

Western Education and Library Board ANNUAL REPORT

2003/04

Supporting a Learning Community



WESTERN EDUCATION
& LIBRARY BOARD



INVESTOR IN PEOPLE

**Western Education and Library Board
Annual Report and Accounts
For the year ended 31 March 2004**

*Laid before Parliament by the
Western Education and Library Board
In accordance with Paragraph 12(2) and 12(4) of the Schedule to the
Northern Ireland Act 2000 and Paragraph 41 of the Schedule to the Northern Ireland
Act 2000 (Prescribed Documents) Order 2004*

7th December 2006

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

7th December 2006

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CONTENTS

| | Page |
|---|------|
| Foreword..... | 2 |
| About the Board..... | 3 |
| Curriculum Advisory and Support Service | 10 |
| Special Education..... | 13 |
| Youth Service | 16 |
| Library Services | 18 |
| Property Services | 20 |
| Administration and Management | 22 |
| Human Resources | 25 |
| C2k | 27 |
| Internal Audit | 28 |
| Board Performance..... | 30 |
| Financial Matters | 46 |
| Financial Report..... | 50 |

Foreword

The 2003/04 year was one of sustained growth and development. The Board continued to play a leading role in the development of a learning community by delivering a range of educational, library and youth services to 286,000 people throughout the Western area. In March 2004, Mr Joseph Martin retired from the post of Chief Executive after a distinguished career developing and leading educational services in the Western area and inspiring new educational thinking locally, regionally and internationally. In warmly welcoming our new Chief Executive, Mr Barry Mulholland, I assure him of the Board's support in addressing the many challenges which lie ahead. I sincerely thank outgoing Chairman, Mr Bertie Faulkner, for his valuable contribution to the Western Board and for his support to me personally.

The WELB is committed to maximising support for classroom learning through locally delivered services in the context of enabling the school going population to develop and assume their rightful future role as citizens. To this end, we continue to contribute to educational developments. Our Corporate Strategy, launched in 2003/04, influences our annual planning process which gives structure and focus to the way in which Board members, management and staff collectively commit their energies and professionalism in fostering our core values and achievement of objectives. By supporting schools and other learning environments, we strive to enrich the curriculum and connect people to a wider learning community through projects such as C2k, a £500 million project which is delivering managed ICT services to all schools in Northern Ireland. C2k is a five Board project and the WELB has lead responsibility for its implementation. ICT is a key learning tool and the Board also continues to harness and capitalise on its potential to enhance efficiency in service delivery. This includes training and the development of learning materials and infrastructure.

The allocation of £60 million in support of the WELB building programme, including nine new schools, in April 2004, is indicative of our commitment to providing a quality environment to support teaching and learning. We aspire towards the provision of facilities which will support teachers to develop the full potential of each child in a purposeful and equitable manner. Despite the extreme financial pressures on a number of budgets, I am pleased to report the Board has ended the year in a position to cover all known liabilities and has met its financial targets. I wish to thank Board members, staff and entire learning community, parents, statutory, private and voluntary agencies, in education and other sectors, who have worked in partnership with us to meet the demands of a challenging year.

Harry Mullan
WELB Chairman

About The Board

The Board's Mission

The mission of the Board is: **“To provide, develop and support education, library and youth services in the Western area to the highest standards in order to enable all members of the community to fulfil their potential thereby enriching the quality of life and contributing to social and economic development.”**

In order to achieve this mission the Board has identified one aim with four supporting themes. The overall aim is **Excellence and Raising Standards** and the four supporting themes include; **People Development; Quality Services; Effective Partnerships; and Resourcing and Internal Control.**

Excellence and Raising Standards

The most important aim of the Board is to raise standards in schools and throughout the wider learning community through the excellence of service delivery. In doing this, it will provide leadership in seeking to influence the development of policy. The focus of the Board's work must always be the learner, regardless of changing circumstances. The Board must ensure, through its support for schools and through the Library and Youth Services that the requirements of young people and of the wider community, including those with special learning needs and those affected by social disadvantage, are the over-riding consideration.

People Development

The Board recognises that its people are its most valuable resource and is committed therefore to developing a highly skilled and flexible workforce, ensuring that this commitment is supported by action aimed at achieving a high level of staff satisfaction and organisational performance.

Quality Services

The Board is committed to the continuous improvement of the quality of its services, in accordance with its statutory duties and the Programme for Government, and in line with Best Value principles. It places a high priority on involving its customers in meaningful consultation about the services it delivers and on providing mechanisms within which issues identified by customers can be quickly and effectively addressed. The Board fully supports and incorporates within its daily businesses the principles of fairness, equality, accessibility, inclusivity and promotion of choice, as enshrined in Equality, Human Rights and other relevant legislation.

Effective Partnerships

The Board will support the effective delivery of services by improved internal arrangements and by working in co-operation with relevant educational and other partners.

Resourcing and Internal Control

The Board will aim to secure resources appropriate to its requirements and to optimise the use of these resources to address identified needs and priorities. Recognising the importance of public accountability, it places great emphasis on the continuing development of internal control systems and efficiency measures.

Structure of the Board

The Western Education and Library Board (the Board) is the local authority for the provision of education, library and youth services in the District Council areas of Derry, Fermanagh, Limavady, Omagh and Strabane. The area has a population of 286,000. There are over 62,141 pupils attending schools and the Library Service welcomed 1,025,104 visitors in 2003/04. In addition, services are provided to ten voluntary grammar and six grant-maintained integrated schools. The Board also makes extensive provision for youth facilities and supports 397 registered youth groups.

A wide range of services is provided, including:

- Delivery of library services to the public and all schools
- Provision of curricular, management, personnel, financial, purchasing and staff development services to schools and youth groups
- Planning and implementation of a capital building programme
- Estate management services to schools
- Provision and management of central administrative support services
- Provision of ancillary support services including home-to-school transport, vehicle maintenance, special educational needs, educational psychology, educational welfare, purchasing services, awards and benefits and music
- Management of customer services including school cleaning, grounds maintenance and school meals services provided under competitive tendering arrangements

The Board consisting of 35 members, stands for four years to coincide with the local government elections. The vast majority of the Board's activities are managed through the Education, Library, Services, Finance, Youth, Teaching Appointments and Audit Committees. Other specific sub-committees and working structures are established when required to oversee specific projects, initiatives and programmes. Minutes of the Board and its committees are available for consultation at Headquarters, District Officers and Public Libraries. The main function and powers of the Western Education and Library Board are laid down in the following legislation:

- The Education and Libraries (NI) Order 1986
- The Education Reform (NI) Order 1989
- The Education and Libraries (NI) Order 1993
- The Education (NI) Order 1996
- The Education (NI) Order 1997
- The Education (NI) Order 1998

Functions, Duties, Powers and Services of the Western Education and Library Board

Currently Board services encompass three separate government departments:

- The Department of Education
- The Department of Culture, Arts and Leisure
- The Department for Employment and Learning

The main duties of the Board are:

- to contribute towards the spiritual, moral, cultural, intellectual and physical development of the community;
- to ensure that there are sufficient schools for providing primary and secondary education;
- to secure special educational provision for those children who have been identified as having special educational needs;
- to provide a comprehensive and efficient library service; and
- to secure the provision for its area of adequate facilities for recreational, social, physical, cultural and youth service activities and for services ancillary to education.

In support of these main provisions the Board undertakes a range of duties and provides a range of services including:-

- curriculum advice and support service;
- youth services;
- public library service;
- schools' library service;
- education welfare services;
- schools' psychological service;
- services in relation to child protection;
- statementing of pupils with special needs and a range of services to support such pupils and their schools;
- music service;
- arrangements for management of controlled schools, including appointment of boards of governors;
- employment of teachers in controlled schools and all other staff in both controlled and maintained schools;
- human resources;
- school meals and milk;
- home to school transport;
- provision of boarding and clothing grants to necessitous children;
- facilitating the provision of student loans and grants;
- arranging and overseeing the implementation of the transfer procedure;
- admission arrangements to schools;
- advice and guidance to schools in relation to financial matters and the exercise of a payment function for schools;
- provision of a purchasing service;
- payment of salaries, wages and accounts;
- maintenance of controlled and maintained schools;
- all capital works at controlled schools;
- monitoring the employment of school children in its area for compliance with legislative requirements;

- provision of an internal audit service; and
- legal and insurance services.

The Western Board also has a responsibility, on behalf of the five Education and Library Boards, for the C2K Project, which has as its central purpose the design, development and operation of an ICT infrastructure to support the curricular, management and information needs of the major bodies including schools within the Education Service in Northern Ireland.

School Provision

| Sector | Number of Schools | | Enrolment | |
|--------------------------|-------------------|------------|---------------|---------------|
| | 1999 | 2003 | 1999 | 2003 |
| (1) Board Sector | | | | |
| Nursery Controlled | 10 | 12 | 506 | 629 |
| Primary Controlled | 70 | 66 | 10,211 | 9,853 |
| Primary Maintained | 122 | 121 | 22,759 | 21,226 |
| Primary Independent | - | 2 | - | 148 |
| Secondary Controlled | 11 | 9 | 4,401 | 4,093 |
| Secondary Maintained | 24 | 23 | 11,994 | 11,557 |
| Controlled Grammar | 4 | 4 | 2,411 | 2,454 |
| Special Schools | 10 | 10 | 902 | 712 |
| TOTAL | 251 | 247 | 53,184 | 50,672 |
| (2) Other Sectors | | | | |
| Primary Integrated | 3 | 3 | 789 | 827 |
| Secondary Integrated | 3 | 3 | 1,509 | 1,699 |
| Voluntary Grammar | 10 | 10 | 8,767 | 8,860 |
| TOTAL | 16 | 16 | 11,065 | 11,382 |

Youth Provision March 2003

| | |
|--|--------|
| Full-time Clubs (Controlled) | 8 |
| Full-time Clubs (Voluntary) | 7 |
| Part-time Clubs (Controlled) | 24 |
| Part-time Clubs (Voluntary) | 365 |
| Total Number of Registered Youth Groups | 397 |
| Total Involved in Youth Service (5-25 years) | 36,590 |
| Total Involved in Youth Service (5-18 years) | 33,308 |

Library Provision 2002/2003

| | |
|-------------------------------------|-----|
| Number of Branches | 16 |
| Mobile Stops & other Service Points | 132 |

Board Membership 2003 – 2004

| | |
|--|---|
| Chairman | Mr J H Mullan* |
| Vice-Chairman | Mr H Faulkner* |
| Members Representative of Transferors of Schools | Rev R Herron Archdeacon C T Pringle Mr N W Lambert |
| Members Representative of Trustees of Maintained Schools | Mrs F G Durkan Mr J P Martin Mr D N McElholm Mr P Duffy Mr E S McCaffrey |
| Members Representative of the Teaching Profession | Mr S S MacCionnaith Mrs B T Maguire Miss D McNamee |
| Members Representative of Library Interest | Mrs E F Brunt Mrs E Waterson Mr P D Donnelly |
| Members Representative of Other Interests | Mr H Faulkner Mr J H Mullan Dr J Cornyn Mr S B Morrow Miss E M Cunningham Mr D Rainey Mr W D Reilly |
| Members Representative of District Councils | |
| Derry | Mrs M Bradley Mrs M Garfield Mr J Kerr Ms M McLaughlin Mr P Fleming |
| Fermanagh | Mr R Irvine Mr T O'Reilly Mr J O'Kane |
| Limavady | Mrs A Brolly Mr E Stevenson |
| Omagh | Mr B McElduff Mr S Shields |
| Strabane | Mr D Hussey Mrs C McGill |

* Mr H Faulkner served as Chairman from April 2003 – August 2003 and Mr J H Mullan from September 2003 – March 2004.

Useful Telephone Numbers

| | |
|---|--------------------|
| WELB HQ, Omagh | 028 8241 1411 |
| Derry District Office..... | 028 7127 2300 |
| Enniskillen District Office | 028 6634 3900 |
| Technology Education Centre, Omagh | 028 8224 0809 |
| Education & Child Guidance Centre | 028 7131 1213/1939 |

Area Youth Offices

| | |
|-------------------|---------------|
| Enniskillen | 028 6634 3927 |
| Limavady | 028 7776 0930 |
| Derry..... | 028 7127 1932 |
| Strabane | 028 7138 2096 |

Outdoor Education Centres

| | |
|-------------------------------|---------------|
| Corrick | 028 8164 8165 |
| Gortatole..... | 028 6634 8888 |
| Magilligan Field Centre | 028 7775 0234 |

Libraries

| | |
|----------------------|---------------|
| Omagh..... | 028 8224 4821 |
| Central, Derry | 028 7127 2300 |
| Enniskillen..... | 028 6632 2886 |
| Strabane | 028 7188 3686 |
| Limavady | 028 7776 2540 |

Transport

| | |
|-------------------|---------------|
| Omagh..... | 028 8224 9978 |
| Springtown..... | 028 7126 9952 |
| Enniskillen..... | 028 6632 3251 |
| Strabane | 028 7138 2410 |
| Lisnaskea..... | 028 6772 1350 |
| Castledearg | 028 8167 1681 |

Teachers' Centres

| | |
|------------------|---------------|
| North West..... | 028 7186 1116 |
| Omagh..... | 028 8224 4821 |
| South West | 028 6632 3240 |
| Strabane | 028 7138 2632 |

Curriculum Advisory and Support Service

The Board's Curriculum Advisory and Support Service (CASS) continues to support schools through a wide variety of work. Here are a few examples:

Development & Dissemination of Good Practice ... "Your good practice is good practice" says Department of Education

Over the past five years CASS has provided assistance to schools to help them to introduce and develop their own ideas for improvements in teaching and learning through a project known as: 'The Development and Dissemination of Good Practice (DDGP)'. This assistance is in the form of additional funding from the Department of Education (DE) and support from a team of CASS Officers. In 2003/04, £621,770 was allocated to 65 schools. When DE provides funding such as this there is a clear expectation that it will be well used and will bring about improvements for teachers and pupils. To ensure that this was the case DE carried out an inspection of the project.

The Inspection Report stated that the schools valued:-

- The support provided by WELB
- The opportunity which the support provided for them to reflect critically on learning and teaching styles
- The opportunities for some members of staff to work as a team and to collaborate with other schools through the variety of cluster groups which had been created.

The overall conclusion of the Inspection was that; "The members and officers of WELB, the schools and the local and wider community can have confidence in the work being undertaken in schools under the DDGP and in the quality and level of the support provided." Commenting on the report, Mr Paddy Mackey, Head of CASS, said: "It was very reassuring when a DE inspection into a 'Good Practice' project found that the CASS support was indeed good practice."

It all adds up

The CASS Numeracy Team organises two annual competitions to raise the profile of mathematics in schools, GAME 24 and 'Mathématiques San Frontières'. Over 60 schools participated in GAME 24 and 260 pupils from ten schools took part in the 'Mathématiques San Frontières' this year. Four young mathematicians from the Dean Maguirc College were crowned Northern Ireland Mathematics Champions and went forward to the National Final of the UKMT Team Maths Challenge which was held in King's College, London in July 2003.

Education Technology Excellence Awards

The aim of the competition is to encourage, recognise and reward the embedding of ICT across the life and work of the whole school. St Mary's Primary School, Altinure achieved 'Highly Commended' and St Cecilia's College, Derry received 'Distinguished Finalist' Awards.

Dissolving Boundaries through Technology

The Dissolving Boundaries through Technology in Education Project uses Information and Communication Technology (ICT) to link pupils and teachers in primary, post primary and special schools in Northern Ireland and the Republic of Ireland. The main aims of the project are to use ICT to promote quality learning in schools, and to foster cultural awareness and mutual understanding amongst children and young people across national boundaries. Last year, the ICT team nominated seven WELB schools to participate in the project: Castleberg HS, Erne Integrated School, Heatherbank SS, St Anne's PS, Strabane, Strabane PS and Gaelscoil Ui Dhochartaigh PS.

Sing, Bang, Blow, Scrape!

Sing, bang, blow, scrape – this could be the opening line for an action song for enthusiastic young pupils, but it also captures the essence of the WELB's Music Service activities in 2003/04. The very successful vocal project, introduced to six primary schools, enables children and teachers to develop their confidence in learning and in using their 'singing voice'. Over 300 pupils in the Limavady area participated in activities such as samba, drumming, music technology, DJing, guitar playing and songwriting through a project called, Rhythmix NI. Post primary pupils from St Mary's HS, Limavady, Limavady GS and St Patrick's College, Dungiven, explored and developed their repertoire of musical talents by attending weekly tutoring sessions, through recording their own work and by performing in local concerts. In February 2004, more than 100 fine young musicians performed in the National Concert Hall, Dublin. The WELB Youth Orchestra opened the evening gala concert as part of the 10th Festival of Youth Orchestras to be held in Dublin. Over 200 pupils attended summer schools in Strabane and Gortatole. It was a busy year for the WELB Music Service and the 3,500 instrumentalists, along with all the musicians in the classroom.

