of budget overspend due to in year revenue budget monitoring on a cash basis. Monthly management information, therefore, is based on cash expenditure adjusted for known material accruals (eg Job Evaluation Arrears, Pay Awards Outstanding, Prepayments). The Boards have developed a draft Business Case on e-procurement aimed at addressing these weaknesses utilising IT. It is felt, however, that this issue must be considered in the context of overall decisions on whether current ELB financial systems will be chosen as the most appropriate platform for the ESA and therefore should be taken forward by the ESA following implementation of the Review of Public Administration (RPA).

### Timing of Budget Allocations

The current timescale for informing Boards of their initial allocation creates difficulties in ensuring corporate planning priorities adequately reflect the actual resources available to the Board. This delay also has implications for the timescale of the Board in setting budgets for the year and the availability of accurate budgetary information at the beginning of the financial year.

In particular, allocation of earmarked funding is often delayed until well into the financial year, resulting in difficulties in planning the utilisation of resources. In addition, when earmarked funding ceases, the training and experience developed with the funding can be lost and wasted. It is recognised that sponsoring departments have increased their engagement with Boards thus increasing the awareness of all parties in forecasting the financial resources likely to be made available and the consequences on planning priorities.

### Delegation to Schools

SELB continues to increase delegation of monies directly to schools, in line with Department of Education objectives to empower schools decision making and with ESA stated future policy to increase schools autonomy. In the case of earmarked funding, this aim has to be balanced with my responsibility as Accounting Officer to ensure these funds are being used only for the purposes intended. SELB continues to review and seek to improve our monitoring processes to ensure an appropriate balance between effective control of expenditure and imposition on schools of overly burdensome processes.

### NILGOSC Pension Fund

The Board's non teaching employees belong to the Northern Ireland Local Government Officers Superannuation Scheme (NILGOSC). The latest actuarial valuation at 31 March 2007 identified a shortfall of £396m (in the whole scheme for all employers). In order to contain the growth of this deficit employer contribution rates increased from the 4.6% in 2004/05 to 13% in the current year with a commitment to increase further to 15%, 16% and 17% in 2008/09, 2009/10 and 2010/2011 respectively. SELB has, for the purposes of compliance with FRS17 "Retirement Benefits", obtained an actuarial report based on the rolled forward value of the liabilities (for SELB only) calculated at the last valuation adjusted for various factors and assumptions. As at the 31 March 2008 SELB's net pension asset is an estimated liability of £54m.

### Statementing Process

As Accounting Officer I am responsible for ensuring that 100% of statements of special educational need are drafted within the 18 week statutory timeframe, subject only to the exemptions outlined in the Code of Practice. This process is dependent on the advice of a range of professionals, including many who are outside the wider Education family and therefore the level of their resource and performance is not under my direct authority or control and therefore are limiting to performance. The same situation obtains in the provision of therapies described within statements but delivered by non-Board personnel.

### Data Security

The Board is very aware of the risks associated with Data Security, particularly following recent media coverage of major lapses in the secure handling and transmission of sensitive data by large public and private sector organisations. The Board has, in line with DE and DFP, requirements, carried out a review of its Data Security policies and procedures to ensure all such processes are of an acceptable standard. This review has resulted in a number of additional measures being implemented across the Board with regard to security of physical and electronic data security and the development of an Action Plan aimed at ensuring all Data Security Measures within Board services are of the required standard and that all staff are aware of their responsibilities in this area.

With respect to schools the Board has, historically, provided advice on information security and data protection to Boards of Governors and Principals including provision of training on the management and disposal of records with an emphasis on data security. While the Board will continue to provide advice and support to schools in the matter of management and security of information, including sensitive personal information, there is clearly a responsibility on school management to follow recommended procedures.

### Job Evaluation

While the Board has completed the job evaluation process for the vast majority of staff over the last few years, the process is not yet finished and the Board is unable to ascertain with any certainty the value of the liability to the Board. Details of this are shown in the Contingent Liability Note 28. Following the publication of a recent Public Accounts Committee Report, the Boards, through the Central Management Support Unit, are required to aim for a completion date of autumn 2008 for the outstanding job evaluations and a related timetable has been developed.

### Common Funding Formula

Funding is distributed to schools through the application of the Common Funding Formula. The data to populate the formula is collected for DE through the annual census return completed by each school and the Board is required to sign off on the accuracy of the data. The Board can only carry out a reasonableness check on the total data in the timeframe provided by DE before the funding is distributed but Internal Audit also visit a large sample of schools annually to verify the accuracy of the census data. The funding to provide support for English as an Additional Language (EAL) is based on identifying those children who have "significant difficulties" with English for a number of specified reasons. Internal Audit can only verify that the pupil is in attendance and cannot verify that the criteria set out in the Common Scheme are being correctly interpreted by individual schools.

### Teachers' Premature Retirement Compensation Scheme

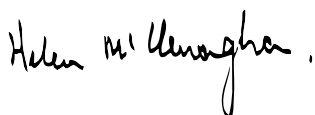
On 27 November 2007 the Boards were informed of a significant change to the operation of the Teachers Premature Retirement Compensation Scheme (PRCS) administered by the Department of Education.

Previously this scheme allowed teachers who retired prematurely to receive their pension early with no actuarial reduction and also to receive a discretionary award in the form of added years. This

mechanism has allowed employing authorities to affect redundancies in a school arising, for example, from curriculum changes, rationalisation or falling enrolments.

The recent change in policy means that this discretionary element of added years will no longer be funded by DE but must, if awarded, be funded from Compensatory Authority (ELB) resources. SELB will not be able to afford these additional costs unless additional funding is made available. It is possible that this will inhibit the ability of Boards of Governors and Employing Authorities to secure voluntary redundancies with associated staff morale, governance, and financial implications in the declaration of Compulsory Redundancies.

It is expected that over coming months Boards will work with colleagues in DE and other education partners to consider options to manage the costs of the premature retirement compensation scheme and to bring forward recommendations.



Accounting Officer: Helen McClenaghan

Date: 8 October 2008

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

I certify that I have audited the financial statements of the Southern Education and Library Board for the year ended 31 March 2008 under the Education and Libraries (Northern Ireland) Order 2003. These comprise the Operating Cost Statement, the Balance Sheet, the Cash Flow Statement and Statement of Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

### Respective responsibilities of the Board, Chief Executive and auditor

The Board and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, the Remuneration Report and the financial statements in accordance with the Education and Libraries (Northern Ireland) Order 2003 and Department of Education directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of the Board's and Chief Executive's Responsibilities.

My responsibility is to audit the financial statements and the part of the remuneration report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Education and Libraries (Northern Ireland) Order 2003 and Department of Education directions made thereunder. I report to you whether, in my opinion, the information, which comprises part of the Directors' Report (Board Members, Format of Accounts, Pension Accounting Policy, Auditor Details, Chairperson and Chief Executive and Company Directorships and Other Significant Interests) and part of the Management Commentary (Financial Performance, Payments to Suppliers, Future Developments, and Important Events Occurring After the Year End), included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Board has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by the Department of Finance and Personnel regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Board's compliance with the Department of Finance and Personnel's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of Board's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This information comprises the other elements of the Directors' Report and Management Commentary not referred to above and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any

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

apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

## Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Board and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Board'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 and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by the Assembly and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

## Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Education and Libraries (Northern Ireland) Order 2003 and directions made thereunder by the Department of Education, of the state of the Board's affairs as at 31 March 2008 and of its net operating costs, the cash flows and recognised gains and losses for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Education and Libraries (Northern Ireland) Order 2003 and Department of Education directions made thereunder; and
- information, which comprises part of the Directors' Report (Board Members, Format of Accounts, Pension Accounting Policy, Auditor Details, Chairperson and Chief Executive and Company Directorships and Other Significant Interests) and part of the Management Commentary (Financial Performance, Payments to Suppliers, Future Developments, and Important Events Occurring After the Year End), included within the Annual Report, is consistent with the financial statements.

