

2016
2017



CHIEF
EXECUTIVES'
FORUM

ANNUAL REPORT





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CHIEF
EXECUTIVES'
FORUM

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*Extracts only from financial statements.
If you require full financial statements
please contact the Executive Director.

HISTORY ●●●●●●●●●●

The Chief Executives' Forum covers the region of Northern Ireland. It is an umbrella body for the Chief Executives and senior staff of public sector bodies in Northern Ireland, covering the civil service and its executive agencies, local government and non-departmental public bodies. In total it has currently some 92 organisations in membership and more than 292 individual and associate members. A key purpose of the Forum is to facilitate interaction and cooperation across the full range of bodies in the public sector

An unincorporated fringe body of, first, the Department of Finance and Personnel and from 1998 the Office of the First Minister and Deputy First Minister, the Forum was relaunched and incorporated in 2003 as a not-for-profit, public interest company limited by guarantee.

The Forum has delivered 25 years of support to its members and the wider public sector through programmes of events, training and selective research projects alongside wide-ranging networking initiatives.

Over this time scale the Forum has refined its business model in response to the needs of its members and to reflect the changing challenges of the work of the public sector.





Our Vision

The Forum's vision is to be recognised for the contribution it can make in building a better future for the people of Northern Ireland where the public, private and voluntary sectors work together successfully.

As a forum for Chief Executive Officers (CEOs) and other key decision makers, our collective challenge is to apply the values of public service to the new age in which we live.

Our Aim

The overall aim of the Chief Executives' Forum is

'to contribute to building a better future for all in Northern Ireland'

We do this by:

- encouraging, facilitating and promoting good practice with respect to the management and delivery of public services.
- providing for the ongoing association of the Chief Executive Officers of government departments, local authorities, statutory agencies and other public authorities and statutory officials based in and or operating in Northern Ireland;
- being constituted as an interagency forum within which Chief Executive Officers, other key officials and decision-makers can explore, develop and support new ideas and ways of delivering public services;
- facilitating and providing for the discussion of public policy issues and encouraging fresh thinking and innovation in the management and delivery of public service;
- commissioning research into and study of matters relating to the funding, organisation, management, operation and delivery of public services;
- encouraging, facilitating and supporting effective communication, collaboration and joint working between public bodies to improve and develop public service delivery mechanisms;
- encouraging, promoting, supporting and otherwise providing for the development of those in senior executive and non-executive positions who lead and direct the work of public authorities;
- bringing together and co-ordinating the efforts of groups, organisations, companies and individuals concerned or interested in the attainment of the Chief Executives' Forum.

Our Values

Our values describe the spirit of how we do business; they define our core belief and culture. They are underpinned by:

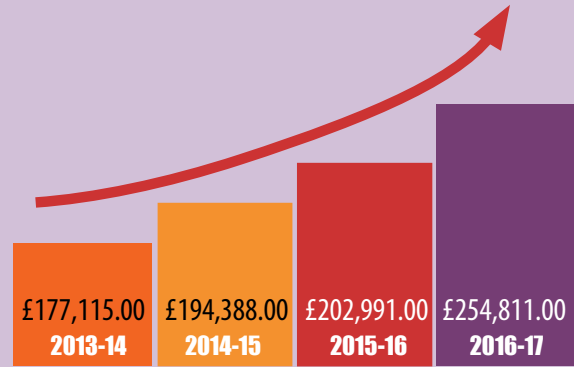
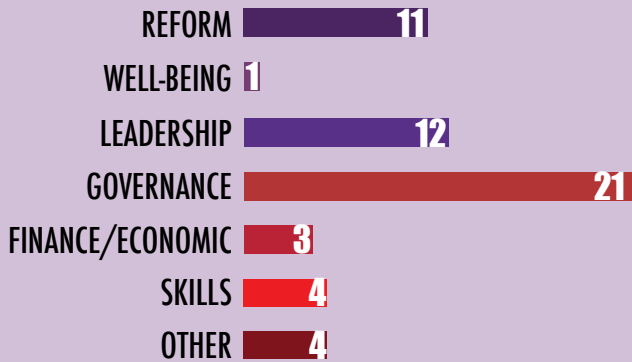
- those of the public sector generally as described by the Nolan Principles; (*Appendix 1*)
- a can do attitude and approach;
- a focus on the needs and interests of our members and ultimately, the citizens they serve;
- the principle of an effective, efficient and collaborative public service focused on and accountable to the people of Northern Ireland;
- the demonstration of good corporate governance with clear systems of direction, operation and control.



