



NIJAC

*Northern Ireland Judicial
Appointments Commission*

ANNUAL REPORT
AND ACCOUNTS
2015-2016



SELECTING THE BEST APPLICANTS AND SUPPORTING DIVERSITY



NIJAC

*Northern Ireland Judicial
Appointments Commission*

ANNUAL REPORT

AND ACCOUNTS

2015-16

Northern Ireland Judicial Appointments Commission

**Annual Report and Accounts
for the year ended 31 March 2016**

Laid before the Northern Ireland Assembly under paragraphs 5 and 7 of Schedule 2 to the Justice (Northern Ireland) Act 2002, as amended by The Executive Office (formerly the Office of the First Minister and Deputy First Minister)

On 10 October 2016

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THE PERFORMANCE REPORT

Overview

Chairman's Foreword

This is our eleventh report on the work of the Northern Ireland Judicial Appointments Commission (NIJAC), which covers a very demanding period of appointments, renewals, diversity and communications work, policy review and internal governance and accountability.

During the reporting period 1 April 2015 - 31 March 2016, NIJAC made 22 recommendations for judicial appointment (Courts 12, Tribunals 10) and 25 renewal recommendations.

We continue to work within our statutory obligations and, through review and evaluation of our strategies and policies, continually seek to improve.

Our outreach programme and work with the legal profession, through the Joint Liaison Committee, has resulted in the recommendation and appointment of the first two female appointments to the High Court bench; Madame Justice McBride and Mrs Justice Keegan. During the period under review NIJAC engaged with around 600 people through events and meetings to promote judicial service and explain the application and assessment process.

A Flexible Working policy for the judiciary is near completion as NIJAC work in partnership with the sponsoring departments for which NIJAC recruits along with the Judges' Council and the legal professional bodies. It is anticipated that the coming years will see further flexible working opportunities being availed of by serving judicial office holders and being offered in recruitment exercises (such that for the District Judge (Magistrates' Court)).

April 2016 saw the transfer of the Northern Ireland Judicial Appointments Ombudsman remit to the Northern Ireland Public Service Ombudsman (NIPSO). We appreciated Mr Singh's years of diligent service and constructive engagement. A new Memorandum of Understanding will be agreed during 2016 and the new ways of working will be communicated, in partnership with the Northern Ireland Ombudsman, to the legal profession through the Joint Liaison Committee and other outreach opportunities.

NIJAC remains determined to encourage interest in judicial office, so I would encourage anyone with an interest to contact NIJAC to discuss opportunities and initiatives such as the judicial shadowing scheme or visit our website (www.nijac.gov.uk) for further information.

I look forward to another year, fulfilling our Corporate and Business plans, and in particular consulting with those with an interest in how the Commission can more positively influence those they work on behalf of, should that be the courts and tribunals, the legal and other professions to ensure the most meritorious appointments based upon open and fair processes.

A handwritten signature in black ink that reads "Declan Morgan". The signature is written in a cursive, slightly slanted style.

The Right Honourable Sir Declan Morgan

Lord Chief Justice of Northern Ireland and Chairman of the Northern Ireland Judicial Appointments Commission.

Purpose and Activities

Who we are

The Northern Ireland Judicial Appointments Commission (NIJAC) is an independent public body which was established to bring about a new system for appointing members of the judiciary in Northern Ireland.

NIJAC was established on 15 June 2005 under the Justice (Northern Ireland) Act, as amended. It is an independent executive Non-Departmental Public Body (NDPB) sponsored by The Executive Office (TEO), formerly the Office of the First Minister and Deputy First Minister (OFMDFM).

As a consequence of the Northern Ireland Act 2009 policing and justice powers were devolved to the Northern Ireland Assembly on 12 April 2010.

The 2009 Act also extended NIJAC's statutory duties as not only a recommending body (for listed judicial offices commonly known as Crown appointments, generally substantive posts) but also an appointing body (for non-Crown appointments, which the majority are fee paid posts) thus removing this function from Government Ministers and the political process.

NIJAC also has influence over the judicial complement, and determination over certain terms and conditions in agreement with sponsoring departments who hold the budgets for judicial offices.

The Commission comprises 13 members drawn from the judiciary, legal profession and other professional backgrounds. The Chairman is the Lord Chief Justice of Northern Ireland, Sir Declan Morgan. The 12 other members are appointed by the First Minister and Deputy First Minister acting jointly. The five judicial members are nominated by the Lord Chief Justice with each judicial court tier represented. Commissioners who hold a publicly funded office, i.e. salaried members of the judiciary, are not remunerated by NIJAC for their work in accordance with public sector policy.

The Bar Council of Northern Ireland and Law Society of Northern Ireland nominate 1 member each to serve as legal members on the Commission, and the Commission's 5 lay members who do not hold (or have never held) a protected judicial office and are not (and have never been) a barrister or solicitor are appointed by the First Minister and Deputy First Minister acting jointly.

The Commission is supported by 12 staff headed by Mandy Kilpatrick, Acting Chief Executive, who is responsible for the day to day management of NIJAC.

The Commissioners (the Board) and staff have very different responsibilities. The Board of NIJAC (Plenary) has corporate responsibility for ensuring that it fulfils its statutory obligations and the aims and objectives agreed with its sponsor department. A detailed list of responsibilities of the Board is set out in the Management Statement and Financial Memorandum and the Justice (Northern Ireland) Act 2002 and includes the requirement to comply with the Code of Conduct (7 Nolan Principles). The Chief Executive is the Accounting Officer (AO) for NIJAC and is therefore responsible to the Board for the discharge of NIJAC's responsibilities. The AO is also responsible for promoting the efficient, economic and effective use of staff and other resources.

Commissioners have an equal say in the work of NIJAC and are of equal status.

Our purpose

NIJAC is committed to the appointment of the best possible judicial officers for Northern Ireland through fair, open and transparent assessment, selection and appointment processes.

We recognise and value diversity and seek to promote equality while ensuring that merit remains the sole principle for appointment.

It is our policy to have due regard to the need to promote equality of opportunity to actual and potential applicants irrespective of gender, marital status, religious belief or political opinion, race, age, disability, sexual orientation, dependant responsibilities or geographical location.

Our aim is to ensure that those who do apply will undergo an appointment process that assesses their knowledge, skills and abilities fairly and openly.

In this way we are confident that those most meritorious will be appointed.

Our statutory responsibilities

1. To select and appoint, and recommend for appointment, in respect of all listed judicial offices up to and including High Court Judge.
2. To recommend applicants solely on the basis of merit.
3. To engage in a programme of action to secure, so far as it is reasonably practicable to do so, that appointments to listedⁱ judicial offices are such that those holding such offices are reflective of the community in Northern Ireland.
4. To engage in a programme of action to secure, so far as it is reasonably practicable to do so, that a range of persons reflective of the community in Northern Ireland is available for consideration by NIJACⁱ whenever it is required to select a person to be appointed, or recommend a person for appointment, to a listed judicial office.
5. To publish an annual report setting out the activities and accounts for the past year.

Our principles

The principles which guide and inform our work are:

- **Independence** – we will ensure NIJAC fulfils all of its statutory obligations, free from any political influence or interference;
- **Merit** - we will appoint and recommend for appointment applicants solely on the basis of merit;
- **Diversity** - we will implement a programme of action designed to support our aim to achieve, as far as reasonably practicable, a judiciary that is reflective of our society;
- **Fairness** - we will be fair in our decision making;
- **Transparency** - we will be open about our policies, procedures and activities;
- **Accountability** - we will explain our activities and where appropriate the reasons for our decisions; and
- **Partnership** - we will work closely with interested parties to share learning and to progress and inform our work.

ⁱ Schedule 1 of the Justice (Northern Ireland) Act 2002.

Key Issues and Risks

Risk Management is integrated into the activities of NIJAC by linking directly to the achievement of objectives. NIJAC implements effective risk management arrangements, which are detailed in our Risk Management Handbook. These include developing, monitoring and reviewing a Corporate Risk Register which identifies the key risks, those responsible for ensuring that the risks are managed, and the action that will be taken to manage them. Further details can be found in the Governance Statement.

Whilst focussing on our core business – selecting and appointing and selecting and recommending people for appointment to judicial office - we must be alive to other issues affecting our applicant pools, such as changing demographics and economic challenges.

There is an indication of pension changes on senior judicial appointments in England and Wales, which will potentially extend to Northern Ireland in the longer term; impacting upon the ability to attract and retain certain types of lawyers and judges. NIJAC is not yet seeing such evidence but will remain live to the issue.

The main risks to NIJAC's business objectives included in the Corporate Risk Register are:

- Risk of delay in appointment where a complaint is lodged.
- Breaches of confidentiality and speculation around schemes by others, causing misinformation and potential for reputational damage.
- Failure to meet Business Plan Targets of Scheme Timetables due to the loss of experienced staff and Commissioners which is anticipated during 2016-17.

Going Concern Basis

The statement of financial position at 31 March 2016 shows net liabilities of £85,080. This reflects the inclusion of liabilities falling due within one year which, to the extent that they are not met from NIJAC's other sources of income, may only be met by future grant-in-aid from NIJAC's sponsoring department (TEO). This is because, under the normal conventions applying to Assembly control over income and expenditure, such grants may not be issued in advance of need.

Grant-in-aid for 2016-17, taking into account the amounts required to meet NIJAC's liabilities falling due in that year, have already been included in the department's Estimates for that year, which have been approved by the Assembly, and there is no reason to believe that the department's future sponsorship and future Assembly approval will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

Performance Summary

During the reporting year, NIJAC managed and delivered a substantial programme of appointments and renewals to judicial office. NIJAC made 22 recommendations for appointment, and 25 recommendations for the renewal of appointments.

Of the 13 Strategic Objectives contained in the 2015-16 Business Plan, 12 were achieved and 1 was partially achieved. An explanation as to why the objective was partially achieved is provided on page 14.

In 2015-16 NIJAC delivered on its statutory objectives while achieving an 11% cost saving on its opening budget of £1,094k and 8% reduction on its previous years spend. The expenditure showing cost savings for the last four years is provided on page 15.

Performance Analysis

Introduction

The Northern Ireland Judicial Appointments Commission (NIJAC) is an executive non-departmental public body (NDPB) established as an independent body under the Justice (Northern Ireland) Act 2002, as amended. NIJAC's primary source of financing is grant-in-aid provided by The Executive Office (TEO).

TEO determines the performance framework for NIJAC. NIJAC, in consultation with the Department of Justice, the Department for Communities (formerly the Department for Social Development), Department for the Economy (formerly the Department for Employment and Learning) and The Executive Office, will set out its objectives and key targets having regard to the priorities of the Executive and the available resources.

The relationship between NIJAC and the Ministers and their Department are governed by the 'arm's length' principle. The requirements of this principle are discharged on a day-to-day basis on the Ministers' behalf by the Sponsoring Department.

There was a review of our work by the Northern Ireland Assembly's Justice Committee in April 2012, which flowed from the requirement set out in the Northern Ireland Act 2009. There was further consideration of our work in 10 March 2016 at which point the Committee noted the recent appointments of the two female High Court Judges and considered there is merit in undertaking a review of judicial appointments policy and procedures, noting it as a priority for the next mandate. We are happy to play our role in any further review of the arrangements for appointments and removals.

It is important we continue our engagement with political representatives, while also focussing on our core business – selecting and appointing and selecting and recommending people for appointment to judicial office. NIJAC's Assessment and Selection Process for Judicial Appointment can be found at Appendix 1.

Corporate Objectives

Recruitment & Selection

We will strive to meet our statutory duty to ensure a reflective judiciary which is appointed on merit.

Our People

We will fulfil our commitments through the efforts of skilled and engaged Commissioners, Co-opted Experts and Staff.

Working with Others

We will work closely with others to deliver our statutory duties and implement best practice.

Accountability

We will make judicial appointments while safeguarding public money and making the best use of our resources.

Accounting Responsibilities

NIJAC's financial statements have been prepared in accordance with paragraph 7 of Schedule 2 to the Justice (Northern Ireland) Act 2002 as amended.

Operating Review

During the reporting year, NIJAC managed and delivered a substantial programme of appointments and renewals to judicial office. NIJAC made 22 recommendations for appointment (Courts 12, Tribunals 10), and 25 recommendations for the renewal of appointments (Courts 6; Tribunals 19). For full equality monitoring information on recommendations for appointment, applicant pools and renewals (Courts and Tribunals) see Appendix 2.