## Opinion on Regularity

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

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

## Report

I have no observations to make on these financial statements.



JM Dowdall CB  
Comptroller and Auditor General  
Northern Ireland Audit Office  
106 University Street  
Belfast BT7 1EU

15 October 2008

The maintenance and integrity of the Southern Education and Library Board's website is the responsibility of the Accounting Officer; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented to the website.

## Operating Cost Statement for the Year Ended 31 March 2008

### Operating Cost Statement for the Year Ended 31 March 2008

	Notes	2008 £000	2007 £000
<b>Income</b>			
Operating income	2	(12,374)	(11,829)
Grant income	3	(1,160)	(1,424)
<b>Total Income</b>		<b>(13,534)</b>	<b>(13,253)</b>
<b>Expenditure</b>			
Staff costs	4	254,169	246,267
Other operating costs	5	80,601	67,031
Depreciation	6	18,104	9,152
Notional costs	7	534	347
<b>Total Operating Costs</b>		<b>353,408</b>	<b>322,797</b>
<b>Net Operating Costs Before Financing</b>		<b>339,874</b>	<b>309,544</b>
Cost of capital charge	9	15,628	9,859
Interest payable	10	1	3
Interest receivable	11	(1)	(2)
Other finance income	19	964	871
<b>Net Operating Costs After Financing</b>		<b>356,466</b>	<b>320,275</b>
Credit in respect of capital and notional costs	7 & 9	(16,162)	(10,206)
<b>Amount transferred to Income &amp; Expenditure Reserve</b>	<b>21</b>	<b>340,304</b>	<b>310,069</b>

All amounts above relate to continuing activities.

The notes on pages 95 to 128 form part of these accounts.

## Statement of Recognised Gains and Losses for the Year Ended 31 March 2008

	Notes	2008 £000	2007 £000
Net gain/(loss) on revaluation of fixed assets	23	295,870	61,514
Actuarial gain/(loss) on pension schemes	19	23,525	(32,596)
Recognised gains/(losses) for the year		<u>319,395</u>	<u>28,918</u>

The notes on pages 95 to 128 form part of these accounts.

## Balance Sheet as at 31 March 2008

### Balance Sheet as at 31 March 2008

	Notes	2008 £000	2007 £000
<b>Fixed Assets</b>			
Tangible Assets	12	678,109	400,013
Intangible Assets	13	114	0
Debtors falling due after more than one year	15	296	315
<b>Current Assets</b>			
Stocks	14	555	521
Debtors	15	3,946	4,308
Cash at bank and in hand		0	0
		<u>4,501</u>	<u>4,829</u>
<b>Current Liabilities</b>			
Creditors amounts falling due within one year	16	(28,321)	(25,057)
<b>Net Current Assets</b>			
		<u>(23,820)</u>	<u>(20,228)</u>
<b>Total Assets less Current Liabilities</b>			
		<u>654,699</u>	<u>380,100</u>
Creditors amounts falling due after more than one year	16	206	467
Provisions for Liabilities and Charges	18	4,413	7,417
Pension liability	19	54,084	73,968
Deferred Income	20	571	635
<b>Net Assets</b>			
		<u>595,425</u>	<u>297,613</u>
<b>Reserves</b>			
Income and Expenditure Reserve	21	199,392	198,187
Pension reserve	22	(54,084)	(73,968)
Other Reserves	23	450,117	173,394
		<u>595,425</u>	<u>297,613</u>

The Financial Statements on pages 66 - 68 were approved by the Board on and were signed on its behalf by:

*Marie E. Donnell*

Chairperson: Marie E Donnell

Date: 8 October 2008

*Helen M. McClenaghan*

Chief Executive: Helen McClenaghan

Date: 8 October 2008

The notes on pages 95 to 128 form part of these accounts.

## Cash Flow Statement for the Year Ended 31 March 2008

### Cash Flow Statement for the Year Ended 31 March 2008

	Notes	2008 £000	2007 £000
Net cash inflow/(outflow) from operating activities	24 (i)	(308,956)	(291,787)
Capital expenditure and financial investment	24 (ii)	(15,647)	(22,053)
Net cash inflow/(outflow) before financing		(324,603)	(313,840)
Financing	24 (iii)	325,534	314,141
Increase/(Decrease) in Cash		931	301

The notes on pages 95 to 128 form part of these accounts.

## Notes to the Financial Statements for the Year Ended 31 March 2008

### 1 Statement of Accounting Policies

#### 1.1 Accounting Convention

These financial statements have been prepared in accordance with the Accounts Direction issued by the Department on 1 February 2008 and in accordance with applicable Accounting Standards under the modified historic cost convention.

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

#### 1.2 Recognition of Income

Grants and grants in aid to the extent of funds drawn-down from Departments (DE, DCAL, DEL, DHSS & PS) for revenue and capital purposes are treated as contributions from controlling parties giving rise to a financial interest in the residual interest of the body and hence should be accounted as financing i.e. by crediting them to the income and expenditure reserve.

On the basis of their immateriality within the total Board's Property Estate, capital funding received from the New Opportunities Fund (NOF) and European Union (EU) sources are treated as grant-in-aid. The unrealised element of the cumulative balance of indexation and revaluation adjustments is accounted for in the Revaluation Reserve. This treatment represents a departure from FREM section 7.4.60 which directs that they be treated as grant funding accounted for through the Government Grant Reserve.

Revenue grants from other bodies received for specific purposes that is restricted income, are included in the operating cost statement to the extent of matching the relevant expenditure incurred during the period. Restricted income received but not matched to relevant expenditure during the period is shown as deferred income on the balance sheet.

Income from services rendered is included to the extent of the completion of the contract or service concerned. All income from short-term deposits is credited to the income and expenditure account in the period in which it is earned.

#### 1.3 Foreign Currency Transactions

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the end of the financial period with all resulting exchange differences being taken to the operating cost statement in the period in which they arise.

### 1.4 Taxation

The Board is exempt from corporation tax on income it receives. Items in the operating cost statement are net of recoverable VAT.

### 1.5 Fixed Assets

All spending on a fixed asset which yields a benefit for a period of more than one year, is treated as capital expenditure in the accounts. This excludes expenditure on repairs and maintenance of fixed assets which only maintains the value of the asset.

#### 1.5.1 Tangible Assets

##### 1.5.1.1 Land and Buildings

All land and buildings are capitalised and stated in the balance sheet at valuation on the basis of depreciated replacement cost. The five boards have agreed a five year rolling programme of full valuations with Land and Property Services (LPS).

Full valuations are made by LPS every five years and in the intervening years these valuations are updated by LPS using appropriate indices. Land and buildings acquired during the year are included in the balance sheet.

Completed building projects are capitalised but not depreciated until commissioned. On-going building projects are categorised as assets in the course of construction and shown separately. Project costs capitalised include design and related fees as well as construction costs. Where land and buildings are acquired with the aid of specific grants they are capitalised and depreciated as above. The related grants are credited to the Income and Expenditure reserve.

##### 1.5.1.2 Maintained Schools

Land and buildings shown in the financial statements do not include any maintained schools, the assets of which belong to their trustees, apart from school meals kitchens accommodation operating on these sites which are owned by Education and Library Boards (ELBs). The Board, however, is responsible for buildings and grounds maintenance at these schools, as well as providing them with certain other services and with 100% funding for general running costs under LMS. These costs are reflected in the Board's operating cost statement.