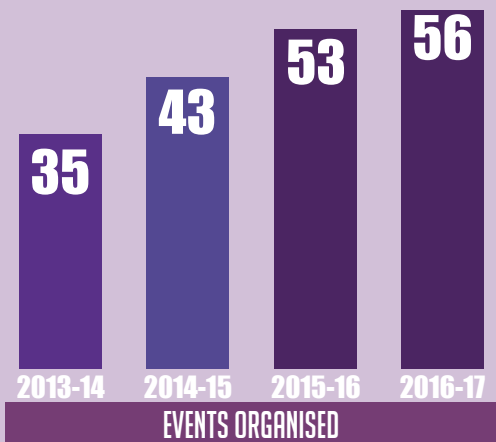


at a glance...

Event Themes 2016-2017

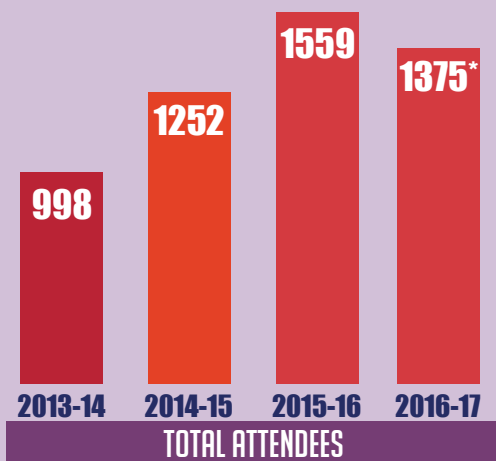


Turnover



208 Followers since October 2015, follow us @chiefexecforum

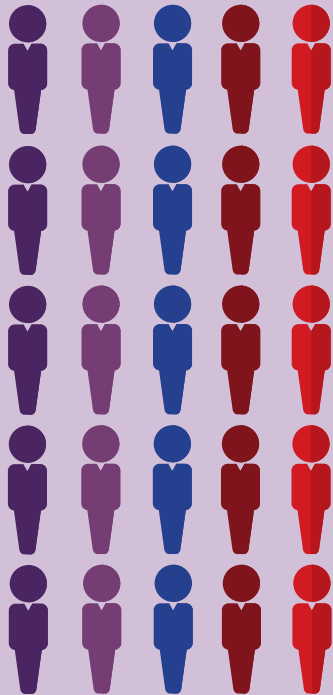
292 Associate Members



* Did not sponsor IoD Womens Conference

92 Full Members





*25 attendees
average per event*

277
Alumnae



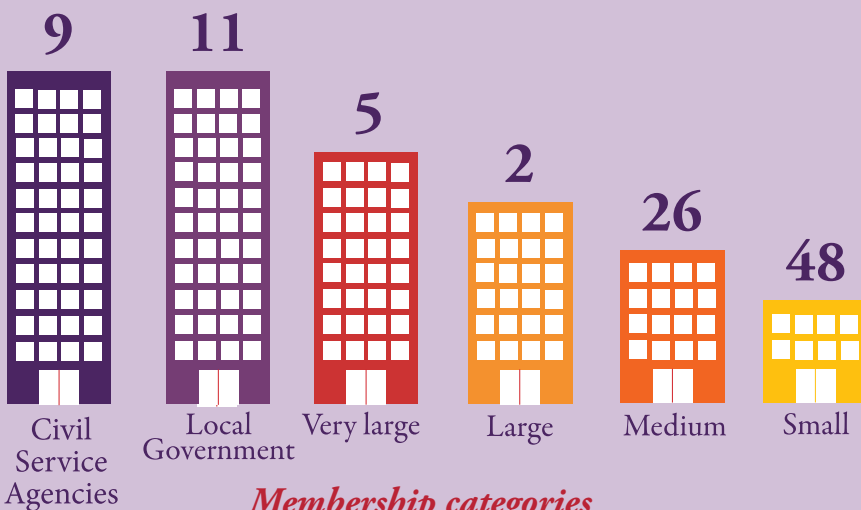
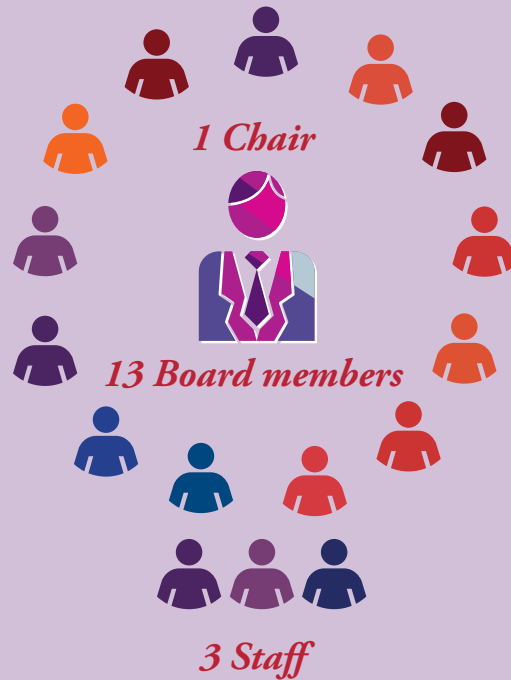
14 Annual
Womens Leadership
Programmes



33 external partners



creating value for our members



Membership categories

*175 Chief Executives
and Accounting Officers
attended events over year*





CHAIR'S MESSAGE ● ● ● ● ● ● ● ● ● ●

- "Stronger Together"

This past year has been a challenging one for those leading public services in Northern Ireland. Political developments locally, in the UK, Europe and further afield have all affected how services are planned and delivered. Such times of uncertainty point to an even greater need for collaboration and mutual support amongst senior officials as we seek to fulfil competing demands within the population we serve. The Forum remains committed to playing its part in assisting members to make the connections and to help each other.

Last year marked the 25th anniversary of the Chief Executives' Forum. Since its inception the Forum has sought to catalyse synergy across the public sector to inform policy and shape services. This year, requirements to achieve greater efficiencies, amidst political uncertainty, placed a particular demand for innovative responses from our membership. Interaction between public sector leaders remains imperative and the Forum's intent remains in line with its core role to assist Chief Executives and their senior teams to navigate towards better outcomes.

During the year the Forum again expanded its programme of events under the direction of its Business Committee. New alliances forged with commercial and professional bodies have permitted us to widen access to our events and to complement those arranged with long standing partners. The continued demand for Public Accountability and Governance training reflects the attention paid to attaining high standards of stewardship within both government and arms-length institutions. We are grateful for the continuing input supplied to new course providers CIPFA by the Department of Finance and the NI Audit Office.

The work of the Forum is directed by a small but dedicated number of people. I am grateful to my colleagues on the Board, as well as the Business, and Audit and Risk Committees for their continuing commitment. This year saw one change to the Forum Board with Will Kerr resigning to take up a senior position with the National Crime Agency in England. Will's practical support and sound advice was greatly appreciated and, on behalf of the Board, I wish him every success in his new role. As Chair, I have been ably supported by David Cartmill the Forum's Executive Director, Business Manager, Renée Quinn and Administrative Officer, Lynsay Craig. The knowledge and enthusiasm of this small team seconded to the Forum augurs well for the delivery of our key aims.