Various policies have been subject to review during 2015-16. We consulted across the legal profession and serving judiciary on the use of Consultees to inform the assessment and selection process. After wide scale engagement the policy has been changed so that NIJAC no longer seeks Consultees for any recruitment. The change reflects a decision taken which intends to better reflect the role that such comments play in assessment and selection and also to acknowledge that ‘consultation’ denotes a statutory process, the type of which does not apply to any judicial office in Northern Ireland for which NIJAC recruits. The use of References was adopted as an interim measure for the 2016 County Court Judge recruitment scheme and our Senior Appointments Review Team (SART) are consulting on proposals regarding the use of References for County Court and High Court Judge recruitment.

Recruitment campaigns continue to be highly effective in terms of securing applicants reflective of society and identifying the most meritorious. Evaluations inform the Programme of Action, as does feedback from Selection Committees. Savings have been made through cutting back on hard copy media and maximising online media and networks with no known detriment to the reaching the applicant pools.

NIJAC has a sustained track record of achievement in adhering to strict governance arrangements and our aim is to continue to maintain those high standards.

Business Plan Performance

Of the 13 Strategic Objectives contained in the 2015-16 Business Plan, 12 were achieved and 1 was partially achieved. The Objectives can be found at Appendix 3.

Business Plan objectives are monitored and adjusted as appropriate by Business Committee and Plenary in year. The 2015-16 objective '*We will deliver a programme of appointments and renewals that meet business needs and facilitates continuity in Courts and Tribunals*' was partially unmet due to a complaint affecting the appointment of a High Court appointment. The complaint was referred to the Northern Ireland Judicial Appointments Ombudsman who endorsed the findings of the NIJAC Complaints Committee and did not uphold any further aspect.

Financial Overview

As an NDPB, NIJAC is subject to the relevant Government and accounting guidelines. NIJAC was financed in 2015-16 by grant-in-aid through TEO and does not normally obtain additional funding from any other source.

Deficit transferred to taxpayers' equity for the year totalled £970,519 (2014-15: £1,048,974). The main areas of expenditure were staff costs £617,081 (2014-15: £659,132) which accounted for 56% (2014-15: 55%) of the total expenditure, and accommodation costs of £226,739 (2014-15: £234,569) accounting for 21% (2014-15: 19%) of the total expenditure. Accommodation costs relating to the part of Headline Building shared by the Commission for Victims and Survivors Northern Ireland (to 8 November 2015) and the Office of the President of the Appeals Tribunals (from 9 November 2015) are recharged; these recharges are included in receipts. Income of £130,897, relating to the reimbursement of rent, rates and other premises costs, were received during the year (2014-15: £157,302).

The total grant drawn down from TEO in respect of 2015-16 was £973,990 (2014-15: £1,022,991).

Capital expenditure during the year amounted to £780 (2014-15: £3,116). At the year end, the assets owned by NIJAC had a net book value of £3,822 (2014-15: £5,941).

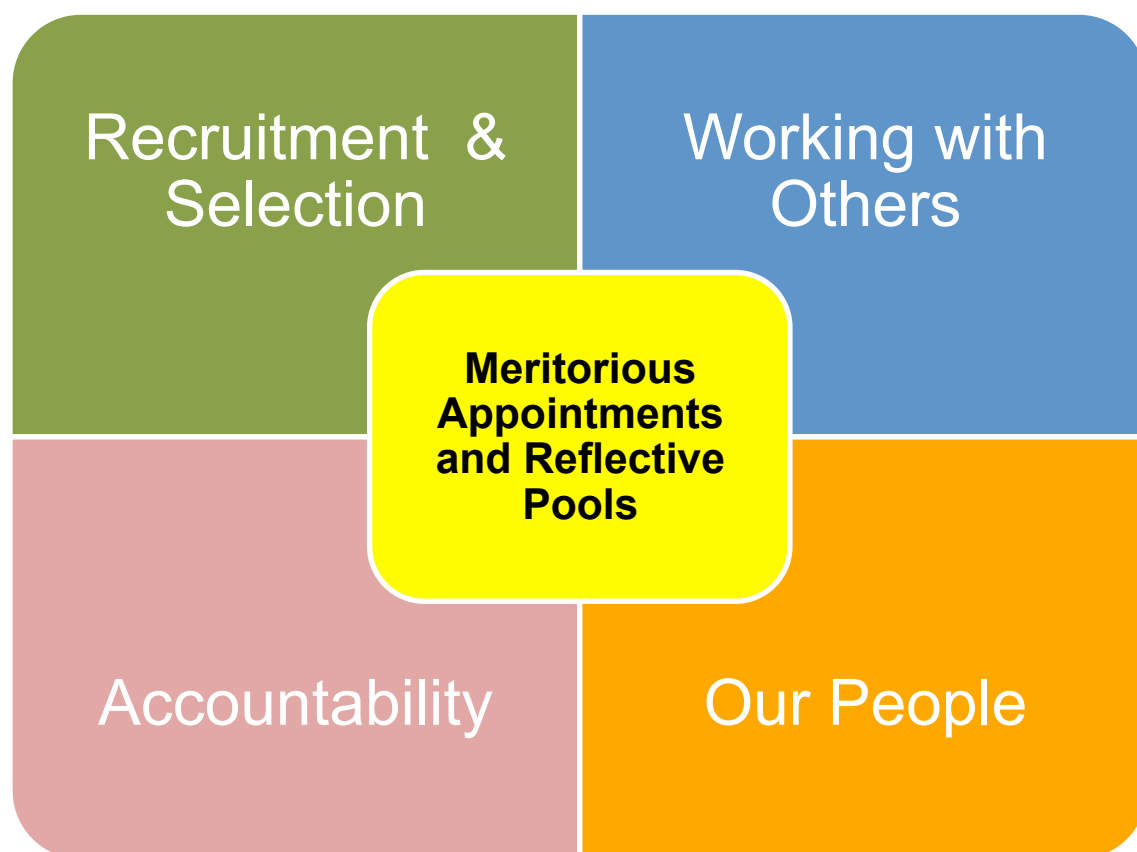
The expenditure, showing cost savings on the previous year, for the last four years are shown in the table below.

	2015-16	2014-15	2013-14	2012-13
	£	£	£	£
Staff costs	617,081	659,132	732,437	755,316
Depreciation, amortisation and	2,923	3,398	12,754	16,694
Other expenditure	481,412	543,746	624,270	538,874
	<u>1,101,416</u>	<u>1,206,276</u>	<u>1,369,461</u>	<u>1,310,884</u>
Income	(130,897)	(157,302)	(139,387)	(579)
	<u>970,519</u>	<u>1,048,974</u>	<u>1,230,074</u>	<u>1,310,305</u>
Capital	780	3,116	234	3,954
Total (including Capital)	<u>971,299</u>	<u>1,052,090</u>	<u>1,230,308</u>	<u>1,314,259</u>
Cost saving on prior year	8%	14%	6%	7%

Future Strategy

Our 2014-17 Corporate Plan, published in May 2014, is set around NIJAC's key aim, to appoint and recommend for appointment solely on merit. In accordance with our governing legislation, NIJAC is required to engage in a Programme of Action to ensure as far as is reasonably practicable that appointments to listed judicial office are such that those holding such offices are reflective of the community in Northern Ireland.

As you can see from the diagram below, we have identified four key work areas, each of which interact with the other and work towards delivering our key aim and complying with our statutory commitments.



While some operational targets may change in the next 12 months, our focus will remain on meeting the commitments aligned to each of these four areas.

Our 2016-17 Business Plan, published in May 2016 and available at www.nijac.gov.uk, sets out the work we will do in the coming year; 2016-17 will be the third year of our Corporate Plan and of our ‘Delivering Best Practice in Recruitment’ (DBPR) project. The evaluation of the DBPR project, which focuses upon continuous improvement in assessment and selection, will help inform the 2017-20 Corporate Plan.

A key priority remains ensuring those with an interest understand how we select and/or recommend people for judicial office while ensuring our approach is based on the very best practice. Engagement in 2015-16 has included consultation with the legal profession on the use of Consultees and the move to using References for senior appointments. Our new website, which is proven to be a key method of outreach and information for applicants, will continue to be reviewed and augmented in response to applicant and other feedback.

Sustainability Report

NIJAC is working towards sustainable development and seeks to demonstrate its commitment to reducing environmental impacts wherever possible.

NIJAC’s aims are:

- **climate change and energy efficiency** - to reduce energy consumption as far as reasonably and economically practicable;
- **waste management and recycling** - to reduce waste, increase the proportion of waste that is recycled and eliminate our use of landfill sites for general office waste;
- **procurement** - to promote a purchasing policy which will give preference, as far as practical, to those products and services which cause the least harm to the environment; and
- **people** - to seek to embed the principle of sustainable development through increasing awareness of sustainability responsibilities among staff and for all who work with us.

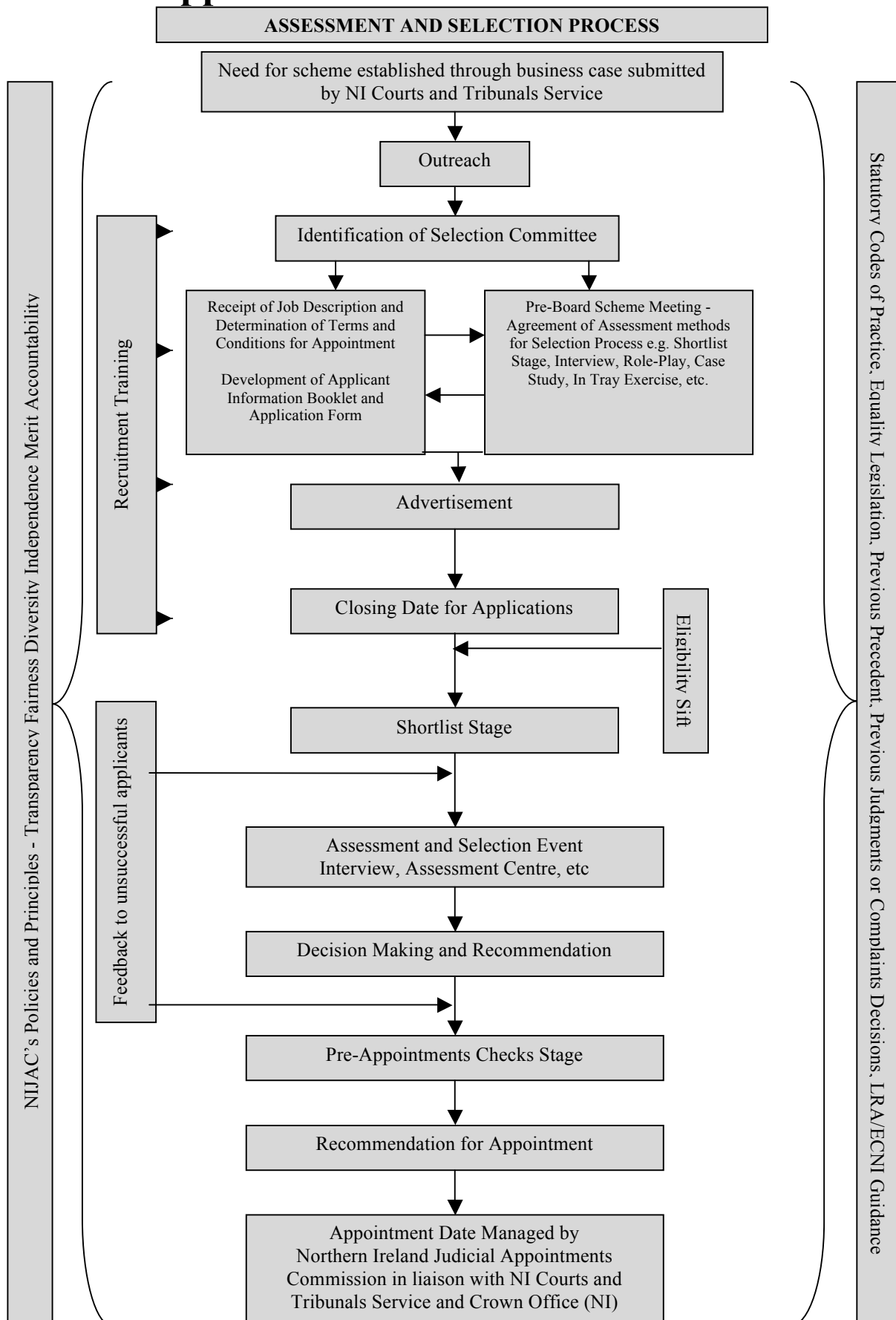
NIJAC currently recycles all office waste and encourages electronic communication to reduce the generation of excess paper. The circulation of corporate publications is confined to a succinct audience and NIJAC ensures that corporate documents are printed on paper derived from sustainable sources. NIJAC ensures that all printed publications are carbon neutral and that its website is used to promote circulation of corporate information to a wider audience.

NIJAC use NICS contracts wherever possible. All NICS Contracts for the supply of goods include a condition that requires suppliers to comply with the Packaging Act which makes the supplier responsible for recycling of the packaging materials.