##### 1.5.1.3 Donated Assets

Donated tangible fixed assets are capitalised at their valuation on receipt. This value is credited to the donated asset reserve. Subsequent re-valuations are also taken to this reserve. Each year an amount equal to the depreciation charge on the asset is released from the donated asset reserve to the operating cost statement.

##### 1.5.1.4 Assets other than Land and Buildings

Assets other than land and buildings costing less than £3,000 per individual item are written off to

the income and expenditure account in the period of acquisition. Assets are valued each year using appropriate indices or professional valuations.

### 1.5.1.5 Depreciation

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

### 1.5.2 Intangible Fixed Assets

Intangible fixed assets are capitalised, when they are capable of being used in the Board for more than one year, when they can be valued, and when they have a cost of at least £3,000.

#### 1.5.2.1 Software Licences

Purchased computer software licences are capitalised as intangible fixed assets where expenditure of at least £3,000 is incurred. They are amortised over the shorter of the term of the licence and their useful economic lives.

#### 1.5.2.2 Amortisation

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

All assets are depreciated on a straight line basis over their expected useful lives. A full month's depreciation is charged in the period of acquisition/commissioning and no depreciation charged in the month of disposal. Assets in the course of construction are not depreciated until brought into use. Depreciation will not normally be provided for on freehold land unless subject to depletion or on assets which are identified as surplus to requirements and held pending disposal.

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

## Notes to the Financial Statements for the Year Ended 31 March 2008

Asset Class	Asset Sub-Class	Asset Life
Lands	Land	Not Depreciated
Buildings	Permanent Buildings	50 years
	Temporary Buildings	15 years
Computers	Hardware and Software	3 years
Plant and Equipment	Reprographics	7 years
	Machinery	15 years
	Music	10 years
	Grounds Maintenance	7 years
	General and Other	10 years
	Cleaning	7 years
Vehicles	Small Mini-buses	5 years
	33 Seater Mini-buses	10 years
	> 33 Seater Mini-buses	14 years
	Vans	5 years
	Grounds Maintenance	7 years
	Mobile Libraries	10 years
	Cars	4 years
Miscellaneous	Library Books - Books and Collections	Not Depreciated
Intangible Assets	Software Licences	3 years

### 1.6 Stocks

It is policy to carry stock for the meals service and maintenance and central depots.

Stocks are stated at the lower of current replacement cost and net realisable value. Where necessary, provision is made for obsolete, slow moving and defective stocks.

### 1.7 Pension Scheme

The Board's employees belong to two principal schemes - the Teachers' Superannuation Scheme (TSS) and the Northern Ireland Local Government Officer's Superannuation Committee Scheme (NILGOSC).

The Teachers' Superannuation Scheme is a contributory scheme administered by the Department of Education. The conditions of the Superannuation (NI) Order 1972, the Teachers' Superannuation Regulations (NI) 1977 and subsequent amendments apply to the scheme. The scheme is presently notionally funded. The rate of the employer's contribution is determined from time to time by the

Government actuary and advised by the Department of Finance and Personnel. The scheme is administered by the Department of Education, Rathgael House, Balloo Road, Bangor.

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

In accordance with FRS 17 'Retirement Benefits', changes in the defined benefit pension scheme asset or liability arising from factors other than cash contribution by the Board are charged to the operating cost statement or the statement of recognised gains and losses.

The pension costs are assessed in accordance with the advice of independent qualified actuaries using the projected unit method.

### 1.8 Reserves

The **Income and Expenditure Reserve** represents the total assets less total liabilities of the Board to the extent that the total is not represented by other reserves.

The **Pension Reserve** represents the cumulative balance on relevant pension funds.

### Other Reserves

The Revaluation Reserve reflects the unrealised element of the cumulative balance of indexation and revaluation adjustments (excluding donated assets).

The Special Book Reserve represents the valuation of the special library book collection.

The General Reserve represents the proceeds of the sale of non-property assets, in line with the accounting guidance within the Financial Report Manual (FReM).

The Grant Reserve represents the surplus of grant income over expenditure.

The Donated Assets Reserve and Revaluation reserve will depend on the application of the accounting guidance within the Financial Report Manual (FReM).

### 1.9 Finance and Operating Leases

Operating lease rentals are charged to the Income and Expenditure account in equal annual amounts over the lease term. Leasing agreements which transfer to the Board substantially all benefits and risks of ownership of an asset, are treated as if the asset had been purchased outright.

The assets are included in fixed assets and the capital element of the leasing commitments is shown as obligations under finance leases. The lease rentals are treated as consisting of capital and interest elements. The capital element is applied to reduce the outstanding obligations and the interest element is charged against income in proportion to the reducing capital element outstanding. Assets held under finance lease are depreciated over the useful lives of equivalent owned assets.

### 1.10 Private Finance Initiative

The Board follows HM Treasury's "Technical Note 1 (Revised) How to Account for PFI Transactions" which provides guidance for the application of the FRS 5 Amendment.

The Southern Education and Library Board has a PFI scheme for the provision of accommodation and related services at Drumglass High School in Dungannon and is accounted for in accordance with this guidance. The scheme is treated as off balance sheet, however the provision of surplus land is classified as a prepayment and amortised to the income and expenditure account as an expense over the term of the contract. This is offset by an equal and opposite release from the PFI reserve.

The South Eastern Education and Library Board has responsibility on behalf of all five Boards for the Board's Oracle financial IT system. This is a PFI scheme, the purpose of which is to provide an IT system to support the financial and management needs of the Boards in light of the requirements of Resource Accounting.

The Western Education and Library Board has responsibility on behalf of all five Boards for the Classroom 2000 Project. This is a PFI scheme, the purpose of which is to design, develop and operate an ICT infrastructure to support the curriculum, management and information needs of the major bodies within the Education Service in Northern Ireland.

The North Eastern Education and Library Board has responsibility on behalf of all five Boards for the Electronic Libraries for Northern Ireland (ELFNI) Project. This is a PFI Scheme, the purpose of which is to deliver public access to electronic information through the public library network and to provide new Library management systems.

## 2 Operating Income

	2008 £000	2007 £000
Catering operations	9,020	8,966
Other income generating activities	1,856	1,622
Miscellaneous	1,498	1,241
	<u>12,374</u>	<u>11,829</u>

## 3 Grant Income

	2008 £000	2007 £000
European Funds	522	579
New Opportunities Fund / Big Lottery	160	203
Other Funds	478	642
	<u>1,160</u>	<u>1,424</u>

#### 4 Staff Numbers and Related Costs

	Permanently employed 2008 £000	Temporary employed 2008 £000	Others 2008 £000	Total 2008 £000	2007 £000
Staff Costs comprise:					
Teaching					
Wages and salaries	121,913	13,332	1	135,246	131,675
Social Security costs	9,915	956	0	10,871	10,729
Pension costs	16,894	1,434	0	18,328	18,475
Other employee expenses	3,974	0	0	3,974	4,030
	<u>152,696</u>	<u>15,722</u>	<u>1</u>	<u>168,419</u>	<u>164,909</u>
Non Teaching (including Board Members)					
Wages and salaries	53,560	19,792	8	73,360	70,472
Social Security costs	3,649	845	0	4,494	4,018
Pension costs	5,934	832	0	6,766	5,325
Other employee expenses	1,130	0	0	1,130	1,543
	<u>64,273</u>	<u>21,469</u>	<u>8</u>	<u>85,750</u>	<u>81,358</u>
<b>Total</b>	<u><u>216,969</u></u>	<u><u>37,191</u></u>	<u><u>9</u></u>	<u><u>254,169</u></u>	<u><u>246,267</u></u>

	Permanently employed 2008 £000	Temporary employed 2008 £000	Others 2008 £000	Total 2008 £000	2007 £000
Average Staff Numbers (FTEs):					
Teaching	3,527	791	0	4,318	4,271
Non Teaching	2,999	1,527	0	4,526	4,229
<b>Total</b>	<u><u>6,526</u></u>	<u><u>2,318</u></u>	<u><u>0</u></u>	<u><u>8,844</u></u>	<u><u>8,500</u></u>

In addition, staff costs of £535,141 (2007 £457,714) were capitalised during the year and are included in Note 12.