Finally I would again express my thanks to the many partner organisations who contribute to the Forum's work. As a public sector membership organisation it is essential that we provide for engagement with and learning from the business, professional, voluntary and academic communities in bringing about positive change for the citizens of Northern Ireland.

I look forward to your continued support and involvement.

Stephen Peover

October 2017





EXECUTIVE DIRECTOR'S REPORT ●●●●●●●●●●

We have this year seen significant changes to the political landscape in which we operate. The result of the EU referendum in June has enormous implications for the future provision of public services here and, amidst preparation for the outcomes of the referendum decision, the suspension of the NI Executive in January removed local political direction for these and other strategic issues. As public service leaders adapt to these challenging circumstances, the Forum has sought to design and expand its provision accordingly. We remain committed to assisting policy makers and service deliverers to bring about effective change in response to needs.

This year's programme continued to focus on public service reform and the draft Programme for Government (PfG). The ethos of collaboration, specified in the PfG, has underpinned the Forum's work over many years. An Integrated approach which traverses traditional boundaries is an essential requirement to optimise the outcomes sought in the programme. The identification of new funding opportunities and realisation of efficiencies through the utilisation of new technologies featured strongly, as did means to protect systems' vulnerability to "cyber-crime". The softer skills associated with culture change, people management and personal resilience also proved popular topics as Chief Executives face demands associated with reducing staff numbers and organisational restructuring.

Financially, the Forum is not immune to the effects of reductions in public sector funding. A concerted effort to reduce costs and increase income over the year has reduced substantially the losses incurred last year. Despite this, the Forum failed to meet its costs entirely and this year's accounts record a small loss of £6,134. Reserves in place are more than adequate to cover this shortfall and the Forum continues to operate as a fully viable going concern. The vast majority of income received by the Forum is from membership subscriptions and we are ever conscious of financial pressure borne by members. We remain committed to responding to members' needs, contributing to the issues faced and providing a tangible return from what we do. The Forum would not exist without your cooperation and involvement.

The Forum places particular importance on working with external bodies. This is demonstrated by the list of events provided in partnership with business organisations, professional bodies and academic institutions. We emphasise the need to exchange knowledge between the public sector and other fields and continue to pursue sharing of best practice. External support remains essential for the Forum to provide access to speakers who are leaders in their fields. We are indebted to the companies and organisations listed in the acknowledgements section for their support. The role of the Forum has flourished in no small part due to relationships established with external partners.



There are also some individuals and organisations that we draw on year on year, who deserve special thanks. The Department of Finance continues to provide accommodation for the Forum and, together with the Northern Ireland Audit Office, makes input to the Public Accountability and Governance courses we organise. Shirley McCaughey and Pat Brand continue to lead the Forum's highly successful "Women's Leadership Initiative" which maintains prominence amidst ongoing endeavours to attain greater diversity at senior level in the public sector.

Finally, I am indebted to the Board and Committee members who set the strategic

direction and oversee our activities and record my gratitude to the Chair for his close personal involvement and advice. Thanks also to our small and dedicated secretariat team, Renée Quinn and Lynsay Craig who work tirelessly behind the scenes to make things happen.