Mandy Kilpatrick
Accounting Officer
15 September 2016

Appendix 1 – Assessment and Selection Process for Judicial Appointment



Appendix 2 - Diversity Statistics

The statistical information contained in this appendix on the diversity of those who have applied and those who have been recommended as suitable for appointment, is provided in accordance with NIJAC's statutory obligations under Justice (Northern Ireland) Act 2002 (c.26) Schedule 2.

Note – all percentages are rounded to 1 decimal place.

1. Recommendations for appointment (including applicant pools) during the period 1 April 2015 to 31 March 2016.

During the reporting period the Commission made 22 recommendations for appointment (Courts 12; Tribunals 10) – 1 Coronerⁱ, 2 Coroners (45 applications received), 1 Coroner (Presiding)ⁱⁱ, 2 Temporary Coronersⁱⁱⁱ, 2 Deputy Statutory Officers^{iv}, 3 High Court Judges (9 applications received), 1 Temporary Additional Statutory Officer^v. 1 Care Tribunal Chairman (17 applications received), 1 Charity Tribunal Legal Member (16 applications received), 2 Charity Tribunal Ordinary Members (37 applications received), 1 Lands Tribunal President^{vi}, 1 Mental Health Review Tribunal (MHRT) Chairman^{vii}, 4 MHRT Experienced Members (43 applications received).

Gender	Male	Female	Total
Recommendations	14	8	22
%	63.6%	36.4%	100.0%
Applicant Pools	83	84	167
%	49.7%	50.3%	100.0%

ⁱ Appointed under Schedule 1 of the Justice (Northern Ireland) Act 2002 to cover business need.

ⁱⁱ Appointed under Schedule 1 of the Justice (Northern Ireland) Act 2002. This is a dual appointment.

ⁱⁱⁱ One appointment by the Lord Chief Justice, in accordance with Section 2(2) of the Coroners Act (Northern Ireland) 1959 for a specified period; a second appointment of the same individual by NIJAC for a specified period.

^{iv} Appointed under the auspices of the Post Retirement Appointment Policy.

^v Appointed under Section 74(1) of the Judicature (Northern Ireland) Act 1978 which enables NIJAC, after consultation with the Lord Chief Justice, to appoint a suitably qualified person to act as a Temporary Additional Statutory Officer, during such period as the Commission determines and with the agreement of the Department of Justice.

^{vi} Appointed under The Lands Tribunal and Compensation Act (Northern Ireland) 1964. This is a dual appointment.

^{vii} Appointed as a result of an internal trawl.

Community Background	Protestant	Roman Catholic	Neither
Recommendations	13	8	1
%	59.1%	36.4%	4.5%
Applicant Pools	66	93	8
%	39.5%	55.7%	4.8%

Age on Appointment	Unknown	35 and under	36-40	41-45	46-50	51-55	56-60	Over 60
Recommendations	1 ¹	0	2	3	3	1	7	5
%	4.5%	0.0%	9.1%	13.6%	13.6%	4.5%	31.8%	22.7%
Applicant Pools	0	14	19	24	28	37	29	16
%	0.0%	8.4%	11.4%	14.4%	16.8%	22.2%	17.4%	9.6%

Ethnic Origin	White	Other
Recommendations	21	1
%	95.5%	4.5%
Applicant Pools	164	3
%	98.2%	1.8%

Disability	No Disability Declared	Disability Declared
Recommendations	21	1
%	95.5%	4.5%
Applicant Pools	161	6
%	96.4%	3.6%

¹ Appointed under Section 74(1) of the Judicature (Northern Ireland) Act 1978 to act as a Temporary Additional Statutory Officer no Equal Opportunities Monitoring Information held.

Personal Geographic Location				
Location	Recommendations	%	Applicant Pool	%
Belfast	9	40.9%	68	40.7%
Co Antrim	2	9.1%	21	12.6%
Co Armagh	3	13.6%	10	6.0%
Co Down	4	18.2%	41	24.6%
Co Fermanagh	0	0.0%	3	1.8%
Co Londonderry	1	4.5%	12	7.2%
Co Tyrone	1	4.5%	5	3.0%
Other	1	4.5%	6	3.6%
Not indicated	1	4.5%	1	0.6%

Business Geographic Location				
Location	Recommendations	%	Applicant Pool	%
Belfast	17	77.3%	70	41.9%
Co Antrim	1	4.5%	14	8.4%
Co Armagh	2	9.1%	6	3.6%
Co Down	0	0.0%	8	4.8%
Co Fermanagh	0	0.0%	1	0.6%
Co Londonderry	0	0.0%	2	1.2%
Co Tyrone	0	0.0%	2	1.2%
Province wide	0	0.0%	0	0.0%
Other	2	9.1%	6	3.6%
Not indicated	0	0.0%	58	34.7%

2. Recommendations for renewal of appointment during the period 1 April 2015 to 31 March 2016.

During the reporting period the Commission made 25 recommendations for renewal of appointment (Courts 6; Tribunals 19) – 5 Deputy District Judges (Magistrates Court) and 1 Deputy County Court Judge. 4 MHRT Medical Members; 3 Health and Safety Review Tribunal Chairman; 1 MHRT Legal Member; 1 Charity Tribunal Legal Member; 2 Charity Tribunal Ordinary Members; 1 Appeals Tribunals Consultant Medical Member; 6 Appeals Tribunals Generalist Medical Members and 1 Charity Tribunal President.

Note – all % are rounded to 1 decimal point

Gender	Male	Female	Total
	15	10	25
%	60.0%	40.0%	100.0%

Community Background	Protestant	Roman Catholic	Neither
	15	9	1
%	60.0%	36.0%	4.0%

Age on Reappointment	35 and under	36-40	41-45	46-50	51-55	56-60	Over 60
	0	2	0	4	5	9	5
%	0.0%	8.0%	0.0%	16.0%	20.0%	36.0%	20.0%

Ethnic Origin	White	Other
	24	1
%	96.0%	4.0%

Disability	No Disability Declared	Disability Declared
	25	0
%	100.0%	0.0%

Personal Geographic Location		
Belfast	14	56.0%
Co Antrim	3	12.0%
Co Armagh	0	0.0%
Co Down	5	20.0%
Co Fermanagh	0	0.0%
Co Londonderry	2	8.0%
Co Tyrone	1	4.0%
Other	0	0.0%
Not indicated	0	0.0%

Business Geographical Location		
Belfast	16	64.0%
Co Antrim	2	8.0%
Co Armagh	0	0.0%
Co Down	3	12.0%
Co Fermanagh	0	0.0%
Co Londonderry	2	8.0%
Co Tyrone	1	4.0%
Province wide	0	0.0%
Other	0	0.0%
Not indicated	1	4.0%

Appendix 3 – 2015-16 Corporate and Business Plan Objectives

The Objectives in the 2015-16 Business Plan

The four work areas are Recruitment & Selection, Our People, Working with Others, and Accountability.

1. Recruitment & Selection

Corporate Objective

We will strive to meet our statutory duty to ensure a reflective judiciary which is appointed on merit.

Business Objectives

- a. We will develop, implement and deliver a programme of action to attract applications from the widest possible pool.
- b. We will deliver a programme of appointments and renewals that meets business needs and ensures continuity in Courts and Tribunals.
- c. We will review and benchmark what we do and implement an evidence based plan of action to deliver best practice in judicial appointments.

2. Our People

Corporate Objective

We will fulfil our commitments through the efforts of skilled and engaged Commissioners, Co-opted Experts and Staff.

Business Objectives

- a. We will put in place a Programme of Development to ensure that all Commissioners and Co-Opted Experts are clear and confident in their roles and responsibilities and supported to deliver on our commitments.
- b. We will promote an ethos of appreciating the value of diversity and encouraging continuous improvement.
- c. We will value the contribution of staff and develop mechanisms to enhance their engagement and performance.

3. Working with Others

Corporate Objective

We will work closely with others to deliver our statutory duties and implement best practice.

Business Objectives

- a. We will actively strengthen our consultative processes with the Bar Council and Law Society to ensure we deliver on expectations.
- b. We will build upon our relationships with the Department of Justice (DoJ) and the Northern Ireland Courts and Tribunals Service (NICTS) and implement an enhanced Memorandum of Understanding.
- c. We will build upon our relationships with Judicial Appointments Commission England & Wales and Judicial Appointments Board Scotland.
- d. We will work with the Northern Ireland Judicial Appointments Ombudsman and Northern Ireland Ombudsman ahead of the transfer of responsibilities.

4. Accountability

Corporate Objective

We will make judicial appointments while safeguarding public money and making the best use of resources.

Business Objectives

- a. We will manage our resources effectively through sound financial management and controls, while increasing our efficiency.
- b. We will protect all data held safeguarding the confidentiality of applicants.
- c. We will deliver an effective governance system that will ensure probity and the safeguarding of public funds and provide assurance to our sponsor The Executive Office.

THE ACCOUNTABILITY REPORT

Corporate Governance Report

Directors' Report

Chief Executive

Mandy Kilpatrick is the Acting Chief Executive and Accounting Officer.

Salary and pension entitlements

Details of the remuneration and pension interests of the Chief Executive and remuneration details of Commission members are detailed in the Remuneration Report.

Composition of the Commission

The Commission consists of a Chairman (the Lord Chief Justice of Northern Ireland) and twelve other members appointed by the First Minister and deputy First Minister, acting jointly.

The Right Honourable Sir Declan Morgan (Chairman), the Lord Chief Justice of Northern Ireland;

The Right Honourable Lord Justice Coghlin, Lord Justice of Appeal (retired 31 August 2015);

Mr Brian Coulter OBE, Lay Member;

Mr Eoin Doyle, Lay Magistrate;

Mrs Breidge Gadd, Lay Member;

Mrs Fiona Keenan, Lay Member (stood down 31 March 2016);

His Honour Judge Kinney, County Court Judge;

Mr James McNulty QC, Legal Member;

District Judge (Magistrates' Courts) Rosalie Prytherch;

Mr Alastair Rankin, Solicitor, Legal Member;

Professor Nichola Rooney, Lay Member;

The Honourable Mr Justice Stephens, High Court Judge;

Mr Lindsay Todd, Lay Member;

The Right Honourable Lord Justice Weatherup, Lord Justice of Appeal (appointed 2 November 2015).

At the end of their first term, judicial members are re-appointed for a period of 5 years, the lay members are re-appointed for 4 years and the legal members for a period of 3 years.

Mrs Fiona Keenan stood down on 31 March 2016; a replacement is anticipated during 2016-17.

The Right Honourable Lord Justice Coghlin retired on 31 August 2015; The Right Honourable Lord Justice Weatherup commenced office 2 November 2015.

All members are non-executive and independent.

Pen pictures of all Commission members can be found on our website www.nijac.gov.uk.

Commission Members' Interests

None of the Commission members held interests or directorships during the year which would conflict with their responsibilities as members of the Commission. Registers of Interest are available for viewing upon request at Headline Building.

Personal Data Related Incidents

All action arising from a data protection issue which occurred in April 2015 and reported upon in last year's report have been completed. There have been no additional personal data related incidents to report during the period under review. The relevant policies remain a standing item on the Executive Team's meeting agenda.

Statement of Accounting Officer’s Responsibilities

Under paragraph 7 of Schedule 2 to the Justice (Northern Ireland) Act 2002 as amended, the Northern Ireland Judicial Appointments Commission (NIJAC) is required to prepare a statement of accounts in respect of each financial year in such a form and on the basis determined by The Executive Office, with the approval of the Department of Finance (formerly the Department of Finance and Personnel). The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of NIJAC at the year end and of the income and expenditure, changes in taxpayers’ equity and cash flows for the financial year.

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

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

The Accounting Officer of the Executive Office (TEO) has designated the Chief Executive as Accounting Officer of Northern Ireland Judicial Appointments Commission. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding NIJAC’s assets, are set out in *Managing Public Money Northern Ireland* published by the Department of Finance.

I, as Accounting Officer, have taken appropriate steps to make myself aware of relevant audit information and to establish that the Comptroller & Auditor General (C&AG) is aware of that information. To my knowledge, there is no relevant audit information of which the C&AG is unaware. I take personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

Auditors

The financial statements are audited by the C&AG in accordance with the Justice (Northern Ireland) Act 2002, as amended. He is the head of the Northern Ireland Audit Office (NIAO) and he and his staff are wholly independent of NIJAC.

The audit of the financial statements for 2015-16 resulted in an audit fee of £9,400 (2014-15: £10,700). The C&AG did not provide any non-audit services during the year. NIJAC are currently not involved in the National Fraud Initiative.

Information Management

NIJAC aims to ensure that all information is safeguarded and kept securely.

NIJAC has agreed an Information Strategy, setting out our vision for managing our information more efficiently and intelligently.