## 5 Other Operating Costs

	2008 £000	2007 £000
Premises, fixed plant and grounds	24,195	20,199
Supplies and services	21,681	20,096
Transport	16,434	15,076
Establishment	5,008	4,291
Grants to persons/bodies:		
DHSS&PS	563	581
Other	2,062	3,887
Pension Costs (Note 19)	2,677	2,501
Permanent impairment of fixed assets	7,486	0
(Profit)/Loss on disposal of fixed assets	17	(48)
Miscellaneous	478	448
	<u>80,601</u>	<u>67,031</u>
<b>Other operating costs include:</b>		
Operating leases – hire of plant and machinery	343	386
Operating leases – property	0	0
Hospitality	4	2
Private Finance Initiative (PFI)	1,255	1,203
	<u>1,602</u>	<u>1,591</u>

## 6 Depreciation

	2008 £000	2007 £000
Owned tangible assets	10,781	9,693
Amortisation of intangible fixed assets	7	0
Assets held under finance leases and hire purchase agreements	0	0
Deficit on revaluation	7,316	(541)
	<u>18,104</u>	<u>9,152</u>

## 7 Notional Costs

	2008 £000	2007 £000
Auditors remuneration	47	37
Land and Property Services	92	0
Teachers' payroll	395	310
	<u>534</u>	<u>347</u>

## 8 Inter Board Trading

During the year the Board earned £nil from the selling of services and purchased £nil of services from the other Boards.

## 9 Cost of Capital Charge

	2008 £000	2007 £000
Use of capital	15,628	9,859
	<u>15,628</u>	<u>9,859</u>

The Board bases the cost of capital calculation on the total assets less total liabilities. The cost of capital percentage for the year ended 31 March 2008 is 3.5% (31 March 2007: 3.5%)

## 10 Interest Payable

	2008 £000	2007 £000
On finance leases	0	0
Other	1	3
	<u>1</u>	<u>3</u>

## 11 Interest Receivable

	2008 £000	2007 £000
Bank Interest	0	0
Other	1	2
	<u>1</u>	<u>2</u>

## 12 Tangible Fixed Assets

	Land & Buildings £000	Vehicles £000	Computers £000	Plant, Equipment & Miscell- aneous £000	Assets in Course of Const- ruction £000	Total £000
Cost or Valuation at 1 April 2007	402,365	14,112	960	7,388	15,707	440,532
Additions	8,422	775	263	459	4,690	14,609
Asset Transfers	11,645	852	0	0	(12,497)	0
Disposals	(7,609)	(575)	(1)	(135)	0	(8,320)
Revaluation	249,625	163	20	(20)	0	249,788
Permanent Impairment	(7,486)	0	0	0	0	(7,486)
of Value	0					0
<b>At 31 March 2008</b>	<b>656,962</b>	<b>15,327</b>	<b>1,242</b>	<b>7,692</b>	<b>7,900</b>	<b>689,123</b>
Depreciation at 1 April 2007	30,992	6,601	538	2,388	0	40,519
Disposals	(877)	(564)	(1)	(79)	0	(1,521)
Backlog Depreciation	(46,162)	81	14	(14)	0	(46,081)
Charge for period	8,732	1,354	224	471	0	10,781
Deficit on revaluation	7,315	(2)	0	3	0	7,316
<b>At 31 March 2008</b>	<b>0</b>	<b>7,470</b>	<b>775</b>	<b>2,769</b>	<b>0</b>	<b>11,014</b>
<b>Net Book value at 31 March 2008</b>	<b>656,962</b>	<b>7,857</b>	<b>467</b>	<b>4,923</b>	<b>7,900</b>	<b>678,109</b>
<b>Net Book value at 1 April 2007</b>	<b>371,373</b>	<b>7,511</b>	<b>422</b>	<b>5,000</b>	<b>15,707</b>	<b>400,013</b>
<b>Asset Financing</b>						
Owned	598,378	7,857	467	4,923	7,182	618,807
Short leasehold	0	0	0	0	0	0
Long leasehold	58,584	0	0	0	0	58,584
Finance leased	0	0	0	0	0	0
On-Balance sheet PFI/PPP	0	0	0	0	0	0
PFI/PPP residual interest	0	0	0	0	718	718
<b>Net Book value at 31 March 2008</b>	<b>656,962</b>	<b>7,857</b>	<b>467</b>	<b>4,923</b>	<b>7,900</b>	<b>678,109</b>

Land and Property Services undertook a complete independent revaluation of all land and buildings as at 31 March 2008 on a depreciated replacement cost basis.

Should fixed assets be sold, proceeds from the sale can only be retained with the approval of the

## Notes to the Financial Statements for the Year Ended 31 March 2008

Departments and otherwise must be surrendered to the Departments.

The net book value of tangible fixed assets includes an amount of £5,617,509 (2007: £1,918,699) in respect of assets held in Reversionary Trusts ie if properties cease to be used as specified in the deeds they will revert to the ownership of the trustees.

As described in note 1.5.1.2, the value of land and buildings noted above does not include maintained schools, apart from school meals kitchens accommodation operating on these sites which are owned by ELBs. In 2007/08 there were 156 such schools in the Board's area.

Fixed assets include £1,922,525 in relation to a special collection of library books which have been valued by Eamonn de Burca of De Burca Rare Books Ltd, Cloonagashel, 27 Priory Drive, Blackrock, Co Dublin, Ireland. The Valuation survey took place on 14 April 2006. The library books have been valued on an open market, existing use basis and have not been depreciated. The next revaluation is due to be carried out during 2010/11.

The net book value of tangible fixed assets includes an amount of £nil (2007 : £nil) in respect of assets held under finance leases.

### 13 Intangible Fixed Assets

	2008 £000
Cost or Valuation at 1 April 2007	0
Additions	121
Donations	0
Disposals	0
Revaluations	0
<b>As at 31 March 2008</b>	<b>121</b>
Amortisation at 1 April 2007	0
Charged in year	7
Disposals	0
Revaluation	0
<b>At 31 March 2008</b>	<b>7</b>
<b>Net book value at 31 March 2008</b>	<b>114</b>

## 14 Stock

	2008 £000	2007 £000
Catering	234	209
Maintenance and central depots	321	312
	<u>555</u>	<u>521</u>

## 15 Debtors: Amounts Falling Due Within One Year

	2008 £000	2007 £000
Trade debtors	631	454
Amount owed by Boards	125	70
PFI Prepayment	16	16
Other Prepayments and accrued income	1,479	917
Recoverable VAT : HMRC	1,695	2,851
Other Debtors	0	0
	<u>3,946</u>	<u>4,308</u>

## Debtors: Amounts Falling Due After More than One Year

	2008 £000	2007 £000
Trade Debtors	22	20
Prepayment and accrued income	274	295
Other Debtors	0	0
	<u>296</u>	<u>315</u>
Total	<u>4,242</u>	<u>4,623</u>