Modern Languages Work

Northern Ireland and nationwide surveys have indicated a lack of language skills in the workforce which is potentially detrimental to the future of the economy. More than ever, competence in a modern language is a valuable asset, especially when securing employment. Many students in the Western Education and Library Board pursue the study of one or more modern languages with great success. The five Education and Library Boards in partnership with CCEA are preparing the way forward for early modern language acquisition. A number of WELB primary schools have been involved in a very successful pilot including: Drumahoe, Ebrington, Fountain, Lisnagelvin and Newbuildings Primary Schools. A number of schools have received DDGP funding this year to develop language programmes including: Jones Memorial, Enniskillen; Tattygar PS, Lisbellaw; St Naile's PS, Kinawley and St Patrick's PS, Gortin. The WELB estimates that already half the primary schools in the Western Board area are currently implementing language acquisition schemes and developing in children vital communication skills and a positive attitude to other cultures.

Dreams in the classroom

The Father Mulvey Award is one of the many schemes which offer schools the opportunity to develop children's language. The hopes, aspirations and dreams of students in the WELB area were articulated eloquently by the prizewinners of the Father Mulvey Award ceremony in March 2004. The theme was 'Sport' and 'My Dream'. Winning pupils, from all categories, recited their poems to an enthralled audience. One of the winning extracts included:

*'Island on a raft
In the middle of the tranquil river
On the edge of the towering waterfall
At times I like to push life to the limit
Testing my balance ...'*

(The River of Dreams by Simon Morrow, Former Duke of Westminster HS)

Fact File:

The WELB English as an Additional Language Team currently supports 75 children (an increase of 180% on last year) coming from 15 different countries.

Special Education

Educational Psychology

The Educational Psychology Service (EPS) had a very busy year completing 2,090 assessments and 14,109 consultations. There was an increase in the numbers of children whose special educational needs were catered for through consultation. Consultation with schools is a component part of the Time Allocation model of service delivery which is now working very effectively in all areas of the Board. Also of note, is the continuing importance accorded to the pre-school sector by the Educational Psychology Service. Almost one third of EPS time in 2003/04 was devoted to the pre-school category which reflects an ongoing emphasis on early diagnosis and preventative strategies.

Board hosts NI Pre-School Conference

The Board's Special Education Service hosted the Northern Ireland Regional Conference for Pre-School Teachers of Children with Special Educational Needs. The theme for this year's conference was. 'Supporting Parents: Pre-School Children with Special Educational Needs.'

Education Welfare leads the way in School Group Conferencing

School Group Conferencing (SGC) was introduced into the WELB in January 2002 and was extended in 2003/04 to cover all areas of the WELB. SGC is based on the restorative model and is used in schools to address a range of incidents impacting upon a member/s of the school community. It can be used as an alternative to implementing a school's disciplinary procedures and therefore mediate a mutually agreed solution to an identified difficulty. The aim of the conference is to:

- explore the harm caused to all those affected and,
- to decide what needs to be done to repair the harm.

By focusing the process on the impact of the behaviour and the behaviour itself, the offending pupil and his/her family/carers are guided toward accepting responsibility for what has happened. This develops a greater empathy within the offending pupil for the victim, which in turn reduces the likelihood of re-offending and helps the offending pupil to be re-integrated into the whole school community.

The identification, assessment and provision for children with Special Educational Needs

The Board implements a five-stage framework of identification and assessment of children's educational needs in accordance with the Code of Practice. The Code recognises that about 20% of children may have some form of special educational need at some time in their school career. For the vast majority of children, such needs will be met by their school. Only in a small minority of cases will a child have special educational needs of a severity or complexity which will require the Board to determine and arrange the special educational provision through a statement of Special Educational Needs.

Stage 1: Teachers identify and register a child's special educational needs and, consulting the school's special educational needs co-ordinator (SENCO) take initial action.

Stage 2: The special educational needs co-ordinator takes lead responsibility for collecting and recording information and for co-ordinating the child's special educational provision, working with the child's teachers.

Stage 3: Teachers and the special educational needs co-ordinator are supported by specialists from outside the school.

Stage 4: The Board considers the need for a statutory assessment and, if appropriate, it makes a multi-disciplinary assessment.

Stage 5: The Board considers the need for a statement of special educational needs, if appropriate, it makes a statement and arranges, monitors and reviews the provision.

Critical Incident Response Team

The role of the Critical Incident Response Team (CIRT) became firmly embedded throughout the Board in 2003/04. CIRT is made up of a group of Educational Psychologists (EPs) and Education Welfare Officers (EWOs) who have received additional training in the management of critical incident response. In the event of a critical incident, a school principal may request support from the CIRT through referral to the Principal Educational Psychologist or the Chief Education Welfare Officer. According to the size and requirements of the school, some members of the team will offer a range of support in close collaboration with the school's senior management team. The CIRT holds initial meetings with a school's Senior Management Team to offer reassurance, advice and emotional support. More structured support may follow in the form of meetings with CIRT members and individual pupils, small or larger groups of pupils, individual members of school staff and the whole school staff.

Further advice and support may be given in relation to the longer-term needs of individual pupils, staff members and whole school as necessary. Support may be required from other agencies and professionals with whom CIRT members work in partnership.

A flyer, which provides information on the CIRT, is in the final stages of completion. Copies will be supplied to all schools in the 2004/05 school year. Meanwhile, for information on critical incident management, schools are advised to consult 'Grief Matters: Managing bereavement and trauma in schools: A support pack', which was published by the WELB Educational Psychology Service in 2000. This is a user-friendly handbook of best practice in the area of grief, loss and trauma.

Fact File:

Mrs Sandra Long, Vice-Principal of the Board's Altnagelvin Hospital School and Tuition Service, Londonderry was presented with the Promethean Award for School Leadership in a Special School at the 2003/04 Teaching Awards.

Educational Psychology Service 2003/04

| | |
|--|--------|
| Assessments | 2,090 |
| Consultations | 14,109 |
| Statemented Formal Assessments | 343 |
| Transfer Placements | 123 |
| Courses and Projects Delivered | 192 |
| Multi-Agency Meetings arranged and/or attended | 661 |

Youth Service

Hitting the 'Rights' Note!

The second annual Youth Forum Conference on, 'Rights and Responsibilities', attended by over 100 young delegates, was held in the Silver Birch Hotel, Omagh in October 2003. The Conference Steering Group from Omagh, Strabane and Fermanagh Youth Councils, who organised the event, were delighted to have Mr Nigel Williams, Commissioner for Children and Young People, in attendance. Mr Harry Mullan, Chairman of the Board, opened the conference by congratulating the young people on such a large turn out. He said: "It was a credit to their commitment and participation in the Youth Service". A range of comments were recorded during the workshops and discussion groups including: "*Young people want to be more proactive in decision-making processes which affect their lives,*" "*Young people want to be valued for the contribution they make in the world of work*" and "*Young people are prepared for their responsibilities if adults are prepared to support their rights.*"

Young People Celebrate Success

At the Health Promoting Youth Awards Ceremony, 26 youth clubs with WELB celebrated success when they swept up gold, silver and bronze prizes. Over 140 young people participated in the presentation ceremony of unique and innovative awards, which are organised by the Youth Service and supported by the Health Promotion Department of Westcare Business Services. Speaking at the awards presentation, Mrs Shiela McCaul, WELB Senior Education Officer, referred to the impressive standard and range of work on display. In congratulating all the groups on their imaginative and creative portfolios, she praised those youth leaders who had given so much time and effort to work with young people, often on a voluntary basis. "I am delighted to see the awards extend from schools into youth centres and clubs. Poor mental and physical health is one of the greatest barriers to learning, which seriously affects the participation of young people. The awards provide the young people of today with a real chance to develop healthy habits at a very early age and the choice to make informed decisions as they progress through life."

Summer Opportunities and Intervention Programmes

The Youth Service received special funding from the Department of Education to support a total of 56 innovative projects for groups in areas of greatest social need and in interface areas. At The Station Centre, Omagh there was a week long musicians' initiative with master classes provided in rhythm guitar, lead guitar, base guitar and drums, as well as 'mixing' and 'DJing'. In Shantallow, the programme featured team building exercises, canoeing, go-karting, horse riding, pitch and putt and art workshops, as well as trips on the River Foyle. In Enniskillen, the Devenish Youth Project focussed on photography, swimming, boat trips, soccer skills, physical theatre, creative writing, tai chi and trips to the Armagh Planetarium and the Odyssey Centre. Young people from the Londonderry YMCA experienced five different methods of fishing from sea fishing to angling and another group learned how to surf. Overall, the projects produced an excellent response from the young people who had the opportunity to gain new experiences and make new friends.

XL Clubs Snapshot

In November 2003, Year 11 xL clubs joined together for an outdoor experience they said, 'we'll never forget.' Under the careful supervision of outdoor instructor, Paddy Grant, the groups experienced orienteering, river gorging and camp craft. The aims of the activities were to promote teambuilding skills, develop self-esteem and confidence and to forge new friendships – all of which was achieved through fun.

The xL programmes are delivered in schools by professional youth workers with the aim of motivating young people aged 14 – 16. The programme concentrates on: Personal, interpersonal and team skills; Citizenship and community awareness; Entrepreneurship and enterprise; A community based project and Preparation for the world of work.

Gortatole opens new campsite

Hundreds of young people visit Gortatole Outdoor Education Centre annually to enjoy the Youth Service Summer Camps which bring together young people aged 11 - 14 from all parts of the WELB area. First timers and returners were delighted to find a superb new all-weather campsite, complete with heavy duty continental-style tentage. The new tents, equipped with low voltage electric lights, provide more space and head-room with cosy inner tents as sleeping quarters. The site provides all-weather camping provision for self-programming groups from early May to the end of September. It is now capable of accommodating 72 people. The campsite renewal was supplemented by refurbishment of the Centre's Trim Trail, an excellent self-programming activity option.

Fact File:

- Over 5,000 young people have now taken part in the WELB Health Promoting Youth Awards
- Young people involved with the xL programmes in schools gained a total of 195 Bronze, Silver or Gold (ASDAN) Awards
- There are 320 adult volunteers working in Duke of Edinburgh's Award units in the WELB area
- The Youth Service achieved 84 targets out of a total of 86 targets in the 2003/04 Business Plan
- The Youth Service hosted a European Youth Worker Study Tour on 'Youth Work in a Rural Setting'
- 65 Youth Information points were established at Youth Service locations
- During the summer, the Youth Service supported 56 Social Inclusion projects with 17,500 attendances recorded.

Library Services

Building a new future

New Libraries in Strabane and Irvinestown costing £1.75 million in total and a new mobile library in Tyrone have already had a significant impact on reading in the WELB area with book loans increasing by almost 40% in the new branches. Strabane Community Library, the flagship of the revitalised Strabane town centre, opened its doors for the first time in September 2003. As well as books, videos, DVDs and music for loan, the library has 17 computers with Internet access which customers can use free of charge and seven community rooms available for hire for meetings and other activities. Irvinestown Library is the latest addition and was officially opened in February 2004 with extended premises including a community room and a computer suite. Irvinestown Library was funded by DCAL and Strabane Library was funded by DCAL, Strabane District Partnership and Strabane District Council.

Sharing Books at Magilligan

The Big Book Store is a family learning project delivered by the WELB Library Service in partnership with HMP Magilligan with funding from the Paul Hamlyn Foundation. It promotes reading and enables fathers in prison to maintain a part in the lives of their children. The fathers read a book with their children when they visit and record the book onto a tape which is presented to the child in a gift bag to listen to at home. One father commented: "This is the first time I have ever read my children a bedtime story."

'He's not working, he's in a band'

'He's not working ... he's in a band' is the title of a book on show bands launched in Omagh Library in October 2003, by the author, local man Eugene Nixon. Over 200 people attended the launch, illustrating the value of the library as a venue. Eugene paid tribute to the local history department which had provided him with the resources for researching the book.

E-Week – Please can we have more

'E-Week' in Central Library offered members of the public an opportunity to 'try out' computers in a safe environment with staff support. It was a great success with all the sessions well attended. The most popular proved to be 'Sending your first e-mail?' The most popular sessions were 'Booking your flight on the web' and 'Use the computer to enhance your photographs'. A session on 'Genealogy on the web' demonstrated how Internet resources complement the printed materials available in libraries.

School Library Guidelines

At the launch of the revised School Library Guidelines, Gerry McGinn, Permanent Secretary in the Department of Education, said: “The school library has a vital role to play in raising standards in our schools.” He highlighted the importance of school libraries in supporting the curriculum, contributing to life-long learning and ensuring equality of access to information and resources for all pupils. The Guidelines, published by the Library and Information Services Council, represent a benchmark for schools. While there will be challenges in implementing the guidelines in WELB school libraries, local schools have demonstrated their effectiveness with two schools providing examples of best practice for the Guidelines – Enniskillen Model Primary School and Thornhill College.

Fact File:

It only costs the equivalent of a first class stamp per person per week to provide library services in the Western Board area. Libraries in the Western Education and Library Board:

- Welcomed 1,025,104 visitors
- Lent 995,226 books and other items
- Recorded 204,669 computer bookings
- Increased the number of children under the age of five who are members by 16%
- Have 39,592 customers who have used library services in the past six months
- Achieved scores of 97.5% for staff helpfulness and 96.3% for staff knowledge in a recent customer survey.
- Provides nine mobile libraries to serve areas without branch libraries and housebound customers

Property Services

Providing the Perfect Learning Environment

The new £3.3 million Gibson Controlled Primary School was officially opened in March 2004. The school is the first primary school in Northern Ireland to have a fully automated energy and water monitoring system connected to the school computer network. This provides immediate information regarding the school's electricity, oil, gas and water usage. The state-of-the-art school has 15 classrooms and two special units for children with speech and language difficulties. Classrooms are designed in clusters of three with adjoining resource areas. A large assembly hall opens onto a separate dining room and the ultra modern School Meals Kitchen prepares meals for other schools in addition to Gibson. In the heart of the building there is a spacious library and computer room which is networked to all other areas.

A new Technology Suite, constructed in a stand-alone building, was completed in September 2003 at Strabane HS. Funding of £485,000 was secured through the Department of Education's Specialist Accommodation Programme. The Suite consists of two Manufacturing Rooms and two Planning Rooms and is known as a Hybrid Suite. This is the first Hybrid Suite built in the Western Board area.

The Board also completed a new £540,000 technology building at Omagh Academy Grammar School. The finance for the project was secured through the Department of Education's Specialist Accommodation Programme. During the year, works commenced on-site for Edwards New Primary School, Bready Jubilee New Primary School, Cooley New Primary School and Strabane New Special School.

Investing in Pre-School Education

Five community nursery units were opened in the WELB area in 2003/04. The new purpose-built accommodation hosted at Newbuildings CPS, Kesh CPS, Eglinton CPS, Lisbellaw CPS and Florencecourt CPS was funded through the Pre-School Expansion Programme. Over £980,000 was invested, creating 130 part-time pre-school places in state-of-the-art accommodation. All of the community nurseries provide an attractive and stimulating range of educational toys, equipment and materials designed to promote all aspects of the child's learning and development. Two Nursery Schools were opened in September 2003. The £353,000 Academy Nursery School and £165,000 Bligh's Lane Nursery School were jointly funded by the Londonderry Regeneration Initiative and the WELB.

Minor Works

During the 2003/04 year, the Board completed a comprehensive programme of Minor Works including large schemes at:

- Limavady High School – New School Meals Kitchen
- Omagh County Primary School – Upgrade Foyer and Administration Area
- Omagh North Nursery School – Upgrade Nursery facilities
- Belmont House Special School – Upgrade Home Economics Room
- Erne Special School – Upgrade Home Economics Room.

In addition, a number of small rural schools benefited from a school improvement programme funded through the Reinvestment and Reform Initiative.

Managing Energy & Protecting the Environment

The WELB has exceeded the Government target of reducing CO₂ emissions by 1% per annum. The Board managed to reduce CO₂ emissions by over 30% by completing a range of energy efficiency measures, and by purchasing a CO₂ free green electricity supply for all premises that could be supplied. The Board installed a 2kW PV Panel in the new Gibson PS which opened in September 2003. The panel demonstrates how renewable energy technology can generate power from non-polluting and sustainable sources. This project is part of the Board's Environment Policy to install renewable energy technologies into new and existing premises wherever possible. Over 80 delegates attended a seminar organised for school principals and budget holders on adopting a 'Whole School Approach to Energy Savings'. Many schools have now developed a school energy policy which is an agenda item for their meetings. Energy Performance League Tables were compiled to measure school energy performance against relevant Government benchmarks. These reports have been circulated to all schools to raise awareness of school energy use and to help identify areas for energy efficiency improvements.

Nutrition on the menu

Nutrition was certainly on the menu this year as a pilot scheme for nutritional guidelines was launched. Area managers achieved Intermediate Certificate in Nutrition, 15 members of staff achieved Basic Certificate in Nutrition and 15 schools in WELB are being piloted for Nutritional Standards. A Fundamental Best Value review of the Catering Service was completed in the 2003/04 year. Staff were trained to NVQ Level III in Hospitality Supervision. Three SmartCard Cashless Systems were installed in St Mary's HS, Limavady, Limavady HS and Limavady GS.