One aspect of this is ensuring that NIJAC manages information risk by following the requirements of our suite of Information Assurance policies. We have reviewed compliance with these policies to ensure that the importance of information security is embedded within NIJAC.

Payment of Suppliers

NIJAC is committed to the prompt payment of suppliers. The Confederation of British Industry's Prompt Payment Code for achieving good payment performance in commercial transactions requires payment within 30 days of the receipt of the goods or services or on presentation of a valid invoice or similar demand, whichever is later (unless otherwise stated in the contract). During the year 99.44% (2014-15: 98.93%) of invoices were paid within this standard.

Since January 2009, NIJAC's aim has been to pay all valid invoices within ten days of receipt. During the year 96.26% (2014-15: 96.24%) of invoices were paid within the target.

Any supplier payments made outside these targets were due to disputed invoices.

Financial instruments and Financial Risk Management

Due to the largely non-trading nature of NIJAC's activities and the way in which executive non-departmental bodies are financed, NIJAC is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of listed companies.

NIJAC has no powers to borrow or invest surplus funds and except for relatively insignificant purchases of foreign currency, financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing NIJAC in undertaking its activities. Further details can be found at Note 16 of the Accounts.

Complaints

In 2015-16 NIJAC initiated 12 schemes which attracted 295 applicants. While three complaints were received relating to schemes initiated in this reporting period (accounting for 1% of applications) we have also set out an overview of complaint handling which cuts across various reporting periods.

The three complaints, relating to two schemes initiated in 2015-16, were received in the 2016-17 period. The first complaint was not upheld by the investigating Complaints Committee; in relation to the second and third complaint, concerning shortlisting methodology, some aspects raised were deemed time barred and other aspects were not upheld.

A complaint relating to a 2014-15 scheme was received during this reporting period. A Complaints Committee formed a preliminary view as to merits and determined the complaint should not be accepted. This complaint was escalated to the JAO by the Complainant; the JAO decided not to pursue the matter further.

During the period of this report a complaint, initiated in 2014-15, was referred to the Northern Ireland Judicial Appointments Ombudsman (JAO). The Complaints Committee had partially upheld the complaint, identifying a level of maladministration that did not involve any bias, perversity, turpitude or anything of that sort¹, or any adverse impact. In considering the Complaint Committee's determination Plenary found that a competent and appropriately trained Selection Committee did sit and while there was a failure to formally record all indicators used for assessment there was no disadvantage to the Complainant or other applicants.

The JAO considered six different elements within the terms of reference agreed with the Complainant and did not uphold any of them; he endorsed the findings of the Complaints Committee and agreed with its investigation and reasoning, including the decision that no further remedy was appropriate. The JAO reported that the governance framework and selection methodology were robust and were applied appropriately in this particular selection competition. He considered it was not appropriate to make any recommendations.

¹ NIJAC references, as a helpful guide to the meaning of maladministration, the comments of Lord Denning in *Regina v Local Commissioner for Administration for the North and East Area of England, ex parte Bradford Metropolitan City Council* [1979] QB 287

However the JAO made some observations on what further steps the Commission could take to reinforce the importance of confidentiality and promote confidence.

One other complaint initiated in 2014-15 was carried forward into the period of this report. While deemed out of time there was constructive informal engagement to address the issues raised by the Complainant and explain why individual scores and personal data are not provided.

A further complaint, relating to a scheme initiated in 2014-15, was received outside the period of this report but within the 2016-17 reporting period. Plenary accepted the Committee's recommendation; that in the exercise of discretion NIJAC should not accept or further investigate the Complainant's complaint. The Complainant was advised of the decision and escalated their complaint to the JAOⁱ who is considering the matter.

NIJAC has reviewed matters arising from complaints received to identify any lessons learned. As a result policies including the Complaints Policy and Constitution of Selection Committee Policy have been revised and Plenary is to consider reinforcing the intrinsic link between the Personal Profile, setting out the qualities, skills and abilities required and the Job Description for the judicial post under recruitment. Consultation has also been carried out in 2016-17 with the representatives of the legal professions on certain aspects including the introduction to the Personal Profile for senior posts in the Applicant Information Booklet, the composition of Selection Committees for senior appointment schemes and the methodology by which the legal members of NIJAC are nominated; the latter will be followed up with TEO who are responsible for the appointments.

ⁱ The Office of the Northern Ireland Judicial Appointments Ombudsman (NIJAO) was first established in September 2006 under the Justice (Northern Ireland) Act 2002 (as amended by the Constitutional Reform Act 2005). As of 1 April 2016 the Office operates under Section 58 and Schedule 6 of the Northern Ireland Public Services Ombudsman Act 2016 (the 2016 Act).

Governance Statement

Introduction

This statement is given in respect of the Northern Ireland Judicial Appointments Commission's (NIJAC) Accounts for 2015-16. It outlines NIJAC's governance framework for directing and controlling its functions and how assurance is provided to support me in my role as Accounting Officer.

The Governance Framework

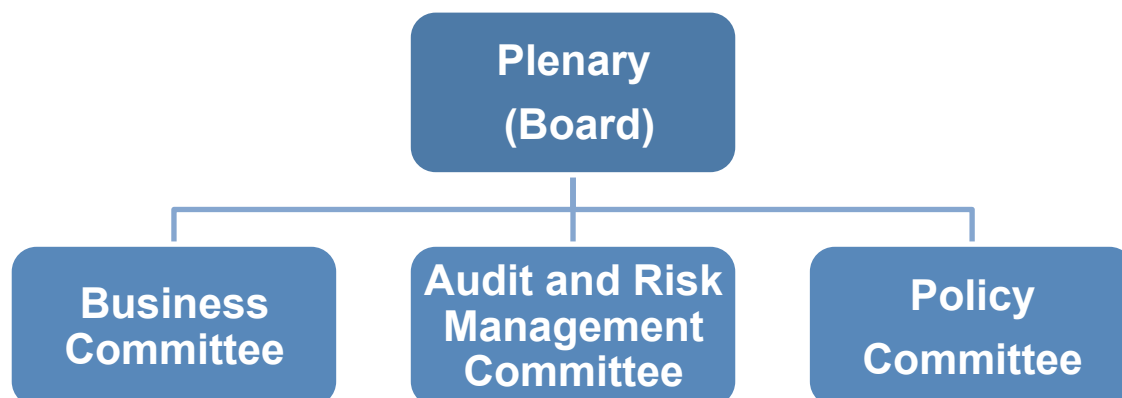
As Accounting Officer of NIJAC I have overall responsibility for ensuring NIJAC applies high standards of corporate governance, including effective support for the Board's performance and management of risks, to ensure it is well placed to deliver its objectives, and is sufficiently robust to face challenges that it encounters.

I have responsibility for maintaining a sound system of internal control that supports the achievement of the NIJAC's policies, aims and objectives, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland and the Non Departmental Public Body (NDPB) Accounting Officer Memorandum.

The Plenary (Board) has three committees, the Audit and Risk Management Committee, the Business Committee and the Policy Committee.

The relationship between NIJAC and its sponsoring Department (TEO), is set out in the Management Statement. The Management Statement defines the financial and administrative framework within which NIJAC operates, sets out the conditions on which grant-in-aid is paid and the delegations within which NIJAC operates. The Management Statement has been approved by Ministers responsible for The Executive Office. It is supplemented by a Financial Memorandum agreed with NIJAC and approved by TEO and the DoF.

Committee Structure and Coverage of Work



The Plenary

The Plenary is a meeting of all Commissioners and is chaired by the Chairman of NIJAC.

The Board of NIJAC (Plenary) meets five times a year. Exceptional meetings are convened as required. The Chairman and the Chief Executive determine the programme of meetings and business each year. Approved minutes of Plenary meetings are published on NIJAC's website.

Plenary has corporate responsibility for ensuring that it fulfils its statutory obligations and the aims and objectives agreed with its sponsor department.

A detailed list of responsibilities of the Board is set out in the Management Statement and Financial Memorandum and the Justice (Northern Ireland) Act 2002, as amended and includes the requirement to comply with the Code of Conduct (7 Nolan Principles).

Membership as at 31 March 2016

The Right Honourable Sir Declan Morgan (Chairman), the Lord Chief Justice of Northern Ireland
Mr Brian Coulter OBE, Lay Member
Mr Eoin Doyle, Lay Magistrate
Mrs Breidge Gadd, Lay Member
Mrs Fiona Keenan, Lay Member
His Honour Judge Kinney, County Court Judge
Mr James McNulty QC, Legal Member
District Judge (Magistrates' Courts) Rosalie Prytherch
Mr Alastair Rankin, Solicitor, Legal Member
Professor Nichola Rooney, Lay Member
The Honourable Mr Justice Stephens, High Court Judge
Mr Lindsay Todd, Lay Member
The Right Honourable Lord Justice Weatherup, Lord Justice of Appeal

Commissioners are drawn from the judiciary, legal profession and other professional backgrounds. Commissioners have an equal say in the work of NIJAC and are of equal status.

Section 3 of the Justice (Northern Ireland) Act 2002, as amended describes the constitution of the Commission (Board) as follows:

- The Lord Chief Justice (Chairman)
- a Lord Justice of Appeal
- a Judge of the High Court
- a County Court Judge
- a District Judge (Magistrates' Courts)
- a Lay Magistrate
- a barrister
- a solicitor
- five lay members

The Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) supports the Plenary and the Accounting Officer by reviewing the comprehensiveness, reliability and integrity of the assurances provided to the Committee regarding NIJAC's internal controls, risk management processes and governance. This includes financial, operational and compliance controls and the quality and reliability of financial reporting. On the basis of assurances provided to it, the Committee will form an overall view of the state of risk management, governance and internal control in the commission which it will report to Plenary.

The Committee consists of at least four members and meets four times per year. Additional meetings may be convened to discuss particular issues at the request of the Accounting Officer, the Chairman of the ARMC or the Chairman and a member of the ARMC. The meetings are normally attended by a representative from the NIJAC's Internal Audit function, External Audit and the Sponsorship Department.

The ARMC is an advisory body with no executive powers. However, it is authorised by Plenary to investigate any activity within its terms of reference, and to seek any information it requires from staff, who are requested to co-operate with the Committee in the conduct of its enquiries. Requests for work and reports received from Internal Audit will be channelled through the Accounting Officer. The ARMC is authorised to obtain independent professional advice if it considers it necessary.

The ARMC advises the Plenary and the Accounting Officer on:

- the strategic process for risk, control and governance and the Governance Statement;
- the accounting policies, the accounts, and the annual report of NIJAC, including the process of review of the accounts prior to submission for audit, levels of error identified, and the management's letter of representation to the external auditors;
- the planned activity and results of both internal and external audit;
- adequacy of management response to issues identified by audit activity, including NIAO's Report to Those Charged with Governance;
- assurances relating to the corporate governance requirements for NIJAC;
- proposals for tendering Internal Audit services;
- anti-fraud policies, whistle-blowing processes and arrangements for special investigations; and
- the Committee will also periodically review its own effectiveness and report the results of that review to the Plenary.

A full list of the ARMC's tasks and responsibilities can be found in the Committee's Terms of Reference contained within the NIJAC Standing Orders and Scheme of Delegation.

Membership as at 31 March 2016

Mr Lindsay Todd, Lay Member (Chair)

Mr Brian Coulter OBE, Lay Member

Mr Eoin Doyle, Lay Magistrate

His Honour Judge Kinney, County Court Judge

The Business Committee

The Business Committee sits four times a year and consists of at least four members. The Chair of the Committee reports back to the Plenary at each session.

The Business Committee is responsible for the following:

- The approval of publication of the Business Plan and Corporate Plan and overseeing the Chief Executive's review and monitoring of performance against the Business and Corporate Plan objectives.
- Ensuring that Annual Report and Accounts are produced and adhere to the Accounts Direction issued by the Office of the First and Deputy First Minister in accordance with Paragraph 7 of Schedule 2 of the Justice (Northern Ireland) Act 2002, as amended.
- The approval of the commencement of Appointment Schemes and outreach plans, plus monitoring progress of Appointments and Renewals. The membership of panels for Appointment Schemes, as proposed by the Chief Executive, will be shared with the Committee for comment, prior to consultation and final approval by the Chair of NIJAC.
- Overseeing and monitoring the budget and use of public funds.
- Ensuring that procedures are in place for the identification and assessment of risk, and those risks impacting on the achievement of NIJAC's objectives are identified and reported on correctly in the Corporate Risk Register.
- The approval of any Direct Award Contracts over £500.

Membership as at 31 March 2016

Mr Alastair Rankin, Solicitor, Legal Member (Chair)

Mr Brian Coulter OBE, Lay Member

Mrs Breidge Gadd, Lay Member

The Right Honourable Lord Justice Weatherup, Lord Justice of Appeal

The Policy Committee

The Policy Committee sits four times a year and consists of at least five members. The Chair of the Committee reports back to the Plenary at each session.