## 16 Creditors: Amounts Falling Due Within One Year

	2008 £000	2007 £000
Bank overdrafts	361	1,292
Trade creditors	4,889	5,458
Obligations under finance leases	0	0
Amount owed to Boards	89	57
Other taxation and social security		
HMRC	1,636	1,274
Other	0	0
Accruals	19,884	15,955
Other creditors	1,462	1,021
	<u>28,321</u>	<u>25,057</u>

## Creditors: Amounts Falling Due After More than One Year

	2008 £000	2007 £000
Obligations under finance leases	0	0
Other	206	467
	<u>206</u>	<u>467</u>
Total	<u>28,527</u>	<u>25,524</u>

## 17 Analysis of Borrowings of the Board: Finance Leases

	2008 £000	2007 £000
The net finance lease obligations to which the Board is committed are:		
In one year or less	0	0
Between one and two years	0	0
Between two and five years	0	0
Over five years	0	0
	<u>0</u>	<u>0</u>

## 18 Provisions for Liabilities and Charges

	Employer & Public Liability Claims £000	Premature Retirement £000	Job Evaluations £000	Other £000	Total £000
At 1 April 2007	901	2,683	3,790	43	7,417
Provided in the year	464	390	226	196	1,276
Provisions not required written back	(66)	(9)	0	0	(75)
Provisions utilised in the year	(342)	(291)	(3,572)	0	(4,205)
Unwinding of discount	0	0	0	0	0
At 31 March 2008	957	2,773	444	239	4,413

### Employer and Public Liability Claims

These are claims against the Board submitted by members of staff and/or the public in relation to accidents or incidents which have happened before the balance sheet date. Claims which are not considered dormant or statute barred by the passage of time since being lodged, but have progressed sufficiently to allow an estimated "settlement" figure to be calculated, are included in the provision. Estimates are calculated by reference to: analysis of previous claims of a similar type, the previous history of successful settlements and professional judgement.

The possible timing of payments in settlement of such cases is uncertain; it is plaintiff driven and the case's progress is dependant on the individual circumstances of that case. As a case progresses and more information becomes available the amount of the estimated "settlement" figure may in subsequent years be revised up or down.

### Premature Retirement Provision for Non-Teaching Staff

This provision refers only to those previous employees of the board who have retired and are in receipt of current pension benefits augmented by compensatory added years of pensionable service. The provision is calculated by reference to their current age at the balance sheet date, and actuarial indexation factor which anticipates future life expectancy, and the actual current pension being paid in the current year. The product of this calculation is an estimate of the future liability of the board in respect of these former employees. Payments in relation to this provision will be ongoing on a monthly basis.

### Job Evaluations

This provision refers to employees, whose posts are due to be evaluated under the job evaluation scheme. As a result employees may be regraded to a higher grade and therefore entitled to a higher salary from the date additional duties were undertaken. The provision is made only in respect of those employee categories where it is probable that a liability will arise and where the board is able to make a reasonable estimation of the arrears liability.

The timing of such payments is likely to vary for the different categories of staff. However, the board makes every effort to progress payments as soon as possible, once union and individual agreement has been formally reached.

The level of information available on which to base estimates for arrears, increases the closer a staff category is to completion of the job evaluation process.

### Other - Youth Service Voluntary Workers' Pension

This provision relates to employer costs for youth service voluntary workers who are funded by the board. These voluntary workers are excluded from the NILGOSC scheme and discussions are taking place with representatives of the voluntary organisations to identify an appropriate pension scheme.

### Other - Officers on Teacher Related Salary Scales

This provision refers to employees on teacher related salary scales who cannot access the teachers' threshold assessment process and are seeking a comparable process. Discussions with trade unions are at an advanced stage.

### Other - Campus Projects

Under the Private Finance Initiative Project for Drumglass High School, Dungannon, benchmarking of services is provided for. Under this clause the provider, Campus Projects, is seeking an increase from 1 September 2005 of approximately £583,000. This amount is being disputed by the Board. The Board's estimate of the probable settlement amount has been accrued within other provisions. The balance of the claim is included with contingent liabilities.

### Premature Retirement for Teachers

As directed by the Department of Education, with the consent of the Department of Finance and Personnel, a provision has not been included in Board accounts for future liabilities in respect of existing teacher premature retirement cases. It is agreed that any assessment of future financial liabilities in this regard should be reflected in the Teachers' Superannuation Account (part of the Departmental accounting structure).

The in year charge in respect of such cases as well as requisite employer superannuation contributions is charged to the Board's income and expenditure account. In that respect the number of teacher premature retirement compensation cases is as follows:

	Numbers
2007-2008	69
Cumulative to March 2008	1,313

## 19 Pension and Similar Obligations

As explained in the Accounting Policies (Paragraph 1.7) the Board participates in two principal schemes, the Teachers' Superannuation Scheme (TSS) and the Northern Ireland Local Government

## Notes to the Financial Statements for the Year Ended 31 March 2008

Officers' Superannuation Committee (NILGOSC).

The Board has included pension costs totalling £25,094,099 in relation to the two schemes.

For 2007/08 the employer's contribution rates to the Teachers' Superannuation Scheme was 13.6%.

For 2007/08 the employer's contribution rate to the Northern Ireland Local Government Pension Scheme was 13%.

NILGOSC is a multi-employer defined benefit scheme in which it is possible for an employer to identify its share of the assets and liabilities on a consistent basis. The latest formal valuation of the fund for the purpose of setting employers' actual contributions was at 31 March 2007. The major assumptions used by the actuary were:

	As at 31 March 2008	As at 31 March 2007
Rate of increase in salaries	5.10%	4.70%
Rate of increase in pensions	3.60%	3.20%
Discount rate	6.90%	5.40%
Inflation assumption	3.60%	3.20%

The assets in the scheme and the expected rate of return were:

	Long term return at 31 March 2008 % per annum	Assets at 31 March 2008 £000	Long term return at 31 March 2007 % per annum	Assets at 31 March 2007 £000
Equities	7.70%	132,950	7.80%	131,158
Bonds	5.70%	19,541	4.90%	24,554
Property	5.70%	13,691	5.80%	17,904
Cash	4.80%	2,607	4.90%	1,985
<b>Total market value of assets</b>		<b>168,789</b>		<b>175,601</b>
Present value of scheme liabilities		219,270		246,005
Present value of unfunded liabilities		3603		3,564
Net pension asset		<b>(54,084)</b>		<b>(73,968)</b>

The Fund's objective of holding sufficient assets to meet the estimated current cost of providing members' past service benefits was not met at the valuation date. The current funding level is 89% at 31 March 2007 (85% at 31 March 2004) leaving a funding shortfall of £396m. Employer contribution rates have been assessed for the next three years from 1 April 2008 at 15%, 16% and 17% respectively in order to maintain the solvency of the fund.