David Cartmill
Executive Director

October 2017





EVENTS PROGRAMME 2016-17

2016

13-15 April	Women's Leadership Programme – Module One	8 September	Making the Sound Bite Count Seminar
20 April	Bespoke Public Accountability and Governance - Consumer Council	14 September	Public Accountability and Governance - Audit & Risk Committees
21 April	Collaboration Conundrum	15 September	Public Accountability and Governance - Senior Managers
27 April	Innovative Capital Financing	21 September	Consequences of Brexit Referendum
10 May	The Big Regional Debate	22 September	EU Referendum – Informing the Northern Ireland position
18 May	Joining the Dots	22 September	Women's Leadership Programme – Module Three
25 May	Charity Law Essentials for Public Sector Bodies	23 September	Permanent Secretaries Facilitated Discussion
31 May	Connecting HR and Finance Metrics	5 October	Offending Behaviour amongst Young People in Northern Ireland
1 June	Connecting HR and Finance Metrics	12 October	Behind the Headlines – Trends in Educational Qualifications
2 June	Culture Change – Merging Organisations	19 October	Social Return on Investment
9 June	Programme for Government Seminar	2 November	Annual General Meeting and Lecture
13 June	Bespoke Public Accountability and Governance - Libraries NI	18 November	Women's Leadership Programme – Theme Day
14 June	Public Accountability and Governance - Middle Managers (1)	23 November	Public Accountability and Governance - Board Members
14 June	Public Accountability and Governance - Middle Managers (2)	24 November	Annual Governance Conference
14 June	Women's Leadership Programme – Module Two	24 November	Public Accountability and Governance - Accounting Officers
15 June	Public Accountability and Governance - Accounting Officers	30 November	Education and Skills
16 June	Public Accountability and Governance - Board Members	1 December	NIAO Good Practice Guide - Boardroom Management
27 June	Mindfulness	8 December	Consuming Adversity – Leading Teams
4 July	Governance Response	9 December	Consuming Adversity – Leading Teams
31 August	Bespoke Public Accountability and Governance - Department for Communities ALBs		



16 December	SOLACE and Permanent Secretaries Discussion	1 March	Programme for Government - What does it really change?
<hr/>		7 March	Public Accountability and Governance - Accounting Officers
2017		8 March	Public Accountability and Governance - Senior Managers
9 January	Whole Systems Working – What are the Opportunities in Northern Ireland Now?	9 March	Public Accountability and Governance - Audit & Risk Committees
23 January	A Commercial Approach to Public Sector Procurement	14 March	Off Payroll Working in the Public Sector
23 January	Public Accountability and Governance - Board Members	14 March	Off Payroll Working in the Public Sector – Local Government
24 January	A Commercial Approach to Public Sector Procurement	28 March	Inspiring yourself and other People – Leadership Lessons using NLP
25-27 January	Women’s Leadership Programme – Module Four	30 March	Bespoke Public Accountability and Governance - Comhairle na Gaelscolaíochta
<hr/>			
1 February	Exploring the Brexit Landscape		
15 February	Programme for Government - What does it really change?		
22 February	Poverty of Aspiration		

CORPORATE MEETINGS ●●●●●●●●●●

2016

23 June	Business Committee
8 September	Audit & Risk Committee
22 September	Business Committee
22 September	Board
2 November	Annual General Meeting
8 December	Business Committee

2017

9 March	Audit & Risk Committee
30 March	Board
30 March	Business Committee





DIRECTORS' REPORT ● ● ● ● ● ● ● ● ● ●

FOR THE YEAR ENDED 31 MARCH 2017

The directors present their annual report and financial statements for the year ended 31 March 2017.

Principal activities

The principal activity of the company is providing networking opportunities to the Chief Executives in the form of training, seminars, conferences and briefings.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr Hugh McCaughey
Ms Roisin McDonough
Mr Stephen Peover
Ms Frances McCandless
Mr Iain Greenway
Mr David Sterling
Mr Peter May
Mr Will Kerr (Resigned 23 December 2016)
Dr Evelyn Collins CBE
Ms Suzanne Wylie
Mr Clark Bailie
Mr Gavin Boyd
Dr Theresa Donaldson
Mr Brett Hannam (Appointed 22 September 2016)
Mr William McIvor (Appointed 22 June 2016)

Auditor

Following the merger between RSM Northern Ireland and the RSM UK Group in January 2017, RSM UK Audit LLP became the Company's auditors in accordance with Section 1216 of the Companies Act 2006. The auditor, RSM UK Audit LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditor

So far as the directors are aware, there is no relevant audit information of which the company's auditor are unaware. Additionally, the directors have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor are aware of that information.