The Policy Committee is responsible for:

- Directing a programme of work to ensure delivery of the Programme of Action to result, as far as is reasonably practicable to do so, in a range of people reflective of the community being available for consideration for appointment on merit.
- Directing a programme of work to ensure all relevant policies are initiated and reviewed in order to inform best practice assessment and selection methodologies that select fairly and on the basis of merit.
- Ensuring scheme evaluations and the diversity management information developed and used supports and informs the work of the committee and determination of priorities.

Membership as at 31 March 2016

The Honourable Mr Justice Stephens, High Court Judge (Chair)

Mrs Fiona Keenan, Lay Member

Mr James McNulty QC, Legal Member

District Judge (Magistrates' Courts) Rosalie Prytherch

Professor Nichola Rooney, Lay Member

Attendance at Plenary and Committee Meetings

Members	Plenary (5 in 2015- 16)	Audit & Risk Management Committee (4 in 2015-16)	Business Committee (4 in 2015-16)	Policy Committee (4 in 2015-16)
The Right Honourable Sir Declan Morgan (Chairman)	5 (5)	-	-	-
The Right Honourable Lord Justice Coghlin (retired 31 August 2015)	3 (3)	-	-	1 (1)
Mr Brian Coulter OBE	5 (5)	4 (4)	2 (2)	-
Mr Eoin Doyle	5 (5)	3 (3)	2 (2)	-
Mrs Breidge Gadd	5 (5)	-	3 (4)	-
Mrs Fiona Keenan	4 (5)	-	-	3 (4)
His Honour Judge Kinney	5 (5)	3 (4)	-	1 (1)
Mr James McNulty QC	5 (5)	-	-	4 (4)
District Judge (Magistrates' Courts) Rosalie Prytherch	5 (5)	-	2 (2)	3 (3)
Mr Alastair Rankin	5 (5)	-	4 (4)	1 (1)
Professor Nichola Rooney	5 (5)	1 (1)	-	3 (4)
The Honourable Mr Justice Stephens	5 (5)	1 (1)	-	3 (3)
Mr Lindsay Todd	5 (5)	4 (4)	-	-
The Right Honourable Lord Justice Weatherup (appointed 2 November 2015)	2 (2)	-	0 (1)	-

The figures in brackets denote the number of meetings each Commissioner was eligible to attend.

At the beginning of each Plenary and Committee meeting, members are asked by the Chair to declare any conflicts or potential conflicts of interest. To allow members to prepare and consider any potential conflicts of interest members are provided with an agenda and all papers to be discussed two weeks before the meeting. When a potential conflict of interest is declared by a member, the remaining members consider the potential conflict and a decision is made to whether the member should step out of the meeting when the agenda item is discussed.

Board's Performance and Effectiveness

The Plenary (Board) comprises of 13 members drawn from the judiciary, legal profession and other professional backgrounds. The Chairman is the Lord Chief Justice of Northern Ireland, The Rt Hon Sir Declan Morgan.

The judicial members are nominated by the Lord Chief Justice, with each judicial tier represented. The Bar Council of Northern Ireland and Law Society of Northern Ireland nominate one member each to serve on the Commission, and the Commission's five lay members are public appointments for which TEO are responsible for their appointment and re-appointment.

Each January, the Chairman and Chief Executive, in consultation with the Chairs of the Committees, approve the timetable of meetings for Plenary, the Audit and Risk Management Committee, the Business Committee and the Policy Committee for the year commencing 1 April. It is then the responsibility of each Committee to plan its work for the year to allow sufficient time to discharge its responsibilities effectively. Assignment to Committees is made by assessing the member's expertise and strengths, and on which Committee this could best be utilised.

Training is provided to ensure Commission Members are fully functional on all Committees in which they are assigned to, this includes Selection Committees. There was one new Commission Member appointed on 2 November 2015. A full induction process with training was provided, including attendance at the Public Accountability and Governance course for Board Members on 25 November 2015. An existing Commission Member joined the Audit and Risk Management Committee in September 2015, training in Public Accountability and Governance for Audit and Risk Assurance Committees was provided on 26 November 2015.

Ongoing training is provided to Committee Members to keep members' skills and knowledge up-to-date, and ensure the effectiveness of the Committee on which they sit. Commissioners were also provided with the following training during the year:

- Complaints Investigating
- Responsible for Information - Non-Executive and Board Level Director
- Professional Recruitment and Feedback
- The Chartered Institute of Public Finance and Accountancy (CIPFA) have been running a series of short webinars on topics, such as, creating an Anti-Fraud Culture and Making Sense of Governance; the recordings of these webinars have been made available to Board Members.

Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and papers relating thereto are forwarded to each Committee member, and any person required to attend, no later than two weeks before the meeting. The timely provision of information is in a form and of a quality that enables the Plenary/Committee to discharge its duties effectively. Plenary/Committees are content with the quality and content of the papers provided; the papers ensure the Plenary/Committees are fully updated on issues under their remit as stated in their terms of reference, enabling them to make informed decisions.

The Commission has liaised closely with the Judicial Appointment Commission for England and Wales and has regular contact with the Judicial Appointments Board for Scotland, the Commissioner for Public Appointments for Northern Ireland, and the Public Appointments Service for Ireland, as a way of learning, benchmarking its performance against others and ensuring best practice.

Plenary assesses its performance, and that of its Committees, on an annual basis. Every Committee reports its progress to Plenary by way of a Committee Chair Update at each meeting. Each Committee presents a report annually to Plenary, timed to support finalisation of the accounts and summarising its conclusions from work it has done during the year; an evaluation of the effectiveness of the Committee in the last year; anything which could be done better; its achievements and anything to take note of going forward on how the committee should run. Each Chair of the Committees gave their annual review of the effectiveness of their Committee for 2015-16 at the April 2016 Plenary. All Chairs were content that their Committees were effective in their work. Details can be found in the Plenary minutes of the 21 April 2016 published on the NIJAC website.

Commissioners completed the annual Board Effectiveness Questionnaire and the findings were reported to Plenary after the year end. To improve the Plenary's effectiveness it was agreed the work identified through the Board Effectiveness Sub Committee's Board Development Plan for 2015-16, finalised by Plenary in February 2015, should continue. In achieving its overall objective to build the capacity and capability of NIJAC's Board, various actions were delivered including for example completion of a skills audit and a review of the relevant legislation and the Information Commissioner's Office Guidance to revise NIJAC's Publication Scheme.

In December 2014, all Commissioners were asked to indicate their preference as to which committee they would like to serve on, together with a few lines on why they felt they were best suited to their choices. An indication of whether they wanted to be considered as Chair of a Committee was also requested. The replies were analysed and new Committee memberships were agreed; these took effect from 1 September 2015.

The Chairman of the Commission undertakes a performance review annually with each individual member. This assesses the member's role not only as a member of the Plenary/Committees but also as a Selection Panel Member.

NIJAC staff provides secretarial support to Plenary, the Audit and Risk Management Committee, the Business Committee and Policy Committee. NIJAC staff have the appropriate skills and experience to provide the secretarial support required. Each Committee has access to sufficient resources in order to carry out its duties, this includes the support of the appropriate team, who are responsible for arranging meetings, drafting agendas in consultation with the Chair, providing and circulating papers, maintaining Committee records including taking minutes and undertaking any Committee business that may fall outside meetings.

Highlights

There have been no issues during the course of the year from Board meetings or reports that suggest that the organisation has been vulnerable in relation to its performance or stewardship of its resources. This can be confirmed through the performance against our Business Plan objectives, while keeping within our budget allocation from TEO. Other assurance mechanisms are through the work and reports from both the Internal and External Audit functions.

For 2015-16 Internal Audit gave an overall Substantial assurance rating to NIJAC. During 2015-16, Internal Audit carried out 3 reviews in accordance with the 2015-16 Internal Audit Plan. The reviews and assurance ratings are as follows:

System	Assurance rating *
Appointments	Substantial
Corporate Governance and Risk Management	Substantial
Diversity and Communications	Substantial

*Assurance rating definitions

Substantial – There is a robust system of risk management, control and governance which should ensure that objectives are fully achieved.

A Follow up Review in respect of the 2014-15 internal audit reviews was also carried out which confirmed all actions had been carried out.

Corporate Governance

NIJAC follow the Department of Finance (DoF) guidance *Corporate governance in central government departments: Code of Good Practice NI 2013*, as far as possible in its capacity as a small arms lengths body. As such, it does not comply with the code provisions relating to a Minister, nor have a separate professionally qualified finance director sitting on the Board. Apart from the specific exceptions noted above, I am content NIJAC complies with the principles set out in the Code of Good Practice (Northern Ireland) 2013.

The Board membership is set down in the Justice (Northern Ireland) Act 2002, as amended. The Chairs of each Committee reported to Plenary in April 2016 on the effectiveness of the Committee and their performance in 2015-16. Risk Management is supported fully through the Audit & Risk Management Committee, which reports back to the Board.

Otherwise, in accordance with this code, Plenary and its other Committees provide the necessary leadership, effectiveness, accountability and sustainability to ensure that NIJAC delivers on its objectives. As Accounting Officer, I also take seriously my responsibilities on the use of public funds that have been provided to NIJAC, to ensure the most effective and efficient use of those funds.

NIJAC has a balanced Board in place, in accordance with the Justice (Northern Ireland) Act 2002, as amended, which consists of the Chairman and the Commissioners, who all have equal decision-making rights. As Chief Executive I attend Plenary meetings, together with the Director of Governance and Appointments, in a non-voting capacity.

Internal Control and Risk Management

NIJAC has appropriate procedures in place to ensure that it has identified its objectives and risks and determined a control strategy for its strategic risks. A corporate approach to risk, involving Commissioners and the Executive Team is taken.

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.

A number of elements contribute to the system of internal control including:

- The Executive Team, which exercises authority at a corporate level within NIJAC and comprises the Accounting Officer, the Director of Governance and Appointments and the Deputy Principals.
- The Business Committee, which is chaired by a Legal Member, is presented with the Corporate Risk Register at each meeting for review. The Committee met 4 times in 2015-16.
- The Audit and Risk Management Committee, chaired by a Lay Member, met 4 times in 2015-16. The Committee receives reports on internal control and provides oversight in ensuring that appropriate steps are being taken to manage and monitor risks; the Committee reviews the risk register at each meeting. The Committee approves Internal Audit plans and reviews reports from both Internal and External Auditors. The meetings are also attended by

Internal and External Audit, and minutes of the meetings are provided to Plenary, which comprises the full Commission.

- Plenary, chaired by the Lord Chief Justice in his role as Chairman of the NIJAC, receives the Corporate Risk Register annually and an update is provided at each meeting by the Accounting Officer.
- The internal audit function, which is provided by ASM, operates to the Public Sector Internal Audit Standards. Internal Audit submits regular reports to the Audit and Risk Management Committee and to me as Accounting Officer. These include an independent opinion by the Head of Internal Audit on the adequacy, reliability and effectiveness of the Commission's system of risk management, control and governance, together with recommendations for improvement.
- Quarterly Assurance Statements on Internal Control are produced by the Director of Governance and Appointments and sent to me as Accounting Officer. This provides me with assurance that risk management processes are effective and operating in line with NIJAC's risk management framework. As Accounting Officer, I submit quarterly Assurance Statements on Internal Control to NIJAC's Sponsoring Department, and the Audit and Risk Management Committee.

Risk assessment and management is an ongoing process in NIJAC. The key strategic risks are set out in the Corporate Risk Register. The Director of Governance and Appointments is responsible for the risk management within the two teams:

- Corporate Finance Team; and
- Judicial Appointments Team.

Risks to information are managed and controlled as part of the Risk Management Process. The Information Risk Policy supplements our corporate approach to risk management and encourages staff and managers to consider information as assets, supported by the compilation of Information Asset Registers. As Accounting Officer, I have assumed the role of Senior Information Risk Owner for NIJAC. A data protection issue occurred in April 2015 with the initial registration stage of a recruitment scheme. The issue was quickly identified, investigated and reported to the relevant parties with all appropriate actions taken.

As part of the business planning process, at all levels, the identification and assessment of risk is required when setting business objectives; these risks are formally reported in the Corporate Risk Register. Risks are assessed in terms of their probability of occurrence and impact on the achievement of objectives, and scored and reported on accordingly.

NIJAC's Risk Management Handbook is used to manage risks that may affect the achievement of business objectives. It outlines the respective roles and responsibilities of the Accounting Officer, the Director of Governance and Appointments, Internal Audit, the Audit and Risk Management Committee and all staff.