## Notes to the Financial Statements for the Year Ended 31 March 2008

	2008 £000	2007 £000
<b>Amount charged to operating costs</b>		
Current service cost	9,141	7,340
Past service cost	0	23
Curtailments and settlements	19	634
Decrease in irrecoverable surplus	0	0
<b>Total operating charge</b>	<b>9,160</b>	<b>7,997</b>
<b>Amount credited to other finance income</b>		
Expected return on employer assets	12,630	11,393
Interest on pension scheme liabilities	(13,594)	(12,264)
<b>Net return</b>	<b>(964)</b>	<b>(871)</b>

### Analysis of amount recognised in Statement of Recognised Gains and Losses (SRGL)

	2008 £000s	2007 £000s
Actual return less expected return on pension scheme assets	(19,022)	(1,965)
Experience gains and losses arising on the scheme liabilities	674	267
Changes in financial assumptions underlying the present value of the scheme liabilities	41,873	(30,898)
Actuarial gain/(loss) in pension plan	23,525	(32,596)
Increase/(decrease) in irrecoverable surplus for membership fall and other factors	0	0
<b>Actuarial gain/(loss) recognised in SRGL</b>	<b>23,525</b>	<b>(32,596)</b>

### Movement in Surplus/(Deficit) During the Year

	2008 £000s	2007 £000s
Deficit at beginning of year	(73,968)	(38,000)
Current service cost	(9,141)	(7,340)
Employer contributions	6,269	5,249
Contributions in respect of unfunded benefits	214	247
Other income	0	0
Other outgoings	0	0
Past service costs	0	(23)
Impact of settlements and curtailments	(19)	(634)
Net return on assets	(964)	(871)
Actuarial (losses)/gains	23,525	(32,596)
Deficit at end of year	(54,084)	(73,968)

### History of Experience Gains and Losses

	2008 £000s	2007 £000s
Difference between the expected and actual return on assets:		
- Amount (£000)	(19,022)	(1,965)
- Percentage of assets	-11.3%	-1.1%
Experience of gains/(losses) on liabilities:		
- Amount (£000)	674	267
- Percentage of the present value of liabilities	0.3%	0.1%
Actuarial gains/(losses) recognised in SRGL		
- Amount (£000)	23,525	(32,596)
- Percentage of the present value of liabilities	10.6%	-13.1%

### Sensitivity Analysis

FRS17 valuation results depend critically on the principal assumptions used in the calculations.

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

The discount rate used to value the liabilities is prescribed under FRS17 and the results are particularly sensitive to the discount rate. If the yield used to discount each future benefit payment decreases, then the value placed on the liabilities increases. The results are also sensitive to

## Notes to the Financial Statements for the Year Ended 31 March 2008

unexpected changes in the rate of future mortality improvements. If longevity improves at a faster rate than allowed for in the assumptions then, again, a higher value would be placed on the Employer's liabilities. In addition, if pensionable pay increases more than allowed for in the assumptions, the active liability will increase. Similarly, if inflation (and therefore pension increases) is higher than assumed, this will increase the value of the liabilities. If the liabilities increase, the Employer's balance sheet position will worsen.

The sensitivities regarding the principal assumptions used as at 31 March 2008 are set out below.

	Change in assumption	Impact on liability	Approximate impact on deficit
Discount rate	Increase / decrease by 0.5% pa	Increase / decrease by c. 9% - 10% resp.	Increase / decrease by c. £20,060k - £22,290k
Rate of inflation	Increase / decrease by 0.5% pa	Increase / decrease by c. 9% - 10% resp.	Increase / decrease by c. £20,060k - £22,290k
Rate of real salary growth	Increase / decrease by 0.5% pa	Increase / decrease by c. 3% - 4% resp.	Increase / decrease by c. £6,690k - £8,910k
Rate of mortality	Increase in life expectancy of 1 year	Increase by c. 3.5% - 4.5% resp.	Increase by c. £7,800k - £10,030k

Each factor is considered in isolation, ie the "impact on liability" assumes all other factors are constant.

### Commentary on Mortality Assumptions

The mortality assumptions affect the length of time the benefits would be expected to be paid for. The mortality assumptions adopted are the same as those used for the previous formal valuation of the Fund as at 31 March 2007. Any assumptions used should be monitored in light of general trends in mortality experience, as well as each Fund's specific experience.

The assumed life expectancy at retirement at age 65 adopted for the Fund is:

Males (M) or Females (F)	Assumptions to assess funding positions at 31 March 2007	
	M	F
Average future life expectancy (in years) for a pensioner aged 65 at 31 March 2007	19.6	22.5
Average future life expectancy (in years) at age 65 for a non-pensioner aged 45 at 31 March 2007	20.7	23.6
Average future life expectancy (in years) at age 45 for a non-pensioner aged 45 at 31 March 2007	40.1	43

## 20 Deferred Income - Deferred Grants

	2008 £000	2007 £000
External Funding Bodies	571	635
Other	0	0
	<u>571</u>	<u>635</u>

## 21 Income and Expenditure Reserve

	2008 £000	2007 £000
At 1 April 2007	198,187	187,019
Operating Cost Statement	(340,304)	(310,069)
Recurrent Funding:		
DE Schools	296,052	276,964
DE Youth	4,900	4,250
DCAL	5,193	4,996
DEL	2,430	4,298
DHSSPS	563	581
Capitalisation of PFI Residual Asset	80	195
Capital Funding:		
DE Schools	14,700	21,000
DE Youth	1,040	753
DCAL	212	643
New Opportunities Fund	337	224
Other	27	237
Transfer to/from PFI Reserve	14	0
Transfer to/from Pension Reserve	3,641	3,372
Transfer to/from Grant Reserve	0	2,477
Transfer to/from General Reserve	(49)	(64)
Transfer to/from Revaluation Reserve	15,300	1,706
Disposal of Fixed Assets	(2,931)	(481)
Other Movements	0	86
At 31 March 2008	<u>199,392</u>	<u>198,187</u>

Implementation of FRS17 'Retirement Benefits' and the recognition of the NILGOSC assets and liabilities of the defined benefit scheme at 1 April 2007 has resulted in pension costs of £2,677,000 (2007: £2,501,000) being charged to the Operating Cost Statement and Finance Costs of £964,000 (2007: £871,000).

## 22 Pension Reserve

	2008 £000	2007 £000
Balance at 1 April 2007	73,968	38,000
In year actuarial (gain)/loss	(23,525)	32,596
Transfer to/from Income & Expenditure Reserve	3,641	3,372
Balance at 31 March 2008	54,084	73,968

## 23 Other Reserves

	Revaluation Reserve £000	Special Book Reserve £000	General Reserve £000	PFI Reserve £000	Total £000
At 1 April 2007	170,140	1,923	228	1,103	173,394
Revaluation of tangible fixed assets	249,788	0	0	0	249,788
Backlog depreciation	46,081	0	0	0	46,081
Disposal of fixed assets	(3,801)	0	0	0	(3,801)
Amortisation of PFI Reserve	0	0	0	(14)	(14)
Transfer to/from Income & Expenditure Reserve	(15,300)	0	49	0	(15,251)
Capitalisation of PFI Residual Asset	0	0	0	(80)	(80)
At 31 March 2008	446,908	1,923	277	1,009	450,117

## 24 Notes to the Cash Flow Statement

### (i) Reconciliation of operating surplus/(deficit) to cashflow from operating activities

	Notes	2008 £000	2007 £000
Total operating cost for the year		(356,466)	(320,275)
Adjust for:			
(Profit)/Loss on disposal of fixed assets	5	17	(48)
Depreciation	6	10,788	9,693
Deficit on revaluation of assets	6	7,316	(541)
Impairment of assets		7,486	0
Notional Costs	7	534	347
Cost of capital charge	9	15,628	9,859
FRS17 Pension costs	19	3,641	3,372
(Increase)/Decrease in stocks	14	(34)	62
(Increase)/Decrease in debtors	15	(179)	(131)
(Increase)/Decrease in prepayments and accrued income	15	560	68
(Increase)/Decrease in creditors	16	(569)	304
(Increase)/Decrease in accruals	16	362	2,344
(Increase)/Decrease in other taxation and social security	16	5,028	(32)
(Increase)/Decrease in provisions	18	(3,004)	3,966
(Increase)/Decrease in deferred income	20	(64)	(775)
Net cash (outflow)/inflow from operating activities		<u>(308,956)</u>	<u>(291,787)</u>