Building Maintenance

During 2003/04 the Building Maintenance Section, as well as delivering a response maintenance service, delivered part of the Capital Minor Works Programme and Disabled Access Programme at various school and non-school premises. Infrastructure work for the C2k Programme was completed at all primary and post primary schools.

The Grounds Maintenance Service achieved its anticipated performance targets for delivery of Service Level Agreements in schools, colleges and other Board establishments. Financial performance was also on target with the service returning a positive balance sheet at close of accounts for the year. 2004 was a very busy year for capital and minor works projects. The Grounds Maintenance Service completed over £250,000 of capital funded projects. This included the provision of new hard surface playgrounds at Ballougry and Drumlegagh PS and the provision of new paved play area and disabled access at the nursery wing of Greenhaw and Ebrington PS. Security fencing projects were completed at Omagh County PS, Strabane HS, Ardstraw PS, Lisnagelvin PS, Eglinton PS, Limavady HS, Limavady GS, Tempo PS, Aghadrumsee PS and Shantallow Youth Centre/Library.

Fact File:

A recycling scheme at Board Headquarters has, since its inception in late 2001, prevented 60 tonnes of paper waste and 460 printer/toner cartridges from going to landfill. This scheme will be expanded to other Board premises.

Administration and Management

Benefits Section implements new Child Tax Credit Legislation

The introduction of the new Child Tax Credit Legislation in April 2003 significantly impacted on the Board's Benefits Section. Every effort was made to minimize the impact of this legislation on parents and pupils. Throughout 2003/04, the Section continued to design and develop new business process and procedures, introduce modern technology and influence the reform of legislation to underpin the delivery of a modernised service to meet the needs of a modern society and facilitate the wider small e-Government agenda. The introduction of this legislation introduced an additional criterion under which a parent may apply for Free School Meals /School Uniform/Physical Education Clothing.

In order to be eligible for Free School Meals/School Uniform*/Physical Education Clothing Grant* a parent/guardian must be in receipt of:

1. Income Support/Pension Credit; or
2. Income – based Job Seekers Allowance; or
3. Child Tax Credit and be ineligible for Working Tax Credit because he/she works less than 16 hours per week and has an annual taxable income of £13,230 or less.

* Only applies to pupils at post primary schools.

Governor Support Service

The Governor Support Service aims to equip school governors with the knowledge, skills and expertise needed to fulfil their responsibilities effectively and to contribute to school improvement. As in previous years, governors showed great commitment by attending Board of Governors meetings, contributing to sub-committees as required and attending training courses this year. Thirty courses were held in local venues between September 2003 and March 2004 covering topics such as: Managing Attendance, Child Protection, Financial Planning, Reasonable Force/Safe Handling and Recruitment and Selection Procedures.

Local Management of Schools (LMS)

The Administration and Management Division, in co-operation with the Finance Department, continued to participate in the discussions on the development of a Common Scheme for the Local Management of Schools. The General Schools' Budget i.e. the total amount available to the Board for meeting expenditure in respect of LMS was £180 million. The Board allocated £122 million (68%) of the General Schools' Budget (GSB) for distribution to schools through its LMS formula. This amount is known as the Aggregated Schools' Budget (ASB). The remainder of the General Schools' Budget was managed centrally by the Board on behalf of schools and included provision for Teacher Substitution, School Meals, School Library Service, Home-to-School Transport, Educational Psychology, Education Welfare and Curriculum Advisory and Support Services.

Registry and Reception

In 2003/04 the Registry and Reception Services of the WELB provided a core service to approximately 6500 users (Schools and Non-Schools Based). These two essential services ensured the effective and timely processing of all incoming and outgoing communication through Reception, Switchboard, e-mail and Registry. The Reception staff at the Board continued to provide a courteous and friendly service to approximately 250 visitors each week. The main telephone system provided a wide range of communications facilities. The whole system has been designed to enable the organisation to communicate efficiently both internally and externally through the Public Networks.

Student Support

During 2003/04 the Student Support Section dealt with a total of 27,297 telephone calls. The bulk of these calls (11,836) were received during the months of August, September and October 2003 – a time when students are beginning new academic careers and need guidance on what financial help they are entitled to receive. The Board has worked in partnership with the four other Education and Library Boards to develop a dedicated website which enables students who have applied for support to track their applications and assessments on-line. The Web address for this site is ...

www.student-support.org.uk. This site not only offers students the facility to track their own application but also has a Frequently Asked Questions (FAQ) Section with a range of questions and answers that may prove useful to students and parents.

Transport

In 2003/04 the Transport Section was involved in a significant replacement programme of home-to-school transport buses. The implementation of Health and Safety requirements, such as the introduction of seat belt requirements for all new vehicles manufactured on and after 1 September 2002, will unfortunately reduce the number of seats available for concessionary travellers i.e. those living within two miles (primary pupils) or three miles (post primary pupils) from the school attended. The Board conducted a wide-ranging consultation process on the provision of concessionary transport. The consultation included questionnaires and public meetings in Omagh, Lisnaskea, Enniskillen, Strabane, Limavady and Derry City. A working group has now produced a report on the review which has been ratified by the Board.

Throughout the year the Board improved the accessibility of 22 of its 16-seater minibus fleet by retrospectively fitting fully automatic wheelchair tail lifts and fitting tracked removable seating to provide for a minimum of one wheelchair per vehicle. This disability-funded initiative will improve wheelchair mobility for statemented pupils being educated in mainstream and special needs schools. Further initiatives are planned to improve the conveyance of pupils on the fleet of special needs purpose-built buses and the wheelchair accessibility of mainstream school buses.

Fact File:

Benefits Section

In 2003/04:

- 20, 634 pupils were eligible for free school meals
- £557,654 was paid to the families of 8,708 post primary school pupils to assist with the cost of School Uniform and Physical Education Clothing

LMS

- In 2003/04 the Board was responsible for funding a total of 234 schools through its LMS formula
- The average funding per pupil was £2,368 representing an increase of 11% compared with 2002/03.

Transfer and Open Enrolment

In 2003/04:

- 4,732 pupils transferred to post primary education, of which 2,759 transferred to secondary schools, 1,655 to grammar schools and 318 pupils either transferred to special education, went to schools outside Northern Ireland or were retained in primary education.
- 4,075 applications for nursery education with 2,534 admissions
- 4,216 applications for primary school education with 4,175 admissions

Human Resources

Training and Development

57 officers were sponsored under the Board's Post Entry Training Scheme to undertake a range of accredited courses leading to recognised qualifications. A further 31 officers continue to receive assistance for ongoing courses of study under this scheme. A number of officers have recently undertaken the Regional Training Unit's new Executive Diploma in Management, which is accredited by the Chartered Management Institute. A wide range of in-house corporate and departmental training programmes have also been devised to meet specific training needs of staff as identified through the appraisal process.

Induction Training

The Board values highly the induction process for all employees. A series of quarterly Corporate Induction programmes were organised for new permanent Board staff. These sessions, facilitated by Board officers, were presented to staff in all areas of the Board through video conferencing. Non-teaching unions were also present at the inductions. Within the first week of employment, all new staff received a departmental induction from their line manager and were issued with the Corporate Staff Handbook

Training for Boards of Governors

The Board's Human Resources Division continued to actively facilitate training modules for Governors in conjunction with the Administration and Management Division in the area of Recruitment and Selection, Managing Attendance and Salary Policy.

Job Evaluation

Progress has been ongoing in respect of the implementation of the Education and Library Board's Job Evaluation Scheme, a mechanism designed to assess the grading of posts which come under the remit of the Joint National Council. To date, targets have been achieved in respect of the evaluation of all former AECP&T posts in schools, the Library Service and posts in Headquarters and outcentres. The evaluation of former manual posts is being carried out on a five Board basis. To date 2,414 evaluations have been completed in the Western area. It is anticipated that the remaining former manual posts will be evaluated before the end of 2004

Recruitment Website

From January 2004 the Recruitment Section has developed and implemented a recruitment website which enables applicants to access job information for all teaching and non-teaching job vacancies. The Board's application forms have recently been revised and can now be accessed through the website, completed on screen and printed off. For further details please visit www.welbni.org/jobs and click on 'jobs' link.

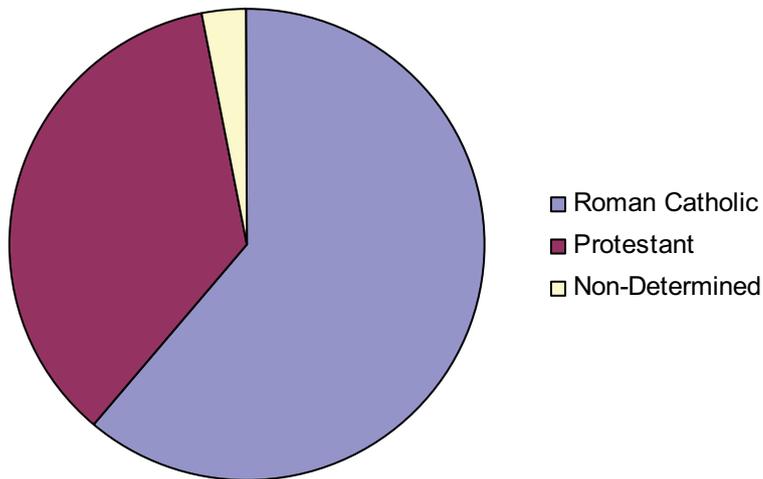
| BREAKDOWN OF RECRUITMENT - WELB | | | | |
|---|-----------------|---------------------|--------------|-----------------|
| Recruitment Activity 2003/04 and change from 2002/03 | | | | |
| | Teaching | Non-Teaching | Total | % Change |
| Posts | 118* | 646 | 764 | 0.52 |
| Applicants | 914 | 5,357 | 6,271 | -5.93 |
| Successful Applicants | 157* | 566 | 723 | 0.97 |

* These figures indicate generic teaching posts to which more than one applicant was made.

Equal Opportunities

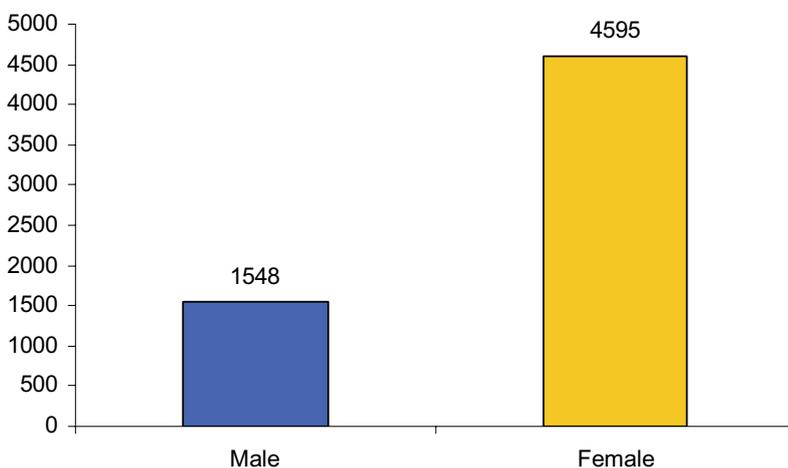
The Equal Opportunities Unit obtained information on a total of 6,143 employees and 4,001 applicants for the period ending 1 January 2004.

Workforce Composition Religion



The religious composition of the workforce closely reflects that of the wider community in the Western Board area.

Workforce Composition Gender



C2k

Online learning through C2k

C2k is a ten year government funded project set up to implement and manage one of the largest online education systems in the world. Under the auspices of the Western Education and Library Board, C2k is funded by the Department of Education. It has a committed budget in the region of £500 million to ensure a high quality, reliable and equitable managed ICT service to all pupils in schools in Northern Ireland. The service includes local networks of computers in all schools, connected to the Internet via a safe and secure broadband Wide Area Network spanning the whole of Northern Ireland. In the previous three years C2k installed 7,124 networked computers and 1,182 printers in all WELB schools. During 2003/04 C2k provided in the WELB area:

- A local area network of computers and printers in each of the post primary and special schools
- A total of 4,247 computers and 529 printers over a six month period in post primary and special schools
- An extensive training programme as part of the preparation for the local area networks, including 36 pre-installation and consultation workshops and 12 courses for staff who will manage the networks, together with whole staff training in each post primary and special school
- 110 post primary educational software packages specifically selected for the NI curriculum
- 25 special educational needs software packages
- Six new Irish Language primary software packages produced to support the NI curriculum
- A range of updates and associated training courses for the schools' management information system.

To find out more, visit the C2k website at www.c2kni.org.uk

Internal Audit

Assurance through Internal Audit

Internal Audit is an independent and objective appraisal service within the Board which reviews the risk management, control and governance systems operating throughout the Board. The primary objective is to provide an opinion on whether the system of internal control supports the achievements of the objectives set out in the Board's Corporate Plan, whilst safeguarding public funds and assets. Internal Audit also provides an independent and objective consultancy service to help line management, including schools, youth clubs, libraries and other Board centres to improve their risk management, control and governance requirements. The WELB Audit Committee consists of six Board Members. It meets four times per year to provide guidance and support on control and governance matters. It receives summaries of all internal audit reports, external auditor's management letter and relevant correspondence received by the Board. The Chief Executive, Chief Finance Officer, Head of Internal Audit, Audit Manager and the external auditors (NI Audit Office) attend meetings.

Corporate Governance has placed on public organisations, including the Board, the requirement to ensure its systems reflect three principles – openness, integrity and accountability. Each year, the Board conducts a review of the effectiveness of its internal controls and the Chief Executive provides a statement in the Annual Accounts. The principle of accountability includes the need to carry out a risk assessment on all functions carried out by the Board. This process was facilitated by Internal Audit and is now complete, with all Departments and Divisions completing risk registers. Risk registers are reviewed by management on a regular basis to ensure risks are being managed efficiently and effectively. The Internal Audit section conducted various types of audits in a wide variety of areas within the Board. A summary of time spent in the different categories of audit is shown below:

| SUMMARY OF AUDIT ACTIVITY (DAYS) | | |
|---|----------------|----------------|
| | 2002/03 | 2003/04 |
| Headquarters | 450 | 509 |
| Consultancy | 145 | 222 |
| Miscellaneous audits | 385 | 479 |
| Locations | 308 | 153 |

The systems and review audits covered high risk areas operating within the Board. The annual audits are completed each year and they provide the Board with assurance on claims from EU and other sources, and on feeder systems to important schemes, such as school enrolments and student awards. School audits covered financial and administrative systems operating within schools.

| AUDIT ACTIVITY 2003/04 | | |
|-------------------------------|---------------------|-----------------------|
| Type of Audit | No completed | No in progress |
| Headquarters | 4 | 5 |
| Review | 2 | 1 |
| Annual | 9 | - |
| School/Location | 28 | 3 |
| Consultancy | 6 | - |

The audit work resulted in reports being sent to line managers and, for schools, to the Principal and Chairperson of the Governing Body/Board of Governors. An important element of post audit review is to ask whether Internal Audit met customer needs particularly in the areas of Audit Planning, Audit Field Work and Reporting. The Section operates to Government Internal Audit Standards which are determined by HM Treasury. The Section also has accreditation under ISO 9000.

Board Performance

Summary of Key Achievements in 2003/2004

- New libraries in Strabane and Irvinestown and two new mobile libraries
- Libraries without Walls launched, providing 1500 adults of all ages from the Strabane area with the opportunity to learn computer skills
- C2K provided in the WELB area;
 - A total of 4,247 computers and 529 printers over a six month period in post primary and special schools
 - Provided 25 Special Education needs software packages
- The Board's outdoor education centre 'Gortatole' opened a new campsite offering all-weather camping facilities
- The Board's Special Education Service hosted the Northern Ireland Regional Conference for Pre-School Teachers of Children with Special Education Needs. The theme for this years' conference was, 'Supporting Parents: Pre-School Children with Special Education Needs'.
- The role of the critical Incident Response Team (CIRT) became firmly embedded throughout the Board. CIRT is made up of a group of Educational Psychologists and Education Welfare Officers who have received additional training in the management of critical incident response
- The CASS Numeracy Team organised two annual competitions to raise the profile of mathematics in schools
- The WELB Youth Orchestra opened an evening gala concert in the National Concert Hall Dublin, held as part of the 10th Festival of Youth Orchestra to be held in Dublin
- A new £3.3 million Gibson Controlled Primary School was officially opened in March 2004
- Five community nursery units were opened in the WELB
- The Board reduced CO2 emissions by over 30% by completing a range of energy efficiency measures and by purchasing a CO2 free green electricity supply for all premises that could be supplied
- The Board improved accessibility to 22 of its minibus fleet by fitting fully automatic wheelchair tail lifts and removable seating.
- UTV's Frank Mitchell launched the Board's student support website. A dedicated website which enables students who have applied for support to track their applications and assessments on-line.
- The Board implemented a new, interactive, website aimed at improving communications with schools, parents and other users of services

The Board's Strategic Aims

Excellence and raising standards

The most important aim of the Board is to raise standards in schools and the wider learning community through the excellence of service delivery. In doing this, it will provide leadership in seeking to influence the development of policy. The focus of the Board's work must always be the learner, regardless of changing circumstances. The Board must ensure, through its support for schools and through the Library and Youth Services that the requirements of young people and of the wider community, including those with special learning needs and those affected by social disadvantage, are the overriding consideration.