NIJAC has ensured that procedures are in place for verifying that risk management and internal control are regularly reviewed, challenged, and reported on. The Risk Register is formally reviewed and updated quarterly at Executive Team meetings, reviewed at each meeting of the Business Committee and the Audit and Risk Management Committee, and reviewed annually at the Plenary meeting.

NIJAC has a low to medium risk appetite, that is, NIJAC are prepared to accept, tolerate or be exposed to a low to medium level of risk at any point in time. The Plenary reviewed and approved the continued use of a low to medium Risk Appetite for NIJAC on 3 December 2015.

A new risk on the Risk Register in 2015-16 was around shared accommodation costs of Headline Building and the impact on the budget; the Commission for Victims and Survivors Northern Ireland (who shared 43% of the costs) moved out on 8 November 2015 and the Office of the President of the Appeals Tribunals (who share 35% of the costs) relocated to Headline Building temporarily on 9 November 2015 while work is underway on their own building. There is ongoing communication between NIJAC and the Strategic Investment Board and TEO regarding the situation, although the risk has been removed in the interim, there will be ongoing monitoring in 2016-17.

As in previous years the challenging economic position continues to put pressure on services. NIJAC will continue to operate within a constrained economic environment in the 2016-17 financial year; with the support of the relevant Committees, Plenary will continue to monitor and evaluate the risk various cost cutting measures may have on service delivery.

Remuneration and Staff Report

Remuneration Policy

The Minister of Finance approves the pay remit for Senior Civil Service (SCS) staff. The SCS remuneration arrangements are based on a system of pay scales for each SCS grade containing a number of pay points from minima to maxima, allowing progression towards the maxima based on performance. In 2012, upon creation, there were 11 points on each scale. This was subsequently reduced to 10 points in 2014 and 9 points in 2015 to allow progression through the pay scales within a reasonable period of time.

Service Contracts

Civil service appointments are made in accordance with the Civil Service Commissioners' Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners can be found at www.nicscommissioners.org.

Salary and pension entitlements (*Audited Information*)

The following sections provide details of the remuneration and pension interests of the Commission members and the most senior management of NIJAC (the Acting Chief Executive).

Chief Executive

The position of Chief Executive throughout 2015-16 was held by Mandy Kilpatrick, an employee seconded from the Department of Justice.

The remuneration payable to the Chief Executive was as follows:

	2015-16					2014-15				
	Salary	Bonus Payments	Benefits in Kind	Pension Benefits*	Total	Salary	Bonus Payments	Benefits in Kind	Pension Benefits*	Total
Name	£'000	£'000	(to nearest £100)	(to nearest £1,000)	(£'000)	£'000	£'000	(to nearest £100)	(to nearest £1,000)	(£'000)
Mandy Kilpatrick	60-65	-	-	9	70-75	60-65	-	-	(2)	60-65

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

Negative Results

In some cases, the real increase in Cash Equivalent Transfer Value (CETV) and the pension benefits accrued for the single total figure of remuneration can be negative – that is, there can be a real decrease. This is particularly likely to happen during periods of pay restraint.

The final salary pension of a person in employment is calculated by reference to their pay and length of service. The pension will increase from one year to the next by virtue of them having an extra year's service and by virtue of any pay rise during the year. Where there is no pay rise, the increase in pension due to extra service may not be sufficient to offset the inflation increase – that is, in real terms, the pension value can reduce, hence the negative values.

Commission members

The remuneration payable to the Commission members was as follows:

Name	2015-16		2014-15	
	Salary £000	Benefits in Kind (nearest £100)	Salary £000	Benefits in Kind (nearest £100)
The Right Honourable Sir Declan Morgan (Chair)**	-	-	-	-
Mr Brian Coulter OBE	5-10	-	0-5	-
The Right Honourable Lord Justice Coghlin (retired 31 August 2015) **	-	-	-	-
Mr Eoin Doyle	5-10	-	0-5	-
Mrs Briedge Gadd	5-10	-	5-10	-
Mrs Fiona Keenan	5-10	-	5-10	-
His Honour Judge Kinney **	-	-	-	-
Mr James McNulty QC*	-	-	-	-
District Judge (Magistrates' Courts) Rosalie Prytherch **	-	-	-	-
Mr Alastair Rankin	0-5	-	5-10	-
Professor Nichola Rooney	5-10	-	10-15	-
The Honourable Mr Justice Stephens, High Court Judge **	-	-	-	-
Mr Lindsay Todd	5-10	-	10-15	-
The Honourable Mr Justice Weatherup (appointed 2 November 2015) **	-	-	-	-

*Mr McNulty has foregone his right to claim fees and expenses.

** Salaried members of the judiciary are not remunerated by NIJAC for their work in accordance with current public sector policy.

Salary

‘Salary’ includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation and any gratia payments.

Benefits in kind

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

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. No bonuses were awarded in 2015-16. Commission Members do not receive bonus payments.

Pay Multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation’s workforce.

The banded remuneration of the highest-paid director in the Commission in the financial year 2015-16 was £60,000-£65,000 (2014-15: £60,000-£65,000). This was 2.30 times (2014-15: 2.11 times) the median remuneration of the workforce, which was £27,185 (2014-15: £29,554).

	2015-16	2014-15
Band of Highest Paid Director’s Total Remuneration	60 - 65	60 - 65
Median Total Remuneration	27,185	29,554
Ratio	2.30	2.11

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

The movement in the ratio between 2015-16 and 2014-15 is due to a decrease in overall staff numbers due to vacancies, and decrease in staff numbers in the higher bands thus decreasing the median remuneration of the workforce.

Pension Entitlements (*Audited Information*)

Commission Members

No pension contributions are made by NIJAC in respect of the Commission members.

Chief Executive

Name and title	Accrued Pension at pension age as at 31/03/16 and related lump sum	Real increase/ (decrease) in pension and related lump sum at pension age	CETV at 31/03/16	*CETV at 31/03/15	Real increase/ (decrease) in CETV	Employer contribution to partnership pension account
	£000	£000	£000	£000	£000	Nearest £100
Mrs M Kilpatrick Chief Executive	25-30 plus lump sum of 85-90	0-2.5 plus lump sum of 0-2.5	614	571	9	-

* The figure may be different from the closing figure in last year's accounts. This is due to the CETV factors being updated to comply with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2009.

Northern Ireland Civil Service (NICS) Pension arrangements

Pension benefits are provided through the Northern Ireland Civil Service pension arrangements which are administered by Civil Service Pensions (CSP). Staff in post prior to 30 July 2007 may be in one of three statutory based ‘final salary’ defined benefit arrangements (classic, premium and classic plus). These arrangements are unfunded with the cost of benefits met by monies voted by the Assembly each year. From April 2011 pensions payable under classic, premium, and classic plus are increased annually in line with changes in the Consumer Prices Index (CPI). Prior to 2011, pensions were increased in line with changes in the Retail Prices Index (RPI). New entrants joining on or after 1 October 2002 and before 30 July 2007 could choose between membership of premium or joining a good quality ‘money purchase’ stakeholder arrangement with a significant employer contribution (partnership pension account). New entrants joining on or after 30 July 2007 were eligible for membership of the nuvos arrangement or they could have opted for a partnership pension account. Nuvos is a ‘Career Average Revalued Earnings’ (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current rate is 2.3%. CARE pension benefits are increased annually in line with increases in the CPI.

A new pension scheme, alpha, was introduced for new entrants from 1 April 2015. The majority of existing members of the NICS pension arrangements have also moved to alpha from that date. Members who on 1 April 2012 were within 10 years of their normal pension age will not move to alpha and those who were within 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age. alpha is also a ‘Career Average Revalued Earnings’ (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate will be 2.32%. CARE pension benefits are increased annually in line with increases in the CPI.

Increases to public service pensions are the responsibility of HM Treasury. Pensions are reviewed each year in line with the cost of living. Increases are applied from April and are determined by the CPI figure for the preceding September. The CPI in September 2015 was negative (-0.1%) and HM Treasury has announced that there will be no increase to public service pensions from April 2016. Therefore public service pensions will remain at their current level.

Employee contribution rates for all members for the period covering 1 April 2016 – 31 March 2017 are as follows:

Scheme Year 1 April 2016 to 31 March 2017

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates – Classic members or classic members who have moved to alpha	Contribution rates – All other members
From	To	From 01 April 2016 to 31 March 2017	From 01 April 2016 to 31 March 2017
£0	£15,000.99	3.8%	4.6%
£15,001.00	£21,210.99	4.6%	4.6%
£21,211.00	£48,471.99	5.45%	5.45%
£48,472.00	£150,000.99	7.35%	7.35%
£150,001.00 and above		8.05%	8.05%

Benefits in classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic plus is essentially a variation of premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per classic.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 14.7% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. Pension age is 60 for members of **classic**, **premium**, and **classic plus** and 65 for members of **nuvos**. The normal pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. Further details about the NICS pension arrangements can be found at the website <https://www.finance-ni.gov.uk/topics/working-northern-ireland-civil-service/civil-service-pensions-ni>.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. The actuarial factors used to calculate CETVs changed during the 2015-16 year and, consequently, CETV figures increased even without any further pension accrual. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

Compensation for loss of office

There was no compensation paid for loss of office during 2015-16 (2014-15: Nil).

Off-payroll engagements

There were no 'off-payroll' engagements at a cost of over £58,200 per annum as at 31 March 2016.

Staffing (*Audited Information*)

An optimum staffing structure, agreed at the end of 2013-14, was fully implemented in 2015-16, reducing the complement from 18 to 12 by 31 March 2016; the proportion of direct recruits and seconded staff are evenly balanced with 6 of each.

NIJAC is committed to staff development to ensure a quality and cost effective service is delivered. Direct recruits are employed on Northern Ireland Civil Service (NICS) terms and conditions and all NICS policies are appropriately applied, including the performance management system; detail on other applicable policies is set out below.

There has been some fluctuation in year and the average number of staff in post during 2015-16 can be found on page 61.

The gender split for the Board (Commissioners) and staff at 31 March 2016 (prior year comparison in brackets) is as follows:

	Total	Male	Female
The Board	13 (13)	9 (9)	4 (4)
Senior Managers	1 (1)	0 (0)	1 (1)
Employees	10 (11)	5 (4)	5 (7)

Staff costs comprise:

	Permanently employed staff £	Inward seconded staff * £	Agency staff £	Commission members £	Year ended 31/03/16 Total £	Year ended 31/03/15 Total £
Direct Staff						
Wages and salaries	193,833	233,827	26,150	45,293	499,103	539,679
Social security costs	15,364	15,153	-	2,243	32,760	36,810
Other pension costs	43,705	41,513	-	-	85,218	82,643
Total costs	252,902	290,493	26,150	47,536	617,081	659,132

* Inward seconded staff wages and salaries cost includes £48,446 (2014-15: £69,992) relating to VAT.

The Northern Ireland Civil Service pension arrangements are unfunded multi-employer defined benefit schemes but NIJAC is unable to identify its share of the underlying assets and liabilities. The most up to date actuarial valuation was carried out as at 31 March 2012. This valuation is then reviewed by the Scheme Actuary and updated to reflect current conditions and rolled forward to the reporting date of the DoF Superannuation and Other Allowances Resource Accounts as at 31 March 2016.

For 2015-16, employers' contributions of £43,705 were payable to the NICS pension arrangements (2014-15: £29,373) at one of three rates in the range 20.8% to 26.3% of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. A new scheme funding valuation based on data as at 31 March 2012 was completed by the Actuary during 2014-15. This valuation was used to determine employer contribution rates for the introduction of alpha from April 2015. For 2016-17, the rates will range from 20.8% to 26.3%. The contribution rates are set to meet the cost of the benefits accruing during 2015-16 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil (2014-15 £Nil) were paid to one or more of the panel of three appointed stakeholder pension providers. Employer contributions are age-related and

range from 3% to 14.7% (2014-15: 3% to 12.5%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, employer contributions of £Nil, 0.5% (2014-15: £Nil, 0.8%) of pensionable pay, were payable to the NICS Pension Arrangements to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees.

Contributions due to the **partnership** pension providers at the reporting period date were £Nil. Contributions prepaid at that date were £Nil.

No persons (2014-15: 0 persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to Nil (2014-15: Nil).

Average number of persons employed

The average number of whole-time equivalent persons employed (including senior management, but excluding Commission members) during the period was as follows:

Number				Year ended	Year ended
	Permanent staff	Seconded staff	Agency staff	31/03/16	31/03/15
				Total	Total
Chief Executive	-	1.0	-	1.0	1.0
Corporate Finance Team	0.8	1.8	0.3	2.9	2.8
Judicial Appointments Team	4.3	2.9	0.4	7.6	7.8
Total	5.1	5.7	0.7	11.5	11.6

Reporting of Civil Service and other compensation schemes –

Exit Packages

There are no Civil Service or other compensation schemes exit packages to report in 2015-16 (2014-15: Nil).