### (ii) Capital expenditure and financial investment

	2008 £000	2007 £000
Purchase of tangible fixed assets	(15,696)	(22,117)
Proceeds from disposal of tangible fixed assets	49	64
	<u>(15,647)</u>	<u>(22,053)</u>

## Notes to the Financial Statements for the Year Ended 31 March 2008

### (iii) Financing

	2008 £000	2007 £000
Recurrent grants received	309,218	291,284
Capital element of finance lease payments	0	0
Capital grants received	16,316	22,857
	<u>325,534</u>	<u>314,141</u>

### (iv) Analysis of net debt

	1 April 2007 £000	Cash Flow £000	31 March 2008 £000
Cash	0		0
Bank overdraft	(1,292)	931	(361)
Debt due within one year	0		0
Debt due after one year	0		0
Finance leases			0
	<u>(1,292)</u>	<u>931</u>	<u>(361)</u>

### (v) Reconciliation of Net Cash to Movement in Net Debt

	2008 £000	2007 £000
Increase/(Decrease) in cash	931	301
Cash inflow/(outflow) from increase/(decrease) in debt		0
Change in net debt resulting from cash flows	931	301
Other non cash items		0
Movement in net debt	931	301
Net debt at 1 April 2007	(1,292)	(1,593)
Net debt at 31 March 2008	<u>(361)</u>	<u>(1,292)</u>

## 25 Capital Commitments

	2008 £000	2007 £000
Contracted	1,031	3,141
Authorised but not contracted	53,551	52,438
	<u>54,582</u>	<u>55,579</u>

## 26 Financial Commitments

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

	2008 £000	2007 £000
Expiring within one year	100	74
Expiring between 1 and 5 years inclusive	143	164
Expiring after 5 years	0	0
	<u>243</u>	<u>238</u>

## 27 Private Finance Transactions

PFI Schemes deemed to be off Balance Sheet

	2008 £000	2007 £000
Amounts included within Other Operating Expenses in respect of PFI transactions deemed to be off Balance Sheet (Note 5)	1,255	1,203
	<u>1,255</u>	<u>1,203</u>

The Board is committed to make the following payments during the next year:

	2008 £000	2007 £000
PFI Scheme which expires within 1 year	0	0
PFI Scheme which expires from 2 to 5 years (inclusive)	0	0
PFI Scheme which expires from 6 to 10 years (inclusive)	0	0
PFI Scheme which expires from 11 to 15 years (inclusive)	0	0
PFI Scheme which expires from 16 to 20 years (inclusive)	1001	990
PFI Scheme which expires from 21 to 25 years (inclusive)	0	0
PFI Scheme which expires from 26 to 30 years (inclusive)	0	0
	<u>1,001</u>	<u>990</u>

	2008 £000	2007 £000
Estimated capital value of the PFI Scheme	<u>7,319</u>	<u>6,620</u>

Contract start date - September 2000

Contract end date - September 2025

The PFI scheme relates to the provision of accommodation and related services at Drumglass High School in Dungannon. This PFI Scheme enables the Board to deliver specific curricular areas for some 500 pupils aged 11 - 18 under a design, build, finance and operate (DBFO) agreement.

## 28 Contingent Liabilities

### Job Evaluation

Whilst the Board expects a liability could arise, until the relevant job descriptions and evaluations have been agreed, we cannot estimate, with any certainty, the value of the liability to the Board. We include below a table detailing the progress of various job categories currently at this stage in the job evaluation process.

Description	Est No of FTE Officers	Status
Crafts People	19	Job descriptions are in the process of being updated, prior to seeking agreement with the trade unions and progress on to evaluation.
General Miscellaneous	4	Job descriptions are in the process of being updated, prior to seeking agreement with the trade unions and progress on to evaluation.
Miscellaneous HQ	11	Individual jobs are at various stages of job evaluation process prior to agreement.
Miscellaneous pre-appeal and appeal staff	29	Various individual jobs have been evaluated and staff have lodged appeals or notice to appeal against the outcome of their evaluation.
Domestics with caring duties/ general assistants	261	Generic job descriptions are in the process of being updated, prior to seeking agreement with the trade unions and progress on to evaluation.
Salaries and Wages	21	Evaluations have been carried out in 3 ELBs, but an appeal has been lodged in SELB. The other 2 ELBs remain to be resolved.
Nursery Assistants	95	Draft job descriptions have been issued to trade unions for response and progression on to evaluation.

### Part-time Youth Workers

A National Agreement on a new Pay and Grading Structure for Youth and Community workers was agreed in 2004/05. The out-workings of this has involved assimilating workers to the new structure, implementing the new structure over a scale range, the development of generic job descriptions and assessing staff against these. This work is substantially complete for all professional and support youth workers. Work will now begin on applying the generic support worker job descriptions to all part-time youth workers currently employed in controlled and funded voluntary youth organisation. It is anticipated that this exercise will cover 402 part-time youth workers.

Description	Est No of FTE Officers	Status
Part-time youth workers	26	Work has begun to assess all staff under the National Agreement.

### Education Welfare Officers

Description	Est No of FTE Officers	Status
Education Welfare Officers	29	Union claim on basis of recruitment and retention issues is being considered.

The potential total liability if all of these potential liabilities were to materialise is currently estimated at £4.4m.

### Job Re-Evaluations

Description	Est No of FTE Officers	Status
Miscellaneous staff for re-evaluation	N/A	Various individual staff who were evaluated earlier in the process, have now had changes to their duties and would wish to be re-evaluated. The process and timetable for re-evaluations has yet to be discussed or agreed with trade unions.

### Legal Cases and Public Liability

Proceedings against the Board have been initiated for a number of public, employer's liability and employment tribunal cases. The likelihood of the Board being found liable and the amount of any settlements cannot yet be estimated as the cases concerned have not progressed sufficiently to allow assessment by the Board's solicitors.

Those amounts which are probable and ascertainable have been accrued within provisions for liabilities and charges.

### Campus Projects

Under the Private Finance Initiative Project for Drumglass High School, Dungannon, benchmarking of services is provided for. Under this clause the provider, Campus Projects, is seeking an increase from 1 September 2005 of approximately £583,000. This amount is being disputed by the Board. The Board's estimate of the probable settlement amount has been accrued within other provisions. The balance of the claim is included with contingent liabilities.

## 29 Post Balance Sheet Events

The Board Accounts were authorised on 8 October 2008 by the Chairperson and Chief Executive of the Board.

Details of post balance sheet events are given in the Annual Report of the Board.

## 30 Related Party Transactions

The Southern Education and Library Board is a Non-Departmental Public Body (NDPB) sponsored by the Department of Education, the Department of Culture, Arts and Leisure and the Department for Employment and Learning.

The Departments are regarded as related parties. During the year, the Southern Education and Library Board has had various material transactions with the Departments and with other entities for which the Departments are regarded as the parent Departments. These include:

Belfast Education and Library Board;  
North Eastern Education and Library Board;  
South Eastern Education and Library Board;  
Western Education and Library Board;  
Staff Commission for Education and Library Boards;  
Council for Catholic Maintained Schools;  
Voluntary Grammar Schools;  
Grant Maintained Integrated Schools;  
Northern Ireland Council for the Curriculum Examinations and Assessment;

In addition, the Southern Education and Library Board has had a small number of material transactions with other Government Departments and other Central Government bodies. Most of these transactions have been with the:

- a. Department of Health and Social Services and Public Safety; and
- b. Health and Social Services Boards which are sponsored by the Department of Health and Social Services and Public Safety.

None of the Board Members, members of the key management staff or other related parties has undertaken any material transactions with the Southern Education and Library Board during the year other than those disclosed in the Remuneration Report.