To meet this aim the Board will -

1. Give our children the best start in life through the provision of quality education at Pre-School, Primary and Post-Primary levels:

During 2003/2004 in pursuit of this aim the Board:

- Ensured adherence to DE policy with regard to Class Size and Pupil Teacher Ratios (PTR)
- Negotiated the redeployment of staff arising out of the closure of Maydown/Strathfoyle PS
- Completed the controlled pre-school building programme for occupancy by 31 March 2004:-
 - Londonderry Nursery School for September 2003
 - Eglinton Nursery Unit for April 2003
 - Lisbellaw Nursery Unit for April 2003
 - Florencecourt Nursery Unit for March 2004.
- Acquired a site by license from Derry City Council to complement the existing outdoor facilities at Lisnagelvin Nursery School
- Improved the outdoor facilities for pre-school children attending Belmont House Special School
- Through its Library Service implemented Bookstart throughout the Board and designated an Early Years Librarian
- Offered two mobile library visits per year to all primary schools
- Through its library Service Worked with the External Funding Officer to identify potential funding sources and submit four bids:
 - Books on the Move (Londonderry Regeneration Initiative),
 - Cross Border Mobile (Peace II),
 - Omagh Bomb Community Archive (Victims' Strategy),
 - Big Book Share, (Paul Hamlyn).

- Provided the opportunity for 100% of pre-school children referred by Educational Psychology Service to avail of a pre-school home teaching programme
- Made Special Educational provision for all statemented pre-school children in an appropriate pre-school placement.

2. Develop arrangements for Pre-School, Primary and Post-Primary education, in all sectors, to meet the needs of all our young people:

During 2003/2004 in pursuit of this aim the Board:

- Facilitated the planning of the restructuring of Holy Cross College, in partnership with CCMS, within the agreed timescale for the amalgamation of post-primary education in Strabane.
- Supported the staffing arrangements for the non-teaching structure of Holy Cross College to include DSO staff.
- Provided support and advice as necessary to the interim Board of Governors of Faughan Valley Clondermot in respect of staffing issues in advance of the proposed merger.
- Through its Property Services Division commenced on site the following new schools:
 - Strabane Special School
 - Bready Jubilee PS
 - Edwards PS
 - Beragh/Sixmilecross area
- Submitted an Economic Appraisal for a new post-primary school in Fermanagh to replace Enniskillen HS and Duke of Westminster HS
- Through its CASS Division provided support for schools involved in pilot of GCSE Life and Work
- Worked in partnership with schools and other external organisations to provide support for employability
- Continued the roll-out of Classroom Assistant Programme for the primary sector
- Contributed to the Dept of Education Working Group for Pre-School Education and adhered to the agreed timetable for the implementation of the recommendations

3. Provide life-long learning opportunities and equip people with the information, skills, competencies and qualifications required in a global economy:

During 2003/2004 in pursuit of this aim the Board:

- Completed for occupation the Strabane Library/Community Facility and Irvinestown Library.
- Through its Youth Service completed programmes with 70 participants in Prince's Trust Volunteer Scheme

- Helped 18 young mothers to complete a 'Moving On' Programme.
- Helped 24 young people to obtain educational/vocational qualifications (Axis programme) in DCC area
- Delivered an ICT Training Course to 15 youth workers to incorporate ICT into the Youth Work Curriculum.
- Established a NI wide Youth Information website incorporating the WELB Youth Information website
- Provided opportunities for library users to develop basic information communication technology (ICT) skills (ie those needed to access information on the web or e-government services)
- Through its CASS Division provided quality Art and Design experiences and skills development in Art and Design (ceramics / textiles) for Key Stage 3 / 4 pupils in Post-Primary schools in the Derry Cluster area including Special Schools (21 schools).
- Provided in-school professional development of Art and Design teachers and technical staff. (30/40 teachers approx).
- Increased the number of schools involved in community activity programmes
- Provided Parenting Programmes based on identified needs as a result of pupil referral, pupils attending Nurture Centre, sustained support schools and requests from individual schools. Programmes were planned in conjunction with schools/centres in Sperrin Lakeland and Foyle Area
- Actively supported the achievement of plans drawn up by the External Funding Group

4. Identify and set realistic targets in support of government priorities; Provide appropriate resources and support in order to ensure delivery of agreed targets:

During 2003/2004 in pursuit of this aim the Board:

- Implemented a phased training and development programme for Principals and Boards of Governors
- Facilitated the development of a regular reporting system which monitors absence trends and costs of teacher and non-teacher absence
- Planned and delivered a programme of open days which met the manpower requirement of the Transport Section, in line with HR timescales.
- Devised a system in respect of filling temporary vacancies within the School Admin and Management Division
- Implemented, in accordance with agreed timescales, the Board's statutory function for Benefits and Free Meals

- Maintained an effective Registry and Reception service, in line with the requirements of all Departments
- Fulfilled the Board's responsibilities with respect to Transfer and Open Enrolment, in accordance with prescribed timescales
- Fulfilled the Board's responsibilities with respect to Transport, in accordance with prescribed timescales
- Through its Property Services Division Improved facilities, through the Minor Works programme, at identified schools.
- Completed for occupation the new Gibson PS
- Progressed the following schemes for occupancy:
 - Technology Unit at Strabane HS
 - Technology Unit at Omagh Academy GS
- Submitted Economic Appraisals to the Department of Education on the following projects : Lisbellaw PS, Killen PS, Belmont House Special School, Lisnagelvin PS, Ebrington PS and Artigarvan PS
- Improved access for people with disabilities in 30 schools
- Implemented the first phase of identifying the presence of asbestos in schools and Board premises and compiled an asbestos register
- Through its Human Resources Division put in place a system for the provision of specialist counselling services on a call on/call off basis
- Facilitated the related HR modules in accordance with the programme for Governor support
- Audited Youth Service buildings (All Controlled clubs and 'full-time' Voluntary clubs) with regard to full use by disabled persons
- Supported WELB Youth Forum in the implementation of their annual Action Plan and plans for Annual Conference
- Commenced a programme of training and support for 25 identified schools involved in the 'Schools Community Relations Programme'
- Through its CASS Division involved 200 pupils in a variety of popular music activities, including Rock Music, Samba Drumming and DJ'ing
- Ensured that one year's pre-school education was available for every child whose parents wished it
- Reduced by 10% (when compared with 2001/02 academic year) the number of pupils identified as persistent non-attenders in Primary Schools and by 5% in Post-Primary Schools

- Reduced by 10% (when compared with 2001/02 academic year) the number of pupils who are multiply suspended in Primary Schools and by 5% in Post-Primary
- Developed an action plan to implement the recommendations of the Task Group on Autism taking account of current and additional resources allocated by the Department of Education

5. Effectively support the business needs of the organisation by employing appropriate staffing strategies:

During 2003/2004 in pursuit of this aim the Board:

- Monitored attendance at the monthly meetings of Heads of Sections by reviewing the quarterly absence reports received from HR
- Facilitated on a timely basis staffing strategies identified by managers to ensure that the business needs of the Board were met.
- Conducted a staffing review of HQ, area teams and youth centres
- Produced a Training Calendar for part-time staff
- Delivered Young Adult Development courses to over 75 young people
- Organised a WELB Youth Service conference
- Completed a review of staffing needs in line with identified priorities and available resources
- Identified required staffing structures, numbers and roles to support the Business Needs of the Special Education Division for 2004/05
- Contributed to the professional development of Educational Psychologists in Training at QUB
- Supervised and provided quality learning experiences for Educational Psychologists on training placement with WELB and promoted the Board as a positive working environment

6. Have in place an organisational training and leadership development programme based on organisational needs and staff appraisal:

During 2003/2004 in pursuit of this aim The Board:

- Continued to participate in training in relation to the new Estates Management Programme

- Implemented training for Catering Service supervisory staff on Government Nutritional Guidelines
- Continued to provide basic hygiene training, basic Health and Safety training and manual handling training to a certified level to all catering staff on an ongoing basis
- Provided training to all Maintenance Officers to enable them to undertake asbestos surveys
- Provided Economic Appraisal training for Development and other relevant Property Services staff
- Used the outcomes of appraisals to identify relevant training and development needs
- Issued support/training needs questionnaire to all youth club/project Advisory and Management Committees
- Continued to implement the appraisal mechanism with all administrative and advisory staff appraised
- Established an induction programme for new and continuing CASS staff

7. Become a people focussed learning organisation with IIP accreditation:

During 2003/2004 in pursuit of this aim the Board:

- Delivered on the key components of the Corporate IIP Action Plan in accordance with the agreed timescale
- Fully complied with the Board's Staff Development Policy by ensuring training needs were met
- All Divisions continued to actively contribute to the IIP Steering group and support the implementation of the IIP Corporate Action Plan as appropriate

8. Ensure that the Board's corporate values underpin the delivery of all services:

During 2003/2004 in pursuit of this aim the Board:

- Ensured a flexible structure in respect of restructuring of roles and key processes
- All 4 area youth teams linked Youth Service Business Plan to their own objectives
- Promoted and assimilated the Board's values within all elements of Core Business
- Made staff aware of the mission statement, corporate values and their implications for working practices through staff meetings
- Ensured that all Principals of Special Schools were offered training in relation to the Board's 'Managing Attendance at Work Policy'. Training provided to all Principals of Special Schools

- The CFO communicated regularly to AFOs/Section Heads and other staff on relevant issues including:
 - SMT policy and decisions
 - Business Plan quarterly reviews
 - Implementation of Job Evaluation
 - Board Mission/Corporate Values

9. Improve levels of staff satisfaction by implementing measures identified through consultative processes and other sources of information:

During 2003/2004 in pursuit of this aim the Board:

- Addressed the priorities identified in the action plan arising from the recommendations of the Staff Satisfaction Working Group. Action plan implemented
- Ensured action complemented a 5 Board approach and agreed Government priorities
- Through the Library Service provided opportunities for attendance at Committee. A Library group was formed to look at issues identified within the library service, report was completed and action plan devised

10. Review priorities for service delivery in accordance with its statutory responsibilities and the Programme for Government:

During 2003/2004 in pursuit of this aim the Board:

- Ensured the Business Plans reflected the priorities of the Corporate Business Plan
- Divisional Business Plans (2003/04) contained performance targets related to Resource Allocation Plans, DE plans, Earmarked Funds and corporate targets
- Through its library Service ensured Business Plan contained relevant outcome performance measures which reflected priorities for service delivery
- Ensured Business Plans were monitored on a monthly basis. Progress on the Business Plans monitored at staff meetings
- Devised and implemented an action plan to address the recommendations of the Education and Welfare Inspection Report

11. Promote and further develop an organisational culture of 'Best Value' in order to improve the quality of services to the customer:

During 2003/2004 in pursuit of this aim the Board:

- Carried out a detailed review of the operation of the Comments/Complaints Policy before taking account of the outcomes for the 2004/05 Business Plans.
- Produced and analysed quarterly reports from the Comments/Complaints Policy and identified measures to improve customer satisfaction

- Through its Youth Division, Implemented, where practicable, recommendations arising from Parental Survey
- Monitored and reviewed the new EPS reporting format. Data has been gathered from all stakeholders and evaluation completed
- Evaluated the second year of the pilot project on Time Allocation as a method of service delivery in Tyrone and Fermanagh

12. Employ a systematic and comprehensive business planning process which ensures the setting and monitoring of quality service standards:

During 2003/2004 in pursuit of this aim the Board:

- Reviewed the existing Business Plan and put in place a new operational Business Plan for 1 April 2004.
- Regularly reviewed progress against the Business Plan and provided quarterly reports to Committees
- Through Its The Youth Service circulated Business Plans and discussed at key area meetings (Youth Councils, Leaders' Councils and full-time staff teams)
- Through its CASS Division presented a draft Business Plan to the Education Committee in March 2003 and provided progress reports to the committee on a termly basis

13. Apply the provisions of appropriate legislation to all the Board's operations:

During 2003/2004 in pursuit of this aim the Board:

- Adopted an approach to the development of a strategy for Freedom of Information and Human Rights and Equality Legislation
- Carried out a full Equality Impact Assessment in relation to Executive Programme Funds
- Through its Youth Service leadership training courses continued to include modules regarding Human Rights/Equality Legislation and Board values
- Published revised WELB Youth Service Child Protection Guidelines
- Continued to implement staff training in respect of child protection.
- Produced a Data Protection policy for the Board by mid year and promoted guidance on website during year. Draft Data Protection policy was produced for the 5 Boards

14. Enhance the quality of the learning experience for the benefit of young people and the wider community through the development of an integrated ICT strategy:

During 2003/2004 in pursuit of this aim the Board:

- Adopted and implemented an integrated ICT Strategy
- Contributed as necessary through representation at the inter-Board user group set up to develop the Personnel Payroll System
- Acquired appropriate ICT resources to enhance HR services
- Through its Youth Service ensured that where possible correspondence within HQ and from HQ to area offices was communicated electronically
- Through its CASS Division actively contributed to the ICT Strategy Steering group and supported the implementation of the group's recommendations as appropriate
- Provided ICT requirements to the new 5 Board CAPITA e-strategy project. Special Education Division contributed to the 5 Board Draft Operational Requirements Report. The Board's Education and Welfare Service contributed to 5-Board implementation group and Capita Database is now installed
- Continued to update information regarding the Board's website
- Through its Computer Development section facilitated the migration of data and email to the Library Service's new management information system (ELFNI) from the Board's corporate network.

15. Enhance communications by implementing effective organisational communications and PR strategies:

During 2003/2004 in pursuit of this aim the Board:

- Complied fully with the Corporate Communications and PR strategy, with respect to increasing overall coverage in each Division, in liaison with the Information Office
- Through its School Administration and Management Division held monthly team meetings with Heads of Sections and ensured minutes were forwarded to Heads of Sections, within 7 days
- Through its Property Services Division updated the data held for each section on the Board's website during the year
- Through its HR Division developed the programme for regular team meetings by holding quarterly meetings
- Issued guidance to staff on the format and techniques of press release production
- Produced 4 issues of 'West Side Scene'
- Promoted and publicised the work of the EPS, by having in key public places an information flyer about the Educational Psychology Service.

- All Divisions contributed to key sections of Annual Report

16. Ensure the coherence of service provision by strengthening and developing co-operation across Board departments and services:

During 2003/2004 in pursuit of this aim the Board:

- Established the Employer's Function Committee for Controlled Schools, to address funding, staffing, salary policy, teacher absence and rationalisation issues
- Determined teaching complements and Pupil Teacher Ratios
- Worked in partnership with the Board's Environmental Management Group to help deliver the Board's Environmental Performance Measures for 2003/04 by:
 - continuing to recycle 100% waste paper from Headquarters;
 - continuing to recycle all used printer toner/cartridges from Headquarters;
 - reduced CO2 emissions by 1% per annum from the base year of 1999/00;
 - complied with key environmental targets in the Board's Environment Policy;
 - reduced paper use by 3% per annum from Headquarters by reviewing all operations with a view to maximising the use of IT and electronic media to replace paper use
- Developed internal partnerships with Human Resources to manage absence control
- Developed effective internal partnerships with key stakeholders to assist with the achievement of Board Strategy through, for example:
 - Literacy in a Learning Community
 - WELB ICT Strategy
 - Staff Satisfaction
 - IIP
- Continued to contribute a Special Education perspective to the Board's Literacy Forum
- Developed effective internal partnerships to assist with the achievement of Board strategy. Included participation on:
 - ICT Steering Group/Management Information development
 - Environmental Protection Group
 - Ad hoc arrangements for Teacher Absence with Education/Admin.
 - IIP Steering Group
 - Staff Satisfaction Group

17. Maximise the effectiveness of service provision by collaboration, where appropriate, with external partners at local and international level:

During 2003/2004 in pursuit of this aim the Board:

- Established the Primary and Post-Primary Consultative Committee
- Established appropriate partnerships with CCMS