Equal Opportunities and Diversity

There are policies in place to guard against discrimination, to ensure compliance with legal requirements and to ensure that there are no unfair or illegal discriminatory barriers to employment and advancement in NIJAC.

Generally Civil Service Policies (contained in the Civil Service Staff Handbook) have been adopted by NIJAC and apply both to staff on secondment and those directly recruited.

All staff are currently managed under the Northern Ireland Civil Service (NICS) Equal Opportunities Policy, which guards against discrimination in employment and which values and respects all individuals.

Staff are currently covered by the Equality Scheme produced by the NICS, which seeks to ensure compliance with the public sector equality duty to have due regard for the promotion of equality of opportunity in respect of disability, gender, race, religion, political opinion and among those of different ages, marital status or sexual orientation or who have or have not dependants; and good relations between those of different religions, political opinions and races.

The Sponsor Department's Employment Equality Plan to protect all those groups from discrimination also applies. Employment and recommendation for promotion are based solely on merit. Where staff work reduced hours, they are assessed on the same basis as those working full time. A Dignity and Harmony at Work policy is in place to secure a positive working environment.

Employment of Disabled Persons

NIJAC adheres to the NICS Code of Practice on the Employment of Disabled People that aims to ensure that there is no discrimination on the grounds of disability and that access to employment and career advancement in NIJAC is based solely on ability, qualifications and suitability for the post.

NIJAC aims to ensure that people with disabilities have equality of opportunity and fair participation in all aspects of their employment, and that discrimination does not take place.

Employee Involvement

NIJAC encourages widespread consultation and exchange of information at all levels. This is achieved through senior staff briefings and the cascading of information to all staff. All staff are also automatically invited to contribute during the consultation exercises issued in relation to staff policies.

Days lost due to absence

NIJAC encourages a culture where good attendance is expected and valued. However, it recognises that from time to time absences for medical reasons may be unavoidable. NIJAC aims to treat its staff who are ill, with sympathy and fairness, and where possible to provide them with support which will enable them to recover their health and attend work regularly.

In 2015-16 the percentage of working days lost was 0.52% (2014-15: 5.72%) or an average of 1.30 days (2014-15: 14.25) per annum per employee. There were two members of staff on long term sick leave during 2014-15.

Expenditure on Consultancy

In 2015-16 £3,600 (2014:15: £2,326) was spent on consultancy for the annual IT Health check.

Assembly Accountability and Audit Report

Regularity of Expenditure

As NIJAC's Accounting Officer I am content that the expenditure and income of the NDPB have been applied to the purposes intended by the NI Assembly. Furthermore I am content that NIJAC's transactions are within the scope of the authorities that govern them, and that there are no material weaknesses in the design and implementation of NIJAC's internal controls to prevent and detect fraud.

Fees and Charges

NIJAC does not charge for its services therefore there is no requirement to complete a Memorandum Trading Account (MTA) detailing forecast income and expenditure in support of the charging proposals for schemes/services.

The income figure reported in Note 3 consists of recharges for rent, rates, and other premises costs for the sharing of Headline Building.

Remote Contingent Liabilities

NIJAC has no remote contingent liabilities as at 31 March 2016.

Losses and Special Payments

Losses Statement

	31/03/16		31/03/15	
	Number	£	Number	£
Total Losses under £250,000	5	185	3	31
Total Losses over £250,000	-	-	-	-

The losses are in respect of the unused element of membership of professional bodies for staff who have since left the Commission, where the membership fee was paid in advance.

Special Payments

There were no special payments made during the year.

Long Term Expenditure Trends

Since 2012-13 the Commission's expenditure has reduced by 26% from £1,314,259 in 2012-13 to £971,299 in 2015-16 (refer to page 15). Despite this reduction the need for economy and value for money in public expenditure has necessitated the need to plan for further reduction in budgets over the period 2017 - 2020.

It is expected that around 73% of our budget will continue to be expended on core business, i.e. running appointment schemes and the associated Programme of Action and around 27% will be expended on administrative support including corporate planning, finance and governance.

NIJAC is facing a difficult financial challenge particularly given the considerable cost of accommodation which is out with its control. We will work closely with our colleagues in the Strategic Investment Unit and TEO to develop an effective solution that enables delivery of NIJAC's statutory responsibilities. NIJAC will continue to look at ways to be more cost effective, ensuring value for money and safeguarding the public purse.



Mandy Kilpatrick

Accounting Officer

15 September 2016

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

I certify that I have audited the financial statements of the Northern Ireland Judicial Appointments Commission for the year ended 31 March 2016 under the Justice (Northern Ireland) Act 2002 as amended. The financial statements comprise the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration and Staff Report and the Assembly Accountability Report that is described in those reports as having been audited.

Respective responsibilities of the Accounting Officer and auditor

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit, certify and report on the financial statements in accordance with the Justice (Northern Ireland) Act 2002 as amended. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

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

Opinion on regularity

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

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Northern Ireland Judicial Appointments Commission's affairs as at 31 March 2016 and of the net expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Justice (Northern Ireland) Act 2002 as amended and The Executive Office's (formerly the Office of the First Minister and deputy First Minister) directions issued thereunder.

Opinion on other matters

In my opinion:

- the part of the Remuneration and Staff Report and the Assembly Accountability Report to be audited has been properly prepared in accordance with The Executive Office directions made under the Justice (Northern Ireland) Act 2002 as amended; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

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

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

Report

I have no observations to make on these financial statements.



KJ Donnelly

Comptroller and Auditor General

Northern Ireland Audit Office

106 University Street

Belfast

BT7 1EU

19th September 2016

**NORTHERN IRELAND JUDICIAL
APPOINTMENTS COMMISSION**

FINANCIAL STATEMENTS

2015-16

Statement of Comprehensive Net Expenditure for the year ended 31 March 2016

		Year ended 31/03/16	Year ended 31/03/15
		£	£
	Note		
Expenditure			
Staff costs	4	617,081	659,132
Depreciation, amortisation and revaluation	5	2,923	3,398
Other Expenditure	5	481,412	543,746
		<u>1,101,416</u>	<u>1,206,276</u>
Income			
Other Income	3	<u>(130,897)</u>	<u>(157,302)</u>
Net Expenditure transferred to Taxpayers' equity		<u>970,519</u>	<u>1,048,974</u>

All operations are continuing.

Other Comprehensive Net Expenditure

Items that will not be reclassified to net operating costs:

		Year ended 31/03/16	Year ended 31/03/15
		£	£
	Note		
Net (gain)/loss on revaluation of Intangibles	7	(24)	(8)
Total Comprehensive Net Expenditure for the year ended 31 March		<u>970,495</u>	<u>1,048,966</u>

The notes on pages 74 to 88 form part of the accounts

Statement of Financial Position

as at 31 March 2016

		31 March 2016		31 March 2015	
	Note	£	£	£	£
Non-current assets:					
Property, plant and equipment	6	2,204		4,060	
Intangible assets	7	<u>1,618</u>		<u>1,881</u>	
Total non-current assets			3,822		5,941
Current assets:					
Trade and other receivables	9	21,752		65,413	
Cash and cash equivalents	10	<u>11,280</u>		<u>1,746</u>	
Total current assets			33,032		67,159
Total assets			<u>36,854</u>		<u>73,100</u>
Current liabilities					
Trade and other payables	11	<u>(121,934)</u>		<u>(161,675)</u>	
Total current liabilities			(121,934)		(161,675)
Non-current assets less net current liabilities			<u>(85,080)</u>		<u>(88,575)</u>
Total assets less liabilities			<u>(85,080)</u>		<u>(88,575)</u>
Taxpayers' equity					
Revaluation reserve			1,420		1,396
General reserve			<u>(86,500)</u>		<u>(89,971)</u>
			<u>(85,080)</u>		<u>(88,575)</u>

The financial statements on pages 69 to 88 were approved by the Plenary on 02 June 2016 and were signed on its behalf by:



Mandy Kilpatrick
Chief Executive / Accounting Officer
15 September 2016

The notes on pages 74 to 88 form part of the accounts

Statement of Cash Flows

for the year ended 31 March 2016

		Year ended 31/03/16	Year ended 31/03/15
		£	£
	Note		
Cash flows from operating activities			
Net Expenditure		(970,519)	(1,048,974)
Adjustments for non-cash transactions		2,923	3,398
(Increase)/decrease in trade and other receivables	9	43,661	(35,870)
Increase/(decrease) in trade and other payables	11	<u>(39,741)</u>	<u>15,100</u>
Net cash outflow from operating activities		<u>(963,676)</u>	<u>(1,066,346)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	6	-	(1,232)
Purchase of intangible assets	7	<u>(780)</u>	<u>(1,884)</u>
Net cash outflow from investing activities		<u>(780)</u>	<u>(3,116)</u>
Cash flows from financing activities			
Grants from sponsoring department		<u>973,990</u>	<u>1,022,991</u>
Net financing		<u>973,990</u>	<u>1,022,991</u>
Net increase/(decrease) in cash and cash equivalents in the period			
		<u>9,534</u>	<u>(46,471)</u>
Cash and cash equivalents at the beginning of the period			
	10	<u>1,746</u>	<u>48,217</u>
Cash and cash equivalents at the end of the period			
	10	<u>11,280</u>	<u>1,746</u>

The notes on pages 74 to 88 form part of the accounts

Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2016

	General Reserve £	Revaluation Reserve £	Total Reserves £
Balance at 1 April 2014	(63,988)	1,388	(62,600)
Grants from Sponsoring Entity	1,022,991	-	1,022,991
Transfers between reserves	-	-	-
Gain on revaluation of intangibles	-	8	8
Comprehensive Expenditure for the year	<u>(1,048,974)</u>	<u>-</u>	<u>(1,048,974)</u>
Movements in Reserves	<u>(25,983)</u>	<u>8</u>	<u>(25,975)</u>
Balance at 31 March 2015	(89,971)	1,396	(88,575)
Changes in taxpayers' equity for 2015-16			
Grants from Sponsoring Entity	973,990	-	973,990
Transfers between reserves	-	-	-
Gain on revaluation of intangibles	-	24	24
Comprehensive Expenditure for the year	<u>(970,519)</u>	<u>-</u>	<u>(970,519)</u>
Movements in Reserves	<u>3,471</u>	<u>24</u>	<u>3,495</u>
Balance at 31 March 2016	<u>(86,500)</u>	<u>1,420</u>	<u>(85,080)</u>

The notes on pages 74 to 88 form part of the accounts

Notes to the Financial Statements

1.0 Statement of Accounting Policies

These financial statements have been prepared in accordance with the 2015-16 *Government Financial Reporting Manual (FReM)* issued by the Department of Finance. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of NIJAC for the purpose of giving a true and fair view has been selected. The particular policies adopted by NIJAC are described below. They have been applied consistently in dealing with items considered material to the accounts.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of intangible assets.

1.2 Property, Plant and Equipment

Property, plant and equipment comprises of plant and equipment, furniture and fittings, and information technology.

Expenditure on property, plant and equipment of £1,000 or more is capitalised. For furniture and fittings the individual assets are recorded on a pooled basis.

On initial recognition, assets are measured at cost, including any costs such as installation, directly attributable to bringing them into working condition.

All property, plant and equipment are reviewed annually for impairment. As permitted by the FReM, NIJAC has adopted the depreciated historical cost basis as a proxy for fair value where non-property operational assets are deemed to be short-life or low value assets.

All non-property operational assets are deemed to be short-life or low value assets and are therefore valued on the basis of depreciated historical cost as an approximation of fair value.

Under IFRS 13 Property, plant and equipment were not revalued as there is unlikely to be material difference between historical cost amounts and the revalued amounts due to the short expected useful life of the assets and their low values.

All expenditure on repairs and maintenance is charged to the Statement of Comprehensive Net Expenditure during the financial year in which it is incurred.

1.3 Intangible assets

Expenditure on intangible assets which includes software, software licences, and the associated costs of implementation is capitalised where the cost is £1,000 or more.

Intangible assets are reviewed annually for impairment, and restated to current value each year by reference to Office of National Statistics (ONS) indices. The indices were obtained from ONS MM22 Producer Price Indices as at March 2016. Assets are not indexed in the year of acquisition.

1.4 Depreciation and Amortisation

Property, plant, and equipment are depreciated at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives. Depreciation is charged in the month of acquisition.

Intangible assets are amortised over the shorter of the term of the licence and the useful economic life.

Useful lives are normally in the following ranges:

Plant and Equipment	5-10 years
Furniture and Fittings	5-10 years
Information Technology	3 years
Intangible Assets	3 years

The residual values of assets are reviewed on an annual basis.