A register of members' interests is available and can be inspected on application to the Chief Executive's office.

### 31 Third Party Assets

The Southern Education and Library Board is responsible for the administration of Trust Funds which benefit the pupils of certain schools within its area. The Chief Executive, as Accounting Officer for the Board, is responsible for the propriety and regularity of the Trust Funds and for the keeping of proper records. These are not Board assets and are not included in the accounts. The assets, held at the balance sheet date to which it was practical to ascribe monetary values, comprised monetary assets, such as bank balances and monies on deposit, and listed securities. They are set out in the table immediately below.

	2008 £000	2007 £000
Monetary assets such as bank balances and monies on deposit	61	63
Listed securities	160	174
	<u>221</u>	<u>237</u>

### 32 Financial Instruments

FRS 13, (Derivatives and Other Financial Instruments), requires disclosure of the role which financial instruments have had during the period in creating or changing the risks an entity faces in undertaking its activities. Because of the largely non-trading nature of its activities and the way in which it is financed, the Southern Education and Library Board is not exposed to the degree of financial risk faced by business entities. The Board has no powers to borrow or invest surplus funds and financial assets and liabilities are generated by day to day operational activities and are not held to change the risks facing the department in undertaking its activities.

#### Liquidity Risk

The Board's net revenue resource requirements are largely financed by grants from its sponsoring Departments, just as its capital expenditure is. The Board is not, therefore, exposed to significant liquidity risks.

#### Interest Rate Risk

The Board's financial assets and liabilities carry Nil or fixed rates of interest. The Board is not, therefore, exposed to significant interest rate risk.

#### Foreign Currency Risk

The Board's exposure to foreign currency risk is not significant. Foreign currency income and expenditure are negligible.

## 33 European Union Funding

	2008 Income £000	2008 Expenditure £000	2007 Income £000	2007 Expenditure £000
<b>Recurrent Funding</b>				
Applicant:				
(a) Board	311	311	323	323
(b) Schools	135	135	150	150
(c) Other Services	0	0	18	18
	446	446	491	491
<b>Received from Other Sources</b>				
(a) Milk Subsidy	76	76	88	88
(b) Others	0	0	0	0
	76	76	88	88
	522	522	579	579
<b>Capital Funding</b>				
Applicant:				
(a) Board	0	0	0	0
(b) Schools	27	27	4	4
(c) Other Services	0	0	0	0
	27	27	4	4
<b>Total</b>	<b>549</b>	<b>549</b>	<b>583</b>	<b>583</b>

## 34 New Opportunities Fund / Big Lottery

	2008 Income £000	2008 Expenditure £000	2007 Income £000	2007 Expenditure £000
<b>Recurrent Funding</b>				
Applicant:				
(a) Board	0	0	0	0
(b) Schools	68	68	30	30
(c) Public Libraries	0	0	0	0
(d) Other Services	92	92	173	173
	<u>160</u>	<u>160</u>	<u>203</u>	<u>203</u>
<b>Capital Funding</b>				
Applicant:				
(a) Board	0	0	0	0
(b) Schools	0	0	0	0
(c) Public Libraries	0	0	0	0
(d) Other Services	337	337	224	224
	<u>337</u>	<u>337</u>	<u>224</u>	<u>224</u>
<b>Total</b>	<u>497</u>	<u>497</u>	<u>427</u>	<u>427</u>

## 35 Statement of Losses

	No of Cases	2008 £000	No of Cases	2007 £000
(a) Cash Losses	43	5	60	3
(b) Claims Abandoned	20	1	20	2
(c) Fruitless Payments	0	0	0	0
(d) Stores Losses	482	298	452	424
	<u>545</u>	<u>304</u>	<u>532</u>	<u>429</u>

### 36 Statement of Special Payments

	No of Cases	2008 £000	No of Cases	2007 £000
(a) Ex-Gratia Payments	1	1	0	0
(b) Extra Statutory Payments	0	0	0	0
	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>

### 37 Financial Target - Recurrent

	Note	£000 DE	£000 Youth	£000 DCAL	£000 DEL	£000 Total
Net operating cost after financing	OCS	340,226	6,757	6,738	2,745	356,466
<b>Less:</b>						
DHSS&PS recurrent grant expenditure	5	0	0	0	563	563
Permanent impairment of fixed assets	5	7,486	0	0	0	7,486
(Profit)/Loss on disposal of fixed assets	5	(5)	22	0	0	17
Depreciation	6	16,457	976	668	3	18,104
Notional costs	7	534				534
Costs of capital charge	9	14,690	469	469	0	15,628
Increase/(decrease) in provisions	18	(3,134)	78	51	1	(3,004)
FRS17 Pension costs	19	3,247	68	279	47	3,641
Other non-cash items <sup>1</sup>		17	0	0	0	17
<b>Net expenditure</b>		<u>300,934</u>	<u>5,144</u>	<u>5,271</u>	<u>2,131</u>	<u>313,480</u>
<b>Final Resource Allocation Plan</b>		<u>308,317</u>	<u>5,333</u>	<u>5,273</u>	<u>2,133</u>	<u>321,056</u>
Capitalisation of PFI residual asset <sup>2</sup>		80	0	0	0	80
<b>Adjusted RAP income</b>		<u>308,397</u>	<u>5,333</u>	<u>5,273</u>	<u>2,133</u>	<u>321,136</u>
<b>Year End Position (2008)</b>		<u>7,463</u>	<u>189</u>	<u>2</u>	<u>2</u>	<u>7,656</u>
<b>Add: Unallocated Funding Commitment</b>		<u>9,646</u>	<u>193</u>	<u>0</u>	<u>0</u>	<u>9,839</u>
<b>Funding Commitment (2008)</b>		<u>17,109</u>	<u>382</u>	<u>2</u>	<u>2</u>	<u>17,495</u>
<b>Funding Commitment (2007)</b>		<u>17,072</u>	<u>780</u>	<u>11</u>	<u>590</u>	<u>18,453</u>

The year end position for DE above includes schools' reserve of £11,116,433 (2007 £7,582,526).

The Schools' Reserve is the cumulative unspent portion of schools' locally administered budgets. These were set up under the Local Management in Schools arrangements required by the Education Reform Northern Ireland Order 1989.

### Final Resource Allocation Plan

Please note that the Final Resource Allocation Plan (RAP) includes Premature Retirement Compensation costs (PRC) and the portion of the previous years End Year Flexibility (EYF) allocated by DE in 2007/08 but excludes Annually Managed Expenditure (AME: non-cash costs).

### Year End Position (2008)

The Board's financial targets for 2007/08 were to contain expenditure within the accrued limits approved by the Departments in Resource Allocation Plans (RAP's). These targets have been achieved.

### Unallocated Funding Commitment

The unallocated funding commitment represents End Year Flexibility at 31 March 2007 which was not allocated in 2007/08 due to restrictions on access to End Year Flexibility imposed by HM Treasury.

### Funding Commitment (2008)

The funding commitment (2008) for DE and Youth represents a guaranteed resource from the Department which will be added to the Board's approved spending limit in future years.

- <sup>1</sup> *Other non cash items include an amortisation release from a PFI contract prepayment and an increase in the bad debt provision.*
- <sup>2</sup> *This is an annual technical accounting transfer between recurrent and capital to build up the estimated future market value of the residual asset for the PFI Scheme at Drumglass High School, Dungannon over the remaining life of the contract. A matching figure is included in total expenditure. At the end of the contract the asset will transfer to the Board for a nominal payment at which time the market value of the property should be fully reflected in the Board's Balance Sheet.*







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