- Continued to represent the Board on the Omagh Local Strategy Partnership, on a monthly basis, to influence policy and maximise funding opportunities for the Board
- Continued with and developed internal and external partnerships in relation to the Integrated Emergency Plan
- Continued to be represented on the Health Promoting Schools and Smart Snack Award Schemes.
- Participated in the NI Environmental Management Survey as supported by Arena Network
- Continued partnerships associated with Peace 2, NOF (PE and Sport and Activities for Young People), Children's Services Planning, Western Drugs and Alcohol Team, Child Protection, Youth Information, University of Ulster, Prince's Trust (Volunteers and XL), Westcare Business Services, Youth Action, Extern West , Derry City Council
- Continued representation at Inter Board Youth Panel (NI) and sub-groups – Training, Outdoor Education, Duke of Edinburgh's Award, Community Relations
- Conducted Youth Service Partnership exchanges with Portugal and France
- Hosted a European Youth Worker Study Tour on 'Youth Work in a Rural Setting'
- Worked with other library and information service providers in the Derry City Council area to improve the overall quality of service for customers
- Ensured that Key Staff represented the Board in the development and implementation of Children's Services Plans
- Contributed to a joint DE/ELB Equality Impact Assessment Working Group to examine equality issues in recent policies on Inclusion and SEN
- Established a network of external programme partners to enrich the provision of alternative education programmes for marginalised and disaffected 14-16 year olds
- Worked closely with External Funding bodies (National Lottery/EU/LRI/Local Strategy Partnerships and other relevant bodies) to improve performance
- Co-ordinated with central Payroll team to achieve replacement of hardware this year
- Worked with the Department of Education and the other Boards on preparing contingency plans for the possible introduction of the euro currency

18. Contain expenditure within the limits laid down in government financial targets:

During 2003/2004 in pursuit of this aim the Board:

- Examined and reviewed all aspects of expenditure costed to Board Headquarters, and made recommendations regarding future practice and possible opportunities for potential savings
- Adhered to budget allocation
- CASS Division presented the 2003/2004 budget deployment to the May meeting of the Education Committee
- Ensured furniture/equipment budgets effectively used in support of Capital Programme and in liaison with schools
- Finalised transfer of Threshold Funding for 2002-2003 to LMS budgets in conjunction with completion of Annual Accounts 2002/2003
- Issued budget notifications to schools for 2004/2005
- Complied with timetable for production of monthly reports for school monthly outturns
- Agreed school financial plans including review of Surpluses held
- Ensured all planned deficits were contained within RAP targets
- Reviewed monitoring arrangement of substitution teachers

19. Review, monitor and evaluate the use of all its financial resources to secure the achievement of overall aims:

During 2003/2004 in pursuit of this aim the Board:

- Provided reports on financial expenditure at all Youth Committee meetings
- Issued budget holders with financial updates on a monthly basis
- Presented plans for expenditure of £150k earmarked funds to Youth Committee
- Reported on financial performance at each meeting of the Library Committee
- Reported on financial performance to the Education committee on a monthly basis and to relevant budget holders, where appropriate
- Ensured the efficient receipt and security of all Board income
- Ensured that weekly/monthly reports in respect of cash draw-down were completed and forwarded to relevant Gov. Departments on a timely basis
- Requisitioned funds from the various Government Departments in accordance with projected expenditure levels and also to remain within constraint levels as determined by these Departments

- Ensured that all income data was input to the Board's computer system on a regular monthly basis to accommodate financial reports
- Ensured that all payments (i.e. Payroll, Creditors, Student Awards etc.) were processed and despatched on a regular and timely basis.

20. Optimise the resource base available to the Board to address identified needs and priorities and submit fully costed bids to departments and to relevant funding bodies:

During 2003/2004 in pursuit of this aim the Board:

- Ensured that appropriate budget profiles were drawn up and agreed with Finance for all budget areas in accordance with the timetable laid down by Finance
- Provided costed plans and profiles for the allocation of resources in April 2003.
- Identified appropriate sources of alternative funding and submitted bids by key dates as identified by funding source

21. Review, monitor and develop financial and other operating systems across all departments:

During 2003/2004 in pursuit of this aim the Board:

- All Divisions co-operated with Finance as required in respect of the Resource Allocation Plan
- Prepared monitoring returns for Peace II funding as and when required
- Reviewed and updated Financial Manuals/Oracle Procedures

22. Develop a co-ordinated approach to the collection and use of management information:

During 2003/2004 in pursuit of this aim the Board:

- Set objectives and measures for each strategic issue when MIS proposals were made
- Contributed to the development of a Management Information System. Identified the requirements of the Library Management System
- Prepared detailed reports for all Departments analysing makeup of Fixed Assets and valuations reconciled to Final Accounts
- Created and maintained a database giving up to date information on funding bids; both bids in the course of preparation and those which have been submitted to funding bodies
- Ensured that funding bids took full account of the management and support costs associated with each funding proposal.

23. Ensure the Board is in compliance with corporate governance and risk management requirements:

During 2003/2004 in pursuit of this aim the Board:

- Managed the implementation of the actions required for the High/High risks identified in the Risk Register – with immediate effect
- Put in place arrangements for signing off the Statement of Internal Control (SIC) for 2002/03 for the School Administration and Management Division.
- Reviewed, maintained and acted upon risk registers and associated Risk Management procedures
- Put in place arrangements for the sign off of Statement of Internal Control
- Develop a learning cycle model of risk management which was applied throughout the Youth Service

Board Implements Equality Duty

The Board has worked closely with the other four Education and Library Boards, the Staff Commission, the Department of Education and others to ensure that a strategic and co-ordinated approach has been taken when implementing the Equality Duty across the education sector. In addition to providing the annual statutory progress report to the Equality Commission, the Board also produced a user-friendly magazine “Equality Update” that was very well received by a wide range of interest groups.

The Board completed an equality screening exercise for the C2k project, which provides ICT managed services to all publicly funded primary, post primary and special schools in Northern Ireland – approximately 1,300 schools. Measures have been taken within the project to address issues arising from the Section 75 categories of age, racial group and disability and these matters will be kept under regular review.

The Northern Ireland Children’s Commissioner launched the Board’s Anti-Bullying Policy and associated school bus poster campaign this year. Over 200 WELB buses now carry one of the eight different posters to 15,000 children being transported to and from school on a daily basis across the WELB area. These posters are intended to heighten awareness of bullying among children and have been designed around the most common forms of bullying in Northern Ireland, namely gender, age, race and disability. The aim is to get people talking. As one of the posters states: “We cannot deal with a problem until we are able to recognise it and talk about it.”

Best Value

The Board continues to support implementation of the five Board programme of Fundamental Performance Reviews, examining aspects of service delivery provided by Board Services. Best Value Fundamental Reviews endeavour to:

- Challenge the justification for existing current practices
- Consult with service users, both internal and external
- Compare with other providers of the same or similar services, setting meaningful and comparable performance indicators

- Compete for future provision of a better quality service, continuously improving service delivery through setting challenging targets for improvement.

To date, Fundamental Reviews have been completed in: Home-to-School Transport, Building Maintenance, Special Education and Catering. These Reviews have resulted in a comprehensive range of recommendations designed to improve the services.

A Fundamental Review of the Youth Service commenced in December 2003, with the aim of examining the statutory arrangements for the delivery of the Service approved by the Department of Education under Article 37 of the Education (NI) Order 1986, as amended. The Review has clearly defined the scope and standards for the service; challenging and questioning existing arrangements, and producing meaningful comparisons and benchmarks both internally and with other providers. This involved extensive consultation with stakeholders in this service area; taking into account the requirements under Section 75 (Statutory Duty), and will make recommendations for the future management and delivery of the Youth Service. It is envisaged that this review will be completed in December 2004.

At local level, the Board has developed a strategy for implementation of a rolling programme of Local Best Value Reviews. A Local Review of Transfer and Open Enrolment was completed, and a Review of School's Libraries commenced in September 2004. In January 2005, expressions of interest will be invited from any Board Service wishing to be considered for a Local Best Value Review.

Freedom of Information

The Freedom of Information Act is designed to establish a new culture of openness and transparency in public administration and will provide the public with a general right of access to information from 1 January 2005. The Board is committed to making as much information as possible available as a matter of routine through its website and details are contained in the Board's Publication Scheme, which has received approval from the Information Commissioner. Appropriate staff training will be crucial to successful compliance with the Freedom of Information Act. The Board is making arrangements for the delivery of training programmes, including the procurement of computer based training packages, and all training will be timed to start this coming Autumn to ensure that the topic is fresh in the mind at January 2005. It will include general awareness training for all staff and more specialised training for managers. As schools are designated as public bodies for the purposes of the Act, this topic will be added as an agenda item to forthcoming conferences for school principals and to training sessions for school governors.

Financial Matters

The WELB has an annual turnover of £278 million. The Finance Department, reporting directly to the Finance Committee, plays a central role in managing those resources, providing a full range of services, including Payroll, Supplier Payments, Procurement of Goods and Services, Information Technology, Budgetary Control and Accounting.

Where the funding comes from

The Board receives grant funding from three Government Departments. The Department of Education provides the majority of Board funding (89.5%) for spending on schools and on central services in support of schools. The Department of Culture, Arts and Leisure finances the running of the Public Library Service and the Department for Employment and Learning funds student support in Further and Higher Education. In addition, the Board receives other income from direct charges for services, such as school meals and library fines, as well as additional grant income from other sources, including the New Opportunities Fund and European Funds.

The Financial Position

Achieving the financial targets laid down by the three Departments is a critical strategic objective of the Board. The financial outturn, illustrated in the charts set out below, show that these targets are achieved during the year. It should be noted, however, that budgets remain under significant pressure and the Board continues to work towards consolidating its financial position for the future. This process includes ensuring an equitable share of available resources is secured for the Western area, whilst simultaneously controlling expenditure. The Budget distributed for 2004/05, agreed by the Board at its 2004 meeting, allowed continuing priority to be given to school budgets, whilst providing additional resources for essential central services in support of schools, such as Special Education and Transport

Financial Services Report

The Board's Payroll Service ensured the prompt payment of salaries and wages to over 6,000 non-teaching staff during the year. All teaching staff (approximately 4,000) are paid centrally by the Department of Education on an agency basis, on behalf of the Board. During the year, there was a continued increase in the number of staff receiving their pay directly into bank accounts while preparatory work continued in anticipation of the implementation of a new human resources/payroll system for all five Boards.

Over recent years the Board has put an emphasis on reducing the amount of time taken to pay suppliers for goods and services. There was continuous improvement in performance in this area with 80% of invoices paid within target during 2003/04 financial year. The Board will continue to seek further improvement in this area.

The Local Management Unit provided a financial advice and reporting service to the 234 schools in the Board area. At year end, schools held reserves of £5.2 million, or 3% of budgets. The Local Management Unit continues to work closely with schools with significant variances (Surplus or Deficit) to ensure that resources are managed economically, efficiently and effectively in accordance with the Department of Education and Board guidelines

In respect of those budgets controlled centrally by the Board, reporting arrangements also operated successfully during the year. This included reporting to the three Government Departments and to budget holders, Senior Management and to Board Committees on the financial position and pressures impacting on services. The Budgetary Control Unit also provided financial advice and training to budget holders on an ongoing basis throughout the year. The Purchasing Section continued to develop services and links with other Boards and Government Departments to ensure the most appropriate and economical method of purchasing goods and services for schools and other Board services, through assisting in sourcing of supplies, preparing specifications and issuing tenders. In 2003/04, the Board was very successful in attracting external funding from a number of sources, including EU Peace II, the New Opportunities Fund and the Londonderry Regeneration Initiative.

Annual Financial Accounts

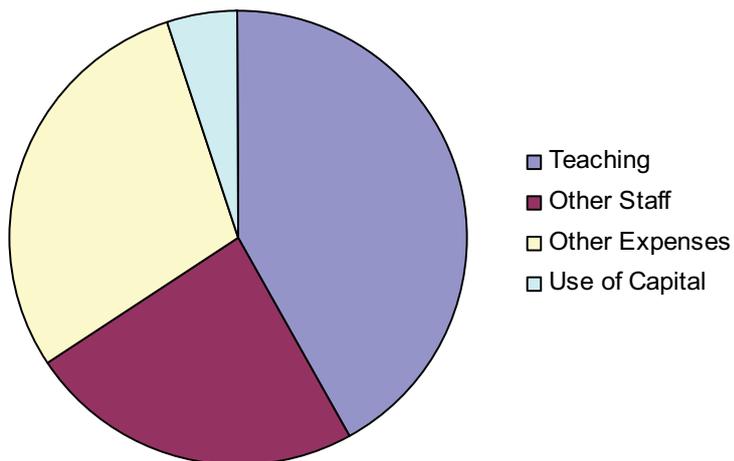
The Board was pleased to receive a clear audit opinion from the Northern Ireland Audit Office (NIAO) in respect of the Annual Accounts for the year ended, 31 March 2002. It is anticipated that the NIAO will shortly be in a position to sign off the Annual Accounts for the year ended 31 March 2003, following technical adjustments in respect of the valuation of Capital Assets. A certified copy of the 2003/04 Annual Accounts will be produced as an addendum to this report following completion of the audit process. Copies of this addendum will be included on the WELB website, with copies available on request from the Chief Finance Officer at Board headquarters. Please note that the figures disclosed in this report are drawn from the Unaudited Annual Accounts for the year ended 31 March 2004

Information Systems

During the year, the Board implemented a new, interactive, website aimed at improving communications with schools, parents and other users of services. This new website provides facilities to download application forms for job vacancies, secure log-ins for schools to access information previously disseminated by 'hard copy' and media reports and links. The Board will continue to develop its website to further enhance its communication with customers.

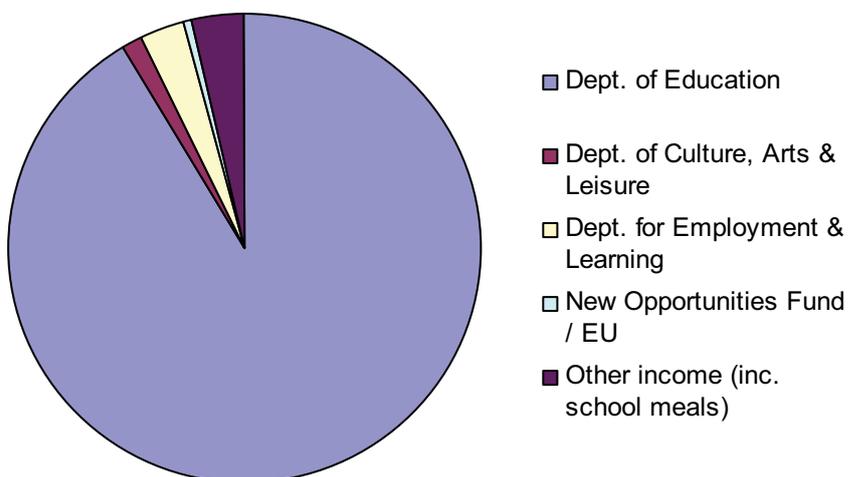
The Board continues to progress a range of Information Technology (IT) developments, taking the lead in developing a new, five Board, Transport Management Information System and working closely with other Education and library Boards on various e-Government projects. During the year, the Board upgraded its Wide Area Network to provide high speed (2Mbps) connections, including introduction of network traffic monitoring, to various outlying Board facilities, facilitating compliance with the e-Government requirement of ensuring all services are deliverable electronically to the public by March 2005.

Where does the Board spend its money?



| | £ms |
|----------------|--------------|
| Teaching | 116.3 |
| Other Staff | 65.4 |
| Other Expenses | 81.0 |
| Use of Capital | 14.2 |
| Total | 276.9 |

Where does the Board receive its income?

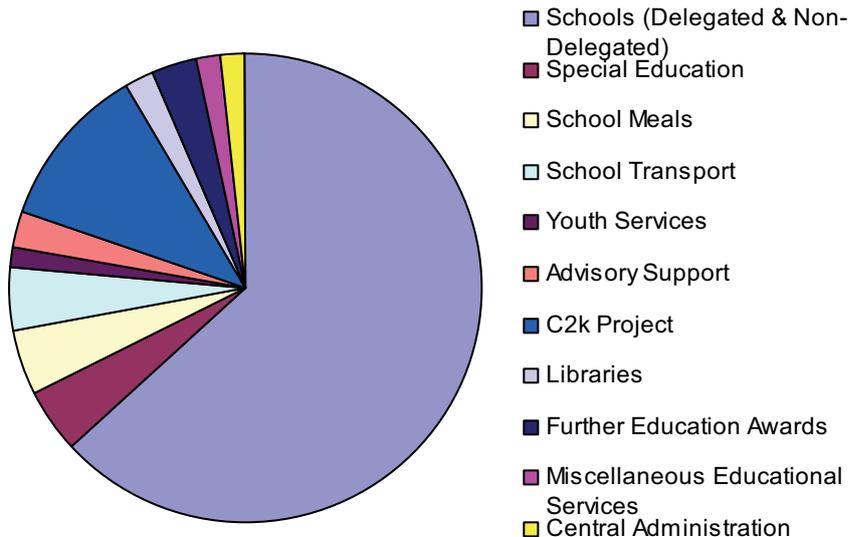


| | £ms |
|---|--------------|
| Dept. of Education | 247.9 |
| Dept. of Culture, Arts & Leisure | 4.2 |
| Dept. for Employment & Learning | 8.3 |
| New Opportunities Fund / EU | 1.3 |
| Other income (inc. school meals) | 9.7 |
| | 271.4 |
| + credit in respect of notional income / depreciation | 14.3 |
| Total | 285.7 |

End year flexibility added back

Note 5, accounts

How does the Board distribute its money?



| | £ms |
|-------------------------------------|--------------|
| Schools (Delegated & Non-Delegated) | 171.2 |
| Special Education | 11.7 |
| School Meals | 12.0 |
| School Transport | 12.4 |
| Youth Services | 4.1 |
| Advisory Support | 6.1 |
| C2k Project | 31.2 |
| Libraries | 5.1 |
| Further Education Awards | 8.6 |
| Miscellaneous Educational Services | 4.1 |
| Central Administration | 4.9 |
| Total | 271.4 |

Financial Report

Annual Accounts for year ended 31 March 2004

Foreword to the Accounts

1 Background information

The Western Education and Library Board (hereinafter referred to as 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 local Council areas of Derry, Fermanagh, Limavady, Omagh and Strabane.