Additions to non-current assets will be depreciated from the month of acquisition where material. Disposals from non-current assets will not be depreciated in the month of disposal.

1.5 Income

(a) Financing

Grant-in-Aid funding received from TEO is treated as financing and is recorded in the accounts as a movement in the General Fund.

(b) Income

Income consists of recharges for rent, rates, and other premises costs for the sharing of Headline Building with the Commission for Victims and Survivors Northern Ireland (CVSNI) and the Office of the President of the Appeal Tribunals (OPAT).

1.6 Operating leases

Leases where substantially all of the risks and rewards are held by the lessor are classified as operating leases. Rentals under operating leases are charged to the Statement of Comprehensive Net Expenditure on a straight-line basis over the term of the lease. There were no operating leases held during the year.

1.7 Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which are described in the Remuneration and Staff Report. The defined benefit schemes are unfunded and are non-contributory, except in respect of dependants' benefits. NIJAC recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution elements of the schemes, NIJAC recognises the contributions payable for the year.

1.8 Value Added Tax

NIJAC is ineligible to reclaim input Value Added Tax (VAT) on expenditure. Therefore, all expenditure is inclusive of VAT.

1.9 Contingent Liabilities

In addition to contingent liabilities disclosed in accordance with IAS 37, NIIJAC discloses for Assembly reporting and accountability purposes certain statutory and non-statutory contingent liabilities where the likelihood of a transfer of economic benefit is remote, but which have been reported to the Assembly in accordance with the requirements of *Managing Public Money Northern Ireland*.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts and the amount reported to the Assembly separately noted. Contingent liabilities that are not required to be disclosed by IAS 37 are stated at the amounts reported to the Assembly.

1.10 Financial Instruments

A financial instrument is defined as any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

As the cash requirements of NIJAC are met through Grant-in-Aid provided by TEO, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with NIJAC's expected purchase and usage requirements and is therefore exposed to little credit, liquidity or market risk.

1.11 Employee Benefits

Under the requirements of IAS 19 *Employee Benefits*, staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the cost of any annual and flexi leave entitlements that have been earned at the year-end but not yet taken. The cost of untaken annual and flexi leave has been determined by using actual salary costs and the data from staff leave returns at 31 March. It is not anticipated that the level of untaken leave will vary significantly from year to year.

1.12 Accounting standards, interpretations and amendments to published standards adopted in the year ended 31 March 2016

Additional or revised accounting standards and new (or amendments to) interpretations contained within FReM 2015-16 have been considered. The adoption of these standards has not had a significant impact on NIJAC's financial position or results.

1.13 Accounting standards, interpretations and amendments to published standards not yet effective

NIJAC has reviewed new accounting standards that have been issued but are not yet effective, nor adopted early for these accounts. NIJAC considers that these are unlikely to have a significant impact on the accounts in the period of initial application.

2. Statement of Operating Costs by Operating Segment

The organisation's operating structure has been reviewed to identify if there are any business activities which are unconnected and thus separate segments as defined by IFRS 8 *Operating Segments*. NIJAC does not generate any income streams; any income disclosed in the accounts relates to rechargeable expenses as a result of the shared occupancy of the building 2015-16: £130,912 (2014-15: £157,449).

NIJAC's one overall objective is to '*Select the best applicants and promote diversity*'; all expense generating activities are interlinked and cannot operate in isolation, therefore the Chief Executive Officer in her role as Accounting Officer and Chief Operating Decision Maker (CODM) does not consider there to be separate segments within the organisation.

Financial information is reported to the CODM, Plenary, the Business Committee, the Audit and Risk Management Committee and TEO, for the organisation as a whole, no part of the organisation is reported on separately. The budget is bid for, allocated and managed for NIJAC as a whole; there are no budget allocations to a specific area as a separate segment.

3. Income

	Year ended 31/03/16 £	Year ended 31/03/15 £
Reimbursement of costs	130,897	157,302
Total Income	<u>130,897</u>	<u>157,302</u>

4. Staff numbers and related costs

Staff costs comprise:

	Year ended 31/03/16 Total £	Year ended 31/03/15 Total £
Direct Staff		
Wages and salaries	499,103	539,679
Social security costs	32,760	36,810
Other pension costs	85,218	82,643
Total costs	617,081	659,132

* Inward seconded staff wages and salaries cost includes £48,446 (2014-15: £69,992) relating to VAT.

5. Other Expenditure

	Year ended 31/03/16 £	Year ended 31/03/15 £
Other operating costs		
Accommodation costs	226,739	234,569
Security costs	57,989	61,288
Scheme advertising	28,625	45,942
IT services	26,916	27,029
Managed services	25,517	34,577
Heat and light	23,988	29,755
Maintenance	20,391	29,587
Other costs	20,244	19,126
Other scheme costs	16,653	32,016
Staff training	10,235	3,834
Auditors' remuneration	9,400	10,700
Other services	7,911	7,409
Consultancy services	3,600	2,326
Printing, design and stationery	3,204	5,588
Total	481,412	543,746
Non-cash items		
Amortisation	1,067	872
Depreciation	1,856	2,526
Total	2,923	3,398

6. Property, plant and equipment

	Plant and Equipment £	Furniture and Fittings £	Information Technology £	Total £
Cost or valuation				
At 1 April 2015	10,784	5,000	17,716	33,500
Additions				
Disposals	-	-	-	-
At 31 March 2016	10,784	5,000	17,716	33,500
Depreciation				
At 1 April 2015	8,672	3,052	17,716	29,440
Charged in year	1,394	462	-	1,856
Disposals	-	-	-	-
At 31 March 2016	10,066	3,514	17,716	31,296
Carrying amount at 31 March 2016	718	1,486	-	2,204
Carrying amount at 31 March 2015	2,112	1,948	-	4,060
Asset financing:				
Owned	718	1,486	-	2,204
Finance Leased	-	-	-	-
Carrying amount at 31 March 2016	718	1,486	-	2,204

	Plant and Equipment £	Furniture and Fittings £	Information Technology £	Total £
Cost or valuation				
At 1 April 2014	10,784	3,768	17,716	32,268
Additions	-	1,232	-	1,232
Disposals	-	-	-	-
At 31 March 2015	10,784	5,000	17,716	33,500
Depreciation				
At 1 April 2014	6,626	2,572	17,716	26,914
Charged in year	2,046	480	-	2,526
Disposals	-	-	-	-
At 31 March 2015	8,672	3,052	17,716	29,440
Carrying amount at 31 March 2015	2,112	1,948	-	4,060
Carrying amount at 31 March 2014	4,158	1,196	-	5,354
Asset financing:				
Owned	2,112	1,948	-	4,060
Finance Leased	-	-	-	-
Carrying amount at 31 March 2015	2,112	1,948	-	4,060

7. Intangible assets

Intangible assets comprise of software and associated implementation costs.

	Total
	£
Cost or valuation	
At 1 April 2015	33,467
Additions	780
Disposals	-
Revaluations	21
At 31 March 2016	<u>34,268</u>
Amortisation	
At 1 April 2015	31,586
Charged in year	1,067
Disposals	-
Revaluations	(3)
At 31 March 2016	<u>32,650</u>
Carrying amount at 31 March 2016	<u>1,618</u>
Carrying amount at 31 March 2015	<u>1,881</u>
Asset financing:	
Owned	1,618
Finance Leased	-
Carrying amount at 31 March 2016	<u>1,618</u>
	Total
	£
Cost or valuation	
At 1 April 2014	31,568
Additions	1,884
Disposals	-
Revaluations	15
At 31 March 2015	<u>33,467</u>
Amortisation	
At 1 April 2014	30,707
Charged in year	872
Disposals	-
Revaluations	7
At 31 March 2015	<u>31,586</u>
Carrying amount at 31 March 2015	<u>1,881</u>
Carrying amount at 31 March 2014	<u>861</u>
Asset financing:	
Owned	1,881
Finance Leased	-
Carrying amount at 31 March 2015	<u>1,881</u>

8. Impairments

There has been no write-off of impaired property, plant and equipment during 2015–16.

All downward movements in the revaluation of Intangible Assets, as a result of market fluctuations, are accounted for through the revaluation reserve to the extent that there is a credit in that reserve that relates to the assets.

9. Trade receivables and other current assets

	31/03/16	31/03/15
	£	£
Amounts falling due within one year:		
Trade receivables	2,013	-
Other receivables	-	540
Prepayments and accrued income	19,739	64,873
Total	21,752	65,413

There are no trade receivables or other current asset amounts falling due after more than one year.

10. Cash and cash equivalents

	31/03/16	31/03/15
	£	£
Balance at 1 April	1,746	48,217
Net change in cash and cash equivalent balances	9,534	(46,471)
Balance at 31 March	11,280	1,746
The following balances at 31 March were held at:		
Commercial banks and cash in hand	11,280	1,746
Balance at 31 March	11,280	1,746

11. Trade payables and other current liabilities

	31/03/16	31/03/15
	£	£
Amounts falling due within one year:		
Trade payables	32,343	52,981
Accruals and deferred income	89,591	108,694
Total	121,934	161,675

There are no trade payables or other current liabilities falling due after more than one year.

12. Provisions for liabilities and charges

NIJAC provides for legal or constructive obligations, which are of uncertain timing or amount at the reporting date on the basis of the best estimate of the expenditure required to settle the obligation. Where the effect of the time value of money is significant, the estimated risk-adjusted cash flows are discounted using HM Treasury's discount rate of -0.80% in real terms (2014-15: 2.20%). No provisions were necessary for 2015-16.

13. Capital commitments

There are no contracted capital commitments at 31 March 2016 for which no provision has been made.

14. Commitments under leases

14 (a) Operating leases

NIJAC make use of premises and equipment where the operating lease is held by TEO. NIJAC are invoiced directly by the lessor for the lease of the premises and equipment held by TEO; NIJAC does not have any future commitments in respect of these leases.

The lease of Headline Building runs from 7 January 2012 for 15 years and was signed by the Department of Finance on behalf of The Executive Office.

NIJAC holds no operating leases in its own name.

14 (b) Finance leases

NIJAC had no finance leases operating during the year.

15. Other financial commitments

There are no contracted non-capital commitments at 31 March 2016 for which no provision has been made.

16. Financial instruments

IFRS 7 *Financial Instruments: Disclosures* requires NIJAC to provide disclosure that enables evaluation of the significance of financial instruments for NIJAC's financial position and performance, and the nature and extent of risks arising from financial instruments to which NIJAC is exposed during the period and at the reporting date, and how NIJAC manages those risks. Due to the largely non-trading nature of NIJAC's activities and the way in which executive non-departmental bodies are financed, NIJAC is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which IFRS 7 mainly applies.

NIJAC has no powers to borrow or invest surplus funds and except for relatively insignificant purchases of foreign currency, financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing NIJAC in undertaking its activities.

Classification of financial instruments

NIJAC's financial assets are classified as trade receivables and other current assets (Note 9) and cash and cash equivalents (Note 10). NIJAC's financial liabilities are trade payables and other current liabilities (Note 11). The carrying value of these financial assets and liabilities, as disclosed in the notes to the accounts, approximates to fair value because of their short maturities. All financial instruments held by NIJAC are non-interest bearing.

17. Contingent liabilities

As at 31 March 2016, NIJAC did not have any contingent liabilities, which require to be disclosed under IAS 37 *Provisions, Contingent Liabilities and Contingent Assets*.

18. Related-party transactions

NIJAC is a non-departmental public body sponsored by TEO; NIJAC has had material transactions in the form of Grant in Aid with TEO.

NIJAC has had material transactions in the form of recharges for the sharing of Headline Building with the Commission for Victims and Survivors Northern Ireland (CVSNI) and the Office of the President of the Appeal Tribunals (OPAT), the recharges are for rent, rates, and other premises costs.

NIJAC second staff from the Northern Ireland Courts and Tribunals Service (NICTS), the Department for Communities (formerly the Department of Social Development), the Department for the Economy (formerly the Department of Employment and Learning, and the Department of Health (formerly the Department of Health, Social Services and Public Safety).

NIJAC has had material transactions with the Department of Finance in the form of services provided by ESS Shared Services.

TEO, CVSNI, OPAT, NICTS, DoC, DoE, DoF and DoH are regarded as related parties.

None of the Commission members, members of key management staff or other related parties has undertaken any material transactions with NIJAC during the year.

19. Third-party assets

NIJAC do not hold any third-party assets.

20. Prior year adjustments

There are no prior year adjustments in the year ended 31 March 2016.

21. Events after the Reporting Period

There were no material events post Statement of Financial Position for the year ended 31 March 2016.

Date of authorisation for issue

The Accounting Officer, Mrs Mandy Kilpatrick, authorised the issue of these financial statements on 19 September 2016.

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