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 (N.I) Order 2003. (A copy of the accounts direction can be found at annex A).

2 Brief history

Business Review

The Board produces an Annual Report of its activities and a full report is contained therein.

Results for the Year

The results for the year of the Western Education and Library Board are set out in detail on page 59. The deficit for the year was £ 7,148,875 after charging notional costs of £ 7,598,298.

Fixed Assets

Details of the movement of fixed assets are set out in note 12 to the accounts.

The Board does not believe that there is any material difference between the market and book values of its lands and buildings.

3 Future developments

Mr Barry Mulholland will take up the post of Chief Executive of the Western Education and Library Board with effect from 1 April 2004. Mr Mulholland was formerly the Chief Administrative officer with the Belfast Board.

(a) Education Services

During 2003/04 work commenced on the construction of replacement primary schools for Bready/Sandville, Dervaghroy, Sixmilecross, Hutton and Edwards and also on the construction of a new special school in Strabane. The replacement schools for Bready/Sandville (the Jubilee Primary School) and at Sixmilecross should be completed and operational before the end of 2004/05 financial year whilst the Edwards Primary and Strabane Special schools are due for completion in the summer 2005.

The Board received approval and funding under the Reinvestment and Reform Initiative to improve facilities at small rural primary schools and to replace temporary classrooms with permanent accommodation. Under this latter measure the Board commenced work in 2003/04 to replace temporary classrooms at Drumahoe and Sion Mills Primary Schools and at Foyleview Special School, at a total estimated cost of £1.3m. Each of these projects will be completed and operational in time for the beginning of the 2004/05 academic year.

In February 2003 the Board received new starts approval to the following schemes:

Kesh Primary School -estimated costs £2.24m

Maguiresbridge Primary School-estimated costs £1.27m

Cranny Special School-estimated costs £2.10m

Lisneal College -estimated costs £17.20m

with building work expected to commence in the first quarter of 2005. The first three of the schemes listed are being taken forward by means of conventional build with Lisneal College designated as a Design and Build project.

The Board would wish to purchase a site near Enniskillen for the proposed new Devenish College, to replace the existing Enniskillen and Duke of Westminster High Schools. The Department of Education has been requested to include the acquisition of this site in its financial planning for 2004/05.

(b) Disability Access

The implementation of Part III of the Disability Discrimination Act 1995 places a duty on the Board to ensure from 1 October 2004, that reasonable adjustments are made in relation to premises in order to overcome any physical barriers to access by people with a disability. The Board has had an extensive programme of 'disabled access' works underway during the past two years including at schools, public libraries and youth centres. This programme will continue into 2004/05 and will include significant alteration works to the Headquarters building in Omagh. The Board will continue to function in its present form for the foreseeable future.

4 Important events occurring after the year end

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

5 Charitable donations

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

6 Board Members

The following served as Board Members during the year:

Mrs M Bradley
Mrs A Brolly
Mrs E F Brunt
Dr J Cornyn
Miss E M Cunningham
Mr P D Donnelly
Mr P Duffy
Mrs F G Durkan
Mr H Faulkner **Chairman to 9 September 2003, Vice-Chairman thereafter.**
Mr P Flemming
Mrs M Garfield
Rev R Herron
Mr D Hussey
Mr R Irvine
Mr J Kerr
Mr N W Lambert
Mr S S MacCionnaith
Mr J P Martin
Mr E S McCaffrey
Mrs B Maguire
Mr B McElduff
Mr D N McElholm
Mrs C McGill
Ms M McLaughlin
Miss D M McNamee
Mr S B Morrow
Mr J H Mullan **Chairman from 10 September 2003, previously Vice-Chairman.**
Mr J O'Kane
Mr T O'Reilly
Arch C T Pringle
Mr D Rainey
Mr W D Reilly
Mr S Shields
Mr E Stevenson
Mrs E Waterson

7 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.

8 Payment 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:

| | Based on Invoice Date | |
|--------------------------------|------------------------------|--------------|
| | Number | £000s |
| Total bills paid | 193,687 | 88,020 |
| Total bills paid within target | 154,155 | 70,055 |
| % of bills paid within target | 79.59% | |

9 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.

10 Auditor details

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

The audit of the financial statements for 2003/04 resulted in a notional audit fee of £37,000 and is included within Notional Costs in the Income and Expenditure Account.

Barry Mulholland

.....
Accounting Officer

22/6/2005

.....
Date

Statement of Internal Control 2003/2004

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, whilst safeguarding the public funds and Board 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 on programmes and schemes funded by the Board and in respect of the Board's adjudication on entitlement to student loans and awards. In addition, audit certifications have been issued as required in respect of entitlement to student loans and awards.

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 arrangements are in place to hold Accountability Review meetings with the Department of Employment and Learning and the Department of Culture, Arts & Leisure as required.

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, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Board for the year ended 31 March 2004 and up to the date of approval of the annual report and accounts, and accords with DFP guidance.

3 Capacity to Handle Risk

The Board has a Risk Management Strategy and Policy which were developed by the Risk Management Group and are endorsed by the Chief Executive and Audit Committee. These documents specify the risk management process within the board and sets out the roles and responsibilities of officers and members.

Risk Management facilitation workshops were held for all managers within the Board and were explicitly linked to key objectives within the Board.

4 The Risk and Control Framework

The Senior Management Team (SMT) and Heads of Department oversee the operation of risk management. Heads of Division and Section identify operational risks and take into account strategic risks identified by the Risk Management Group. Risk is controlled through the existent management structure within the Board whereby reports are made to the next level of management.

Risk appetite is considered low when factors such as health and safety, delivery of major projects, government targets, budget and fraud are involved.

5 Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and executive managers within the Board 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 Audit Committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The Board, through its committees, maintains and reviews the system of internal control within the business divisions by continually monitoring the service being provided to customers to ensure it meets objectives set in the respective divisional Business Plans. Updates on Business Plans are provided to relevant committees on a quarterly basis. The Chairperson of the Audit Committee reports to the Board as a whole on audit activity including risk management on a quarterly basis.

The Board has an internal audit section, which operates to the Government Internal Audit Standards defined by HM Treasury. They submit regular reports which include the Head of Internal Audit's independent opinion on the adequacy and effectiveness of the Board's system of internal control.

6 Significant Internal Control Problems

During 2003/2004 a review of principals and vice principals pay flexibilities identified a number of control weaknesses. The Chief Executives of the five Boards have agreed a revised control framework. This has been forwarded to the Department of Education (DE) who is responsible for the payment of teachers' salaries.

Barry Mulholland

22/06/05

Accounting Officer

Date

Statement of the Board and Chief Executive's Responsibilities

Under Article 12 of the Education and Libraries (N.I) Order 2003 the Board is required to prepare a statement of accounts 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 Departments 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.

Barry Mulholland

22/06/05

Accounting Officer

Date

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

I certify that I have audited the financial statements on pages 59 to 87 under the Education and Libraries (NI) Order 2003. These financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and the accounting policies set out on pages 63 to 67.

Respective responsibilities of the Accounting Officer and Auditor

As described on page 56 the Board and Chief Executive are responsible for the preparation of the financial statements in accordance with the Education and Libraries (NI) Order 2003 and the Department of Education's directions made thereunder and for ensuring the regularity of financial transactions. The Board and Chief Executive are also responsible for the preparation of the Foreword. My responsibilities, as independent auditor, are established by statute and I have regard to the standards and guidance issued by the Auditing Practices Board and the ethical guidance applicable to the auditing profession.

I report in my opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Education and Libraries (NI) Order 2003 and the Department of Education's directions made thereunder, and whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report if, in my opinion, the Annual Report is not consistent with the financial statements, if the Board has not kept proper accounting records, or if I have not received all the information and explanations I require for my audit.

I review whether the statement on pages 54 and 55 reflects the Board's compliance with the Department of Finance and Personnel's guidance on the Statement on Internal Control. I report if it does not meet the requirements specified by the Department of Finance and Personnel, or if the statement is misleading or inconsistent with other information I am aware of from my audit of the financial statements. I am not required to consider, nor have I considered whether the Accounting Officer's Statement on Internal Control covers all risks and controls. I am also not required to form an opinion on the effectiveness of the Board's corporate governance procedures or its risk and control procedures.

Basis of audit opinion

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

whether caused by error, or by fraud or other irregularity and that, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I have also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In my opinion:

- the financial statements give a true and fair view of the state of affairs of the Western Education and Library Board at 31 March 2004 and of the deficit, total recognised gains and losses and cash flows for the year then ended and have been properly prepared in accordance with the Education and Libraries (NI) Order 2003 and directions made thereunder by the Department of Education; and
- in all material respects the expenditure and income have been applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them

Report

I have reported separately on Accounting to Parliament by Education and Library Boards in Northern Ireland in my General Report: Financial Auditing and Reporting 2003-04 (HC 96 Session 2004-05). The report deals with delays in finalising Board accounts and related matters.

J M Dowdall CB
Comptroller and Auditor General
12 August 2005

Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU

Income and Expenditure Account for the year ended 31 March 2004

| Income | Notes | 2004 £000s | 2003 £000s |
|---------------------------------------|--------|-----------------------|-----------------------|
| Grant from Departments | 2 | 259,653 | 245,399 |
| Other grant income | 3 | 1,291 | 1,016 |
| Other operating income | 4 | 9,686 | 8,484 |
| Total Income | | 270,630 | 254,899 |
| Staff costs | 6 & 7 | 183,009 | 171,418 |
| Depreciation | 12 | 6,605 | 11,194 |
| Other operating expenses | 8 & 11 | 80,567 | 73,323 |
| Notional costs | 9 | 7,598 | 12,026 |
| Total Expenditure | | 277,779 | 267,961 |
| (Deficit) for the year | | (7,149) | (13,062) |
| Credit in respect of notional costs | 9 | 7,598 | 12,026 |
| Amount Transferred to Reserves | 20 | 449 | (1,036) |

All amounts above relate to continuing activities.

The notes on pages 63 to 87 form part of these accounts.

Statement of Total Recognised Gains and Losses for the year ended 31 March 2004

| | Notes | 2004 £000s | 2003 £000s |
|---|-------|-----------------------|-----------------------|
| (Deficit) for the year | | (7,149) | (13,062) |
| Net surplus on revaluation of fixed assets | 21 | 9,864 | 10,025 |
| Backlog Depreciation | 21 | (474) | 86 |
| Total recognised gains (losses) for the year | | 2,241 | (2,951) |

The notes on pages 63 to 87 form part of these accounts.

Balance Sheet as at 31 March 2004

| | Notes | 2004 £000s | 2003 £000s |
|---|-------|-----------------------|-----------------------|
| Fixed Assets | | | |
| Tangible Assets | 12 | 217,954 | 202,584 |
| Current Assets | | | |
| Stocks | 13 | 233 | 260 |
| Debtors | 14 | 56,348 | 42,869 |
| Cash at bank and in hand | 23(v) | (6,200) | 1,687 |
| | | <u>50,381</u> | <u>44,816</u> |
| Current Liabilities | | | |
| Creditors: amounts falling due within one year | 15 | <u>19,689</u> | <u>14,605</u> |
| Net Current Assets | | 30,692 | 30,211 |
| Total Assets less Current Liabilities | | 248,646 | 232,795 |
| Creditors: amounts falling due after more than one year | 16 | - | - |
| Provisions for Liabilities and Charges | 18 | 2,808 | 3,106 |
| Deferred Income | 19 | 30,411 | 30,253 |
| Net Assets | | <u>215,427</u> | <u>199,436</u> |
| Reserves | | | |
| Income and Expenditure Reserve | 20 | (7,950) | (6,829) |
| Other Reserves | 21 | <u>223,377</u> | <u>206,265</u> |
| | | <u>215,427</u> | <u>199,436</u> |

The Financial Statements on page 59-87 were approved by the Board on 22 June 2005 and were signed on its behalf by:

Chairman: Harry Mullan.....Date: ...22 June 2005

Chief Executive: Barry Mulholland.....Date: ...22 June 2005

The notes on pages 63 to 87 form part of these accounts.

Cash Flow Statement for the year ended 31 March 2004

| | Notes | 2004 £000s | 2003 £000s |
|---|----------|-----------------------------|-----------------------------|
| Net cash (outflow)/inflow from operating activities | 23 (i) | (8,107) | 8,720 |
| Returns on investments and servicing of finance | 23 (ii) | 48 | 17 |
| Capital expenditure and financial investment | 23 (iii) | <u>172</u> | <u>(1,059)</u> |
| Net cash (outflow)/inflow before financing | | (7,887) | 7,678 |
| Financing | 23 (iv) | - | - |
| Increase/(decrease) in Cash and Net Funds | | <u><u>(7,887)</u></u> | <u><u>7,678</u></u> |

The notes on pages 63 to 87 form part of these accounts.

Notes to the Financial Statements for the year ended 31 March 2004

1. STATEMENT OF ACCOUNTING POLICIES

1.1 Accounting Convention

These financial statements have been prepared in accordance with the Accounts Direction issued by the Departments on 22 July 2004 and in accordance with applicable Accounting Standards under the modified historical 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

The final approved resource allocation (recurrent) from the Department of Education is included in the income and expenditure account to the extent of matching the relevant expenditure incurred during the period. Where expenditure incurred exceeds/is less than cash received a Departmental debtor/creditor is created. Where expenditure incurred is less than the final approved resource allocation (recurrent) a funding commitment is disclosed. However, reference should be made to note 5 for further detail.

The annual recurrent allocations from the Department of Culture, Arts and Leisure, the Department for Employment and Learning and the Department of Health and Social Services and Public Safety are intended to meet recurrent costs, which are credited to the income and expenditure account.

Income from other grants received for specific purposes, that is, restricted income, are included in the income and expenditure account 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 income and expenditure account in the period in which they arise.

1.4 Taxation

The Board is exempt from corporation tax on income it receives. Items in the Income and Expenditure account 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 Land and Buildings

All land and buildings are capitalised and stated in the balance sheet at valuation on the basis of depreciated replacement cost. Full valuations are normally made by the Valuation and Lands Agency (VLA) every five years and in the intervening years these valuations are updated using appropriate indices. Land and buildings acquired during the year are included in the balance sheet. Completed building projects will be 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 a Government Grant Reserve and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis which is consistent with the depreciation policy.

1.5.2 Maintained Schools

Land and buildings shown in the financial statements do not include any maintained schools, the assets of which belong to their trustees. 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 Income and Expenditure Account.

1.5.3 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 Income and Expenditure Account.

1.5.4 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.

1.5.5 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.

All assets are depreciated on a straight line basis over their expected useful lives. A full months 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.

Capitalised assets are depreciated over their useful economic lives. The following useful economic lives should, where necessary, be used as approximations to the levels estimated annually.

| 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 |

Where these assets are acquired with the aid of specific grants the asset is capitalised and depreciated in accordance with the above policy, with the related grant being credited to a Government Grant Reserve and released to the income and expenditure account over the expected useful economic life of the related asset.

Notes to the Financial Statements for the year ended 31 March 2004

1. STATEMENT OF ACCOUNTING POLICIES (cont'd...)

1.6 Stocks

It is policy to carry stock for the meals service, vehicle 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, Balloo Road, Bangor.

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

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

1.8 Nature of substantial reserves

- The ***Income and Expenditure Reserve*** balance represents the surplus of revenue income over expenditure. It can be used to supplement income in future years.

Other Reserves

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

- The Revaluation Reserve will depend on the application of the accounting guidance for Non Departmental Public Bodies
- The Donated Asset Reserve and Revaluation Reserve will depend on the application of the accounting guidance for Non Departmental Public Bodies.
- The Government Grant Reserve represents the movement of fixed assets in line with the accounting guidance for Non Departmental Public Bodies.
- The General Reserve represents the proceeds of the sale of non-property assets, in line with the accounting guidance for Non Departmental Public Bodies.
- The Special Book Reserve represents the valuation of the local library collection.

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 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.

The South Eastern Education and Library Board has responsibility on behalf of all 5 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.

Notes to the Financial Statements for the year ended 31 March 2004

2. GRANT FROM DEPARTMENTS

Department of Education, Department of Culture, Arts and Leisure and Department for Employment and Learning

| | 2004 £000s | 2003 £000s |
|---|-----------------------------|-----------------------------|
| Recurrent Grant | | |
| - Grant-in-Aid | 244,730 | 227,664 |
| - Higher Education Bursaries | 5,639 | 3,000 |
| - Mandatory Awards | 595 | 629 |
| - Premature Retirement Compensation Pensions | 1,243 | 1,077 |
| - Premature Retirement Compensation Lump Sums | 397 | 502 |
| - Release of Government Grant Reserve | 6,746 | 12,156 |
| | <hr/> 259,350 | <hr/> 245,028 |

DEPARTMENT OF HEALTH, SOCIAL SERVICES AND PUBLIC SAFETY

| | | |
|------------------------|---------------|---------------|
| Recurrent Grant | | |
| - Mandatory Awards | 303 | 371 |
| | <hr/> 259,653 | <hr/> 245,399 |

3. OTHER GRANT INCOME

| | 2004 £000s | 2003 £000s |
|------------------------|-----------------------------|-----------------------------|
| European Funds | 495 | 86 |
| New Opportunities Fund | 705 | 859 |
| Other Funds | 91 | 71 |
| | <hr/> 1,291 | <hr/> 1,016 |

4. OTHER OPERATING INCOME

| | 2004 £000s | 2003 £000s |
|------------------------------------|-----------------------------|-----------------------------|
| Catering operations | 6,099 | 5,693 |
| Other income generating activities | 686 | 770 |
| Interest Receivable | 68 | 49 |
| Miscellaneous | 2,833 | 1,972 |
| | <hr/> 9,686 | <hr/> 8,484 |

5. FUNDING COMMITMENT / END YEAR FLEXIBILITY

The following funding commitment or end year flexibility from the Department has not been accrued as income:

| | 2004 £000s | 2003 £000s |
|--|-----------------------|-----------------------|
| Amount of Grant formally committed: | | |
| Department of Education | 7,491 | 3,398 |

The funding commitment or end year flexibility represents a guaranteed resource which will be added to the Board's approved spending limit in the next financial year. In establishing whether the Board has achieved financial targets set, this funding commitment or end year flexibility is added to the reserves position reported in these accounts.

6. STAFF COSTS

The average number of persons (including Senior Post-holders) employed by the Board during the year expressed as Full Time Equivalents (FTE) and staff costs are as follows:-

Staff costs:

| | 2004 £000s | 2003 £000s |
|---|-----------------------|-----------------------|
| <i>Teaching</i> | | |
| Wages and Salaries | 99,561 | 95,889 |
| Social Security Costs | 7,966 | 6,829 |
| Pension Costs | 7,524 | 7,275 |
| Other Employee Expenses | 2,554 | 2,686 |
| | <hr/> 117,605 | <hr/> 112,679 |
| <i>Non-Teaching (including Board Members)</i> | | |
| Wages and Salaries | 59,497 | 53,518 |
| Social Security Costs | 3,492 | 2,552 |
| Pension Costs | 2,017 | 1,792 |
| Other Employee Expenses | 398 | 877 |
| | <hr/> 65,404 | <hr/> 58,739 |
| | <hr/> <hr/> 183,009 | <hr/> <hr/> 171,418 |

Average staff numbers:

| | 2004 Number | 2003 Number |
|--------------|------------------------|------------------------|
| Teaching | 3,960 | 3,824 |
| Non-Teaching | 6,019 | 6,041 |
| TOTAL | <hr/> <hr/> 9,979 | <hr/> <hr/> 9,865 |

Recent NDPB Guidance requires detailed disclosure in respect of staff on secondment or loan as well as agency, temporary and contract staff. It is expected that full disclosure will be made pending full implementation of the new Payroll/Human Resource systems across the Boards.

7. EMOLUMENTS OF SENIOR POST HOLDERS AND MEMBERS

| | Age* | Salary inc benefits in kind | Real inc in pension at 65 | Total accrued pension at 65 at 31/03/04 |
|---|------|-----------------------------------|---------------------------------|---|
| | | £ | £ | £ |
| Mr P J Martin <i>Chief Executive – retired 31 March 2004</i> | | 92,679 | N/A | 44,238 |
| Mr B Mulholland <i>Designate Chief Executive from 01 March 2004</i> | | 6,832 | 2,481 | 18,618 |
| Mrs S McCaul <i>Head of Curriculum Services</i> | | 68,123 | 2,088 | 31,368 |
| Mr C P Doran <i>Chief Finance Officer – resigned 30 September 2003</i> | | 33,340 | - | 14,586 |
| Mr O Harkin <i>Chief Finance Officer from 01 January 2004</i> | | 14,483 | - | 171 |
| Mr J A Stewart <i>Director of Services-C2k</i> | | 63,797 | 1,803 | 25,729 |
| Mr R Beattie <i>Central Support Manager-C2k</i> | | 63,980 | 1,910 | 26,454 |
| Mr S A Rainey <i>Head of Services</i> | | 63,797 | 1,864 | 27,170 |
| Ms H Osborn <i>Chief Librarian</i> | | 62,355 | 825 | 2,668 |

- Consent for disclosure of age has been withheld

Notes

- a** Where the requirements of a post include the use of a car, the Board offers a loan. Interest is payable at 4.45% on the initial amount of capital borrowed. Repayments of capital and interest are deducted from pay on a monthly basis.

There is 1 (2003: 3) loan(s) outstanding at the year-end to Senior Postholders amounting to £5,989 (2003: £15,142).

- b** For each of these members of the NILGOSC Pension Scheme, a lump sum equal to 3 times the total Accrued Pension at 31 March 2004 is also payable on retirement. The total emoluments (incl. honoraria) of the Chairmen for the year ended 31 March 2004 were £18,202. The highest payment for any other Board member was £3,835. The aggregate amount of Board members emoluments was £42,977. No members waived emoluments.

Notes to the Financial Statements for the year ended 31 March 2004

7. EMOLUMENTS OF SENIOR POST HOLDERS AND MEMBERS (cont'd)

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

| | 2004 Number | 2003 Number |
|-------------------|------------------------|------------------------|
| Nil | 9 | 7 |
| £1 - £4,999 | 24 | 27 |
| £5,000 - £5,999 | - | - |
| £6,000 - £6,999 | - | 1 |
| £7,000 - £7,999 | 1 | - |
| £8,000 - £8,999 | - | - |
| £9,000 - £9,999 | - | - |
| £10,000 - £10,999 | 1 | - |

8. OTHER OPERATING EXPENSES

| DEPARTMENTS | 2004 £000s | 2003 £000s |
|---|-----------------------|-----------------------|
| Premises, Fixed Plant & Grounds | 11,170 | 18,341 |
| Supplies & Services | 45,359 | 33,197 |
| Transport | 9,986 | 9,638 |
| Establishment | 2,889 | 2,451 |
| Grants to Persons/Bodies | 8,437 | 5,660 |
| Permanent Impairment of Fixed Assets | - | - |
| Profit/(Loss) on disposal of Fixed Assets | 141 | 963 |
| Miscellaneous | 2,215 | 2,702 |
| | <hr/> 80,197 | <hr/> 72,952 |
| DEPARTMENT OF HEALTH AND SOCIAL SERVICES AND PUBLIC SAFETY | | |
| Grants to Persons/Bodies | 370 | 371 |
| | <hr/> 80,567 | <hr/> 73,323 |

8. OTHER OPERATING EXPENSES (Cont...)

Miscellaneous expenses include:

| | 2004 £000s | 2003 £000s |
|--|-----------------------------|-----------------------------|
| Operating leases - hire of plant and machinery | 111 | 126 |
| Operating leases - property | - | - |
| Hospitality | 11 | 4 |
| P.F.I | - | - |
| | <hr/> 122 | <hr/> 130 |
| | <hr/> <hr/> | <hr/> <hr/> |

9. NOTIONAL COSTS

| | 2004 £000s | 2003 £000s |
|---------------------------|-----------------------------|-----------------------------|
| Auditors Remuneration | 37 | 35 |
| Valuation and Land Agency | - | 36 |
| Teachers Payroll | 292 | 292 |
| Use of Capital* | 7,269 | 11,663 |
| | <hr/> 7,598 | <hr/> 12,026 |
| | <hr/> <hr/> | <hr/> <hr/> |

* The Board bases the cost of capital calculation on total assets less total liabilities. The cost of capital percentage for the year ended 31 March 2004 is 3.5%.

10. INTER BOARD TRADING

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

11. INTEREST PAYABLE

| | 2004 £000s | 2003 £000s |
|-------------------|-----------------------------|-----------------------------|
| On Finance Leases | 0 | 1 |
| Other | 20 | 31 |
| | <hr/> 20 | <hr/> 32 |
| | <hr/> <hr/> | <hr/> <hr/> |

These expenses are included in other operating expenses.

Notes to the Financial Statements for the year ended 31 March 2004

12. TANGIBLE FIXED ASSETS

| | Land & Buildings £000s | Vehicles £000s | Computers £000s | Plant, Equipment & Miscellaneous £000s | Valuable Books £000s | Assets in Course of Construction £000s | Total £000s |
|--|---------------------------|-------------------|--------------------|---|-------------------------|---|----------------|
| *Cost or Valuation | | | | | | | |
| At 1 April 2003 | 187,998 | 7,891 | 567 | 2,578 | 1,439 | 6,818 | 207,291 |
| Additions | 2,385 | - | 114 | 638 | - | 10,094 | 13,231 |
| Asset Transfer | 8,987 | 2,886 | - | - | - | (11,873) | 0 |
| Disposals | (642) | (72) | - | (10) | - | - | (724) |
| Revaluation | 9,687 | 174 | (63) | 37 | 29 | - | 9,864 |
| Permanent Impairment of value | - | - | - | - | - | - | - |
| *At 31 March 2004 | 208,415 | 10,879 | 618 | 3,243 | 1,468 | 5,039 | 229,662 |
| Depreciation | | | | | | | |
| At 1 April 2003 | 2 | 3,417 | 279 | 1,009 | - | - | 4,707 |
| Disposals | - | (72) | - | (6) | - | - | (78) |
| Backlog Depreciation | 404 | 117 | (63) | 16 | - | - | 474 |
| Charge for period | 5,314 | 1,100 | 136 | 354 | - | - | 6,904 |
| Deficit on Revaluation | (277) | (44) | 22 | - | - | - | (299) |
| Revaluation | - | - | - | - | - | - | - |
| At 31 March 2004 | 5,443 | 4,518 | 374 | 1,373 | 0 | 0 | 11,708 |
| Net Book value at 31 March 2004 | 202,972 | 6,361 | 244 | 1,870 | 1,468 | 5,039 | 217,954 |
| Net Book value at 1 April 2003 | 187,996 | 4,474 | 288 | 1,569 | 1,439 | 6,818 | 202,584 |

* Costs include building in the course of construction at 31 March 2004 of £4,247,977 and at 01 April 2003 of £4,904,249.

The valuations as at 31 March 2004 were by way of approved government indices.

Should fixed assets be sold, proceeds from the sale can only be retained with the approval of the Departments and otherwise must be surrendered to the Departments.

The net book value of tangible fixed assets includes an amount of £2,037,362 (2003: £2,023,849) in respect of assets held in Reversionary Trusts i.e. if properties cease to be used as specified in the deeds they will revert to the ownership of the trustees.

As described in note 1.5.2, the amount of land and buildings noted does not include voluntary maintained schools. In 2003/2004 there were 146 such schools in the Board's area.

12. TANGIBLE FIXED ASSETS (cont'd...)

Fixed assets include £1,467,703 in relation to a special collection of library books which were originally valued by Mr Jack Gamble FRGS of Emerald Isle Books, 539 Antrim Road, Belfast on 9 May 2000 and subsequently indexed at 31 March 2004.

The depreciation charge for the period is analysed as follows:

| | 2004 £000s | 2003 £000s |
|---|-----------------------------|-----------------------------|
| Owned assets | 6,904 | 8,047 |
| Assets held under finance leases and hire purchase arrangements | - | 4 |
| Deficit on revaluation | (299) | 3,143 |
| | <u>6,605</u> | <u>11,194</u> |

13. STOCK

| | 2004 £000s | 2003 £000s |
|--------------------------------|-----------------------------|-----------------------------|
| Catering | 93 | 95 |
| Maintenance and central depots | 140 | 165 |
| | <u>233</u> | <u>260</u> |

14. DEBTORS:

| | 2004 £000s | 2003 £000s |
|--|-----------------------------|-----------------------------|
| AMOUNTS FALLING DUE WITHIN ONE YEAR | | |
| Trade debtors | 771 | 609 |
| Amount owed by Boards | 95 | 22 |
| Prepayments and accrued income | 34,088 | 19,640 |
| Recoverable VAT | 6,314 | 5,524 |
| Amounts owed by Departments | 0 | 0 |
| Other | 0 | 0 |
| | <u>41,268</u> | <u>25,795</u> |

AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | | |
|---------------|---------------|---------------|
| Trade debtors | 227 | 190 |
| Prepayments | 14.853 | 16,884 |
| Other | 0 | 0 |
| | <u>15.080</u> | <u>17,074</u> |
| Total | <u>56.348</u> | <u>42,869</u> |

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

| | 2004 £000s | 2003 £000s |
|------------------------------------|---------------|---------------|
| Trade Creditors | 4,742 | 4,916 |
| Obligations under finance leases | 0 | 0 |
| Amount owed to Boards | 255 | 177 |
| Other taxation and social security | 1,187 | 1,019 |
| Accruals | 12,836 | 7,507 |
| Other Creditors | 669 | 986 |
| | 19,689 | 14,605 |

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

| | 2004 £000s | 2003 £000s |
|----------------------------------|---------------|---------------|
| Obligations under finance leases | - | - |
| PFI Commitment | - | - |
| | - | - |

17. ANALYSIS OF BORROWINGS OF THE BOARD: FINANCE LEASES

The net finance lease obligations to which the Board is committed are:

| | 2004 £000s | 2003 £000s |
|----------------------------|---------------|---------------|
| In one year or less | - | - |
| Between one and two years | - | - |
| Between two and five years | - | - |
| Over five years | - | - |
| | - | - |

18. PROVISIONS FOR LIABILITIES AND CHARGES

| | Employer & Public Liability Claims £000s | Pensions £000s | Job Evaluations £000s | Total £000s |
|--------------------------------------|--|-------------------|-----------------------------|----------------|
| At 1 April 2003 | 914 | 1,701 | 491 | 3,106 |
| Provided in the year | 167 | 131 | 208 | 506 |
| Provisions not required written back | - | - | (324) | (324) |
| Provisions utilised in the year | (225) | (127) | (128) | (480) |
| Unwinding of discount | - | - | - | - |
| At 31 March 2004 | 856 | 1,705 | 247 | 2,808 |

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 Teacher's 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:

| | No. |
|------------|--------------------------------------|
| 2003/04 | Unavailable due to industrial action |
| Cumulative | Unavailable due to industrial action |

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.

Notes to the Financial Statements for the year ended 31 March 2004

18 PROVISIONS FOR LIABILITIES AND CHARGES (Cont....)

Pension Provision

This provision refers to 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, an 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 Evaluation

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. Provision is made only in respect of those employee categories, whose job evaluations have progressed to the stage of agreed revised job descriptions, 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 process 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.

19. DEFERRED INCOME - DEFERRED GRANTS

| | 2004 £000s | 2003 £000s |
|----------------------------|-----------------------------|-----------------------------|
| EU and NOF Projects | 204 | 176 |
| Other | 30,207 | 30,077 |
| | <hr/> 30,411 | <hr/> 30,253 |

20. INCOME AND EXPENDITURE RESERVE

| | 2004 £000s | 2003 £000s |
|--|-----------------------------|-----------------------------|
| At 1 April 2003 | (6,829) | (6,164) |
| Amount transferred from Income and Expenditure Account | 449 | (1,036) |
| Transfer to/from School Reserve | (1,570) | 371 |
| Transfer to/from Grant Reserve | - | - |
| At 31 March 2004 | <hr/> (7,950) <hr/> | <hr/> (6,829) <hr/> |

21. OTHER RESERVES

| | Government Grant Reserve £000s | General Reserve £000s | Schools Reserve £000s | Grant Reserve £000s | Special Book Reserve £000s | Total £000s |
|--|---|--------------------------------------|--------------------------------------|------------------------------------|---|------------------------|
| At 1 April 2003 | 201,165 | 12 | 3,705 | (56) | 1,439 | 206,265 |
| Transfer to/from I&E Reserve | - | - | 1,570 | - | - | 1,570 |
| Capital Receipts | 13,398 | - | - | - | - | 13,398 |
| Revaluation of Tangible Fixed Assets | 9,835 | - | - | - | 29 | 9,864 |
| Release of Grants – (Depreciation) | (6,904) | - | - | - | - | (6,904) |
| Release of Grants – (Deficit on Revaluation) | 299 | - | - | - | - | 299 |
| Backlog Depreciation | (474) | - | - | - | - | (474) |
| Disposal of Fixed Assets | (646) | - | - | - | - | (646) |
| Transfer to/from General Reserve | - | 5 | - | - | - | 5 |
| At 31 March 2004 | 216,673 | 17 | 5,275 | (56) | 1,468 | 223,377 |

22. PENSION AND SIMILAR OBLIGATIONS

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).

For 2003/2004 the contribution rates to the Teachers' Superannuation Scheme were 7.85% employers and 6% employees.

For 2003/2004 the employers contribution rate to the Northern Ireland Local Government Pension Scheme was 4.6%.

The Board has included pension costs totalling £9,541,479 in relation to 2 schemes.

Notes to the Financial Statements for the year ended 31 March 2004

22. PENSION AND SIMILAR OBLIGATIONS (Cont....)

The latest actuarial valuation of the scheme was at 31 March 2001 (NILGOSC). The assumptions that have the most significant effect on the valuations and other relevant data are as follows:

| | TS | NILGOSC |
|--|-----|-----------|
| Rate of return on investment: | | |
| After Retirement | N/A | 5.30% |
| Before Retirement | N/A | 6.30% |
| Long Term | N/A | 6.55% |
| Rate of increase in salaries | N/A | 3.80% |
| Rate of increase in pensions | N/A | 2.30% |
| Rate of dividend growth | N/A | 2.30% |
| Market value of the assets at the date of the last valuation | N/A | £2,293.7m |

The actuarial value of the assets of NILGOSC was sufficient to cover all of the benefits which had accrued to members after allowing for future increases in earnings.

23. NOTES TO THE CASH FLOW STATEMENT

(i) Reconciliation of operating surplus/(deficit) to cash flow from operating activities

| | 2004 £000s | 2003 £000s |
|--|-----------------------------|-----------------------------|
| Surplus/(Deficit) for the year | (7,149) | (13,062) |
| Adjust for: | | |
| Depreciation (note 12) | 6,904 | 11,194 |
| Government grant release (note 21) | (6,904) | (12,156) |
| (Gain)/Loss on disposal of fixed assets | 141 | 963 |
| Government Grant disposal of fixed assets (note 21) | (141) | - |
| Interest Payable (note 11) | 20 | 32 |
| Interest receivable (note 4) | (68) | (49) |
| Notional Costs (note 9) | 7,598 | 12,026 |
| (Increase)/ Decrease in Stocks | 27 | (14) |
| (Increase)/Decrease in Debtors | (1,062) | (1,250) |
| (Increase)/Decrease in Prepayments and Accrued Income | (12,417) | (19,534) |
| Increase/(Decrease) in Creditors | (413) | 397 |
| Increase/(Decrease) in Accruals | 5,329 | 4,488 |
| Increase/(Decrease) in other Taxation and Social Security | 168 | 281 |
| Increase/(Decrease) in Provisions | (298) | (239) |
| Increase/(Decrease) in Deferred Income | 158 | 25,643 |
| Net cash inflow/(outflow) from operating activities | <u>(8,107)</u> | <u>8,720</u> |
| (ii) Returns on investment and servicing of finance | | |
| Interest Received | 68 | 49 |
| Interest paid on finance leases | 0 | (1) |
| Other interest paid | (20) | (31) |
| | <u>48</u> | <u>17</u> |
| (iii) Capital expenditure and financial investment | | |
| Purchase of tangible fixed assets | (13,231) | (13,614) |
| Capital grants received | 13,398 | 12,552 |
| Proceeds from disposal of tangible fixed assets | 5 | 3 |
| | <u>172</u> | <u>(1,059)</u> |

23. NOTES TO THE CASH FLOW STATEMENT (cont'd ...)

(iv) Financing

| | 2004 £000s | 2003 £000s |
|---|---------------|---------------|
| Capital element of Finance lease payments | - | - |
| Issue of loans | - | - |
| Receipt of loan payments | - | - |
| | <u>-</u> | <u>-</u> |

(v) Analysis of Net Funds

| | 01-Apr-03 £000s | Cash Flow £000s | 31-Mar-04 £000s |
|--------------------------|--------------------|--------------------|--------------------|
| Cash/(overdraft) | 1,687 | (7,887) | (6,200) |
| Debt due within one year | - | - | - |
| Finance Leases | - | - | - |
| | <u>1,687</u> | <u>(7,887)</u> | <u>(6,200)</u> |

(v) Reconciliation of Net Cash Flow to Movement in Net Funds

| | 2004 £000s | 2003 £000s |
|---|----------------|---------------|
| Increase/(Decrease) in cash | (7,887) | 7,678 |
| Cash inflow/(Cash Outflow) from Increase/(Decrease) in debt | - | - |
| Change in net Funds resulting from cash flows | <u>(7,887)</u> | <u>7,678</u> |
| Movement in net funds | (7,887) | 7,678 |
| Net Funds at 1 April 2003 | 1,687 | (5,990) |
| Net Funds at 31 March 2004 | <u>(6,200)</u> | <u>1,688</u> |

Notes to the Financial Statements for the year ended 31 March 2004

24. CAPITAL COMMITMENTS

| | 2004 £000s | 2003 £000s |
|-------------------------------|-----------------------------|-----------------------------|
| Contracted | 8,468 | 3,712 |
| Authorised but not contracted | 19,852 | 9,236 |
| | <u>28,320</u> | <u>12,948</u> |

25. FINANCIAL COMMITMENTS

At 31 March 2004 the Board had annual commitments under non-cancellable operating leases as follows:

| | 2004 £000s | 2003 £000s |
|--|-----------------------------|-----------------------------|
| Expiring within one year | 44 | 2 |
| Expiring between 1 and 5 years inclusive | 152 | 271 |
| Expiring after 5 years | - | - |
| | <u>196</u> | <u>273</u> |

26. CLASSROOM 2000 EXPENDITURE

Expenditure incurred during the year on the Classroom 2000 project is as follows:

| | WELB | BELB | NEELB | SEELB | SELB | Total |
|----------------------|-------|-------|-------|-------|-------|--------|
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Classroom 2k Spend | 2,544 | 1,495 | 3,014 | 2,146 | 2,858 | 12,057 |
| Support Grants Lot 3 | 231 | | | | | 231 |
| Classroom 2k Lot 1 | 1,313 | 348 | 1,700 | 892 | 1,358 | 5,611 |
| Classroom 2k Lot 2 | 1,617 | 1,672 | 1,783 | 1,948 | 2,169 | 9,189 |
| Classroom 2k Lot 3 | 571 | 505 | 571 | 497 | 630 | 2,774 |
| Classroom 2k Lot 5 | 338 | 198 | 400 | 284 | 378 | 1,598 |
| TOTAL | 6,614 | 4,218 | 7,468 | 5,767 | 7,393 | 31,460 |

Private Finance Transactions

Lot 1 Contract

Lot 1 relates to the provision of local area managed service network systems in primary schools with an enrolment of less than 190 pupils. Procurement of this service was through the BECTA NGfl Managed Services arrangements: with a mini competition involving BECTA accredited service providers. On 29 October 2001 the Western Education and Library Board, on behalf of all Boards, entered into a Public Private arrangement with Viglen Ltd (with Sx3 as sub-contractors) for the provision of this service following approval of the FBC by DE/DFP and by the Western Education and Library Board. The contract value is £16.8m plus £3.4m for curriculum software licensing and £3.8m for Microsoft regional licensing. The service will be delivered to each school for a period of 3 years. The last school was installed in December 2002.

Notes to the Financial Statements for the year ended 31 March 2004

26. CLASSROOM 2000 EXPENDITURE (cont....)

Lot 2 Contract

Lot 2 relates to the provision of local area managed service network systems in primary schools with an enrolment of more than 190 pupils. Procurement of this service was through the BECTA NGfI Managed Services arrangements: with a mini competition involving BECTA accredited service providers. On 27 March 2002 the Western Education and Library Board, on behalf of all Boards entered into a Public Private Partnership arrangement with Viglen Ltd (with Sx3 as sub-contractors) for the provision of this service following approval of the FBC by DE/DFP and by the Western Education and Library Board. The contract value is £26.4m. The service will be delivered to each school for a period of three years. The last school was installed in March 2003. Under the arrangement the Western Education and Library Board has made a service prepayment to the Service Provider of £10m and this service prepayment will be utilised over the first two years of the contract against invoices raised by the Service Provider for services delivered until the value of the prepayment is reduced to zero.

Lot 3 Contract

Lot 3 (referred to in the OJEC notice as Category B Services) relates to the provision of local area managed service network systems in all post primary and special schools in Northern Ireland. The procurement of this service was initiated by publication of a contract notice in OJEC in May 2001 and followed the Negotiated Procedure. The contract was awarded to Sx3 (with RM as sub-contractors) on 3 February 2003, following approval of the FBC by DE/DFP and by the Western Education and Library Board. The contract value is £62.4m. The contract is for a period of 5 years, with the option to extend for a further 2 years. The contract provided for payment of Service Prepayments, £10m payable on contract award in February 2003 and a further £10m payable on successful implementation of the service in a prescribed number of schools. In addition, a monthly unitary charge for each school is payable on satisfactory implementation of the service at the school until the service expiry date.

Lot 5 Contract

Lot 5 (referred to in the OJEC notice as Category A Services) relates to the provision of a wide area network service for all schools in Northern Ireland. The procurement of this service was initiated by publication of a contract notice in OJEC in May 2001 and followed the Negotiated Procedure. The contract was awarded to HP on 14 February 2003, following approval of the FBC by DE/DFP and by the Western Education and Library Board. The contract value is £75.6m. The contract is for a period of 5 years, with the option to extend for a further 2 years. The contract provided for payment of Service Prepayments, £10m payable on contract award in February 2003 and a further £7m payable on availability of 6 prescribed service elements. In addition a monthly unitary charge for each school is payable when all service elements are available to all schools (such full service commencement due in February 2004) and until the service expiry date.

26. CLASSROOM 2000 EXPENDITURE (cont....)

The Board is committed to make the following payments during the next year in respect of PFI Schemes which expire:

| | <u>Lot 1</u> £000s | <u>Lot 2</u> £000s | <u>Lot 3</u> £000s | <u>Lot 5</u> £000s |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Within one year | - | - | - | - |
| 2 to 5 years inclusive | 5,203 | 8,682 | 11,612 | 14,097 |
| Total | 5,203 | 8,682 | 11,612 | 14,097 |
| Estimated Capital Value of PFI Scheme | <u>9,429</u> | <u>15,724</u> | <u>28,593</u> | <u>12,472</u> |

27. CONTINGENT LIABILITIES

Teacher Salary Award Agreement

The Board expects a liability may arise from 1 September 2003 for teachers who qualify for upgrade to the second point of the upper pay spine. Until a scheme is agreed to administer this process, we cannot estimate with any certainty the value of the liability.

Job Evaluation

Headquarters, Out Centre and Invasive medical procedure classroom assistant staff : Whilst the Board expects liability will 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.

Legal cases and public liability

Proceedings against the Board have been initiated in a number of public and employer liability cases. The likelihood of the Board being found liable and the amount of the resulting 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.

28. POST BALANCE SHEET EVENTS

There were no significant post Balance Sheet events.

Notes to the Financial Statements for the year ended 31 March 2004

29. RELATED PARTY TRANSACTIONS

The Western 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 Western 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 Department. These include;

- Belfast Education and Library Board;
- North Eastern Education and Library Board;
- Southern Education and Library Board;
- South Eastern Education and Library Board;
- Staff Commission for Boards;
- Council for Catholic Maintained School;
- Voluntary Grammar Schools;
- Grant Maintained Integrated Schools;
- CCEA; and
- Colleges of Further Education.

In addition, the Western 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;
- (b)Health and Social Services Boards which are sponsored by the Department of Health and Social Services and Public Safety;
- (c)Probation Board for Northern Ireland, a body sponsored by the Northern Ireland Office;

Included within debtors at note 14 are loans to 32 employees with a value of £113,427. Apart from the above mentioned loans to employees, none of the Board Members, members of the key management staff or other related parties have undertaken any material transactions with the Western Board during the year other than those disclosed in Note 7

Notes to the Financial Statements for the year ended 31 March 2004

30. 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 Western Education and Library Board is not exposed to the degree of financial risk faced by business entities.

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.

31. EUROPEAN UNION FUNDING

| | 2004 Income | 2004 Expenditure | 2003 Income | 2003 Expenditure |
|---|----------------|---------------------|----------------|---------------------|
| | £000s | £000s | £000s | £000s |
| Received via Department of Education | | | | |
| Applicant: | | | | |
| (a) Board | 285 | 285 | 61 | 61 |
| (b) Schools | 210 | 210 | 25 | 25 |
| (c) Other Services | | | - | - |
| | 495 | 495 | 86 | 86 |
| Received from Other Sources: | | | | |
| (a) Milk Subsidy | 164 | 164 | 156 | 156 |
| (b) Others | - | - | - | - |
| Total | 164 | 164 | 156 | 156 |

32. NEW OPPORTUNITIES FUND

| | 2004 Income | 2004 Expenditure | 2003 Income | 2003 Expenditure |
|----------------------|------------------------|-----------------------------|------------------------|-----------------------------|
| | £000s | £000s | £000s | £000s |
| (a) Schools | 566 | 566 | 755 | 755 |
| (b) Public Libraries | 67 | 67 | 99 | 99 |
| (c) Other Services | 72 | 72 | 5 | 5 |
| | <hr/> | <hr/> | <hr/> | <hr/> |
| | 705 | 705 | 859 | 859 |
| | <hr/> | <hr/> | <hr/> | <hr/> |

33. STATEMENT OF LOSSES

| | 2004 | 2003 |
|------------------------|--------------|--------------|
| | £000s | £000s |
| (a) Cash Losses | 18 | 7 |
| (b) Claims Abandoned | 3 | 1 |
| (c) Fruitless Payments | - | - |
| (d) Stores Losses | 161 | 134 |
| | <hr/> | <hr/> |
| | 182 | 142 |
| | <hr/> | <hr/> |

34. STATEMENT OF SPECIAL PAYMENTS

| | 2004 | 2003 |
|------------------------------|--------------|--------------|
| | £000s | £000s |
| (a) Ex-Gratia Payments | 9 | 20 |
| (b) Extra Statutory Payments | - | - |
| | <hr/> | <hr/> |
| | 9 | 20 |
| | <hr/> | <hr/> |

35. FINANCIAL TARGET

The Board's financial targets for 2003-2004 were to contain expenditure within the accrued limits approved by the Departments. These targets have been achieved.

ACCOUNTS DIRECTION GIVEN BY THE DEPARTMENT OF EDUCATION, WITH THE APPROVAL OF THE DEPARTMENT OF FINANCE AND PERSONNEL, IN ACCORDANCE WITH ARTICLE 12 OF THE EDUCATION AND LIBRARIES (NI) ORDER 2003.

The annual accounts shall give a true and fair view of the I & E and cash flows for the financial year, and the state of affairs as at the year end. Subject to this requirement the Western Education & Library Board shall prepare accounts for the financial year ended 31 March 2004 and subsequent financial years in accordance with:

- a) Non - Departmental Public Bodies Annual Reports and Accounts Guidance;
- b) Other guidance which the Department of Finance and Personnel may issue from time to time in respect of accounts which are required to give a true and fair view;
- c) Any other specific disclosures required by the department;

Except where agreed otherwise with the Department of Finance and Personnel, in which case the exception shall be described in the notes to the accounts.

Date of Submission

The accounts shall be submitted to the Comptroller and Auditor General by 30 June immediately following the end of the financial year.

Signed by the authority of the Department of Education

KATRINA GODFREY

Dated 22 JULY 2004

APPLICATION OF THE ACCOUNTING AND DISCLOSURE REQUIREMENTS OF THE COMPANIES (NORTHERN IRELAND) ORDER AND ACCOUNTING STANDARDS

Companies (Northern Ireland) Order

The disclosure exemptions permitted by the Companies (Northern Ireland) Order shall not apply to the Board unless specifically approved by DFP.

The Companies (Northern Ireland) Order requires certain information to be disclosed in the Directors' Report. To the extent that it is appropriate, the information relating to the Board shall be contained in the foreword.

When preparing an income and expenditure account, the Board shall have regard to the profit and loss account format 2 prescribed in Schedule 4 to the Companies (Northern Ireland) Order.

When preparing its balance sheet the Board shall have regard to the balance sheet format 1 prescribed in Schedule 4 to the Companies (Northern Ireland) Order. The balance sheet totals shall be struck at "Total assets less current liabilities".

The Board is not required to provide the additional information required by paragraph 33(3) of Schedule 4 to the Companies (Northern Ireland) Order.

The foreword and balance sheet shall be signed by the Accounting Officer and dated.

Accounting Standards

The Board is not required to include a note showing historical cost profits and losses as described in FRS3.

ADDITIONAL DISCLOSURE REQUIREMENTS

The Foreword to the Accounts shall, inter alia:-

state that the accounts have been prepared in a form directed by the Department with the consent of DFP in accordance with Article 119 of the Education and Libraries (Northern Ireland) Order 1986, and in accordance with this Direction;

include a brief history of the Board and its statutory background.

The notes to the accounts shall include details of the key corporate financial targets set by the Department together with the performance achieved.

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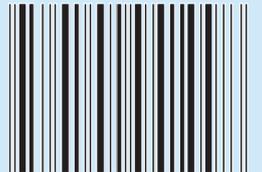
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