Correction to Articles of Association

An anomaly within the Forum Articles of Association (2003), relating to payments received by Forum Chairpersons, was identified during the annual audit and has been addressed by the Board. Forum Auditors, RSM UK Audit LLP, have advised that all such payments have been properly accounted for in the annual financial statements of the Forum. The Board determined that the omission be acknowledged in the directors' report and rectified immediately. Resolutions will be submitted to the 2017 AGM to revise the Articles of Association accordingly and to ratify and approve payments previously made to the Chairpersons of the Company.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

On behalf of the board



Mr Stephen Peover

Director

19 October 2017





INDEPENDENT AUDITOR'S REPORT

Opinion on financial statements

We have audited the financial statements of Chief Executives' Forum for the year ended 31 March 2017 set out on pages 5 to 13. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2017 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements and, based on the work undertaken in the course of our audit, the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Directors' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Respective responsibilities of directors and auditor

As more fully explained in the Directors' Responsibilities Statement set out on pages 1 - 2, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.



This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**D W Gray FCA (Senior Statutory Auditor)
for and on behalf of RSM UK Audit LLP**

19 October 2017

**Chartered Accountants
Statutory Auditor**

Number One, Lanyon Quay
Belfast
N Ireland
BT1 3LG





PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2017

	2017	2016
Notes	£	£
Turnover	<u>254,811</u>	<u>202,992</u>
Cost of sales	(83,492)	(49,642)
Gross profit	<u>171,319</u>	<u>153,350</u>
Administrative expenses	(177,476)	(195,678)
Operating loss	(6,157)	(42,328)
Interest receivable and similar income	<u>23</u>	<u>40</u>
Loss before taxation	(6,134)	(42,288)
Taxation	<u>-</u>	<u>(967)</u>
Loss for the financial year	<u><u>(6,134)</u></u>	<u><u>(43,255)</u></u>





BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2017

	2017		2016	
	£	£	£	£
Fixed assets				
Intangible assets		4,963		-
Current assets				
Debtors	129,214		168,112	
Cash at bank and in hand	<u>246,515</u>		<u>89,536</u>	
	375,729		257,648	
Creditors: amounts falling due within one year	<u>(268,005)</u>		<u>(138,827)</u>	
Net current assets		<u>107,724</u>		<u>118,821</u>
Total assets less current liabilities		<u>112,687</u>		<u>118,821</u>
Reserves				
Profit and loss reserves		<u>112,687</u>		<u>118,821</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the board of directors and authorised for issue on 19 October 2017 and are signed on its behalf by:

Mr Stephen Peover
Director

Company Registration No. NI045809



NOTES TO THE FINANCIAL STATEMENTS ● ● ● ● ● ● ● ● ● ●

FOR THE YEAR ENDED 31 MARCH 2017

1 Accounting policies

Company information

Chief Executives' Forum is a private company limited by guarantee incorporated in Northern Ireland. The registered office is Number One, Lanyon Quay, Belfast, N Ireland, BT1 3LG. The company's business address is Clare House, 303 Airport Road West, Belfast, BT3 9ED.

1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

These financial statements for the year ended 31 March 2017 are the first financial statements of Chief Executives' Forum prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland. The date of transition to FRS 102 was 1 April 2015. The reported financial position and financial performance for the previous period are not affected by the transition to FRS 102.

1.2 Going concern

The company incurred a loss of £6,134 during the year ended 31 March 2017 (2016 - loss of £43,255) and, as of that date, the company has a net current assets position of £112,687 (2016: £118,821). Increased income and reduced costs achieved during the year has maintained an adequate level of reserves. In addition, the company continues to operate within its banking facilities. On this basis, the Directors have prepared the accounts on a going concern basis.

1.3 Turnover

Turnover is recognised at the fair value of the consideration received or receivable for services provided in the normal course of business, and is shown net of VAT and other sales related taxes.

When cash inflows are deferred and represent a financing arrangement, the fair value of the consideration is the present value of the future receipts. The difference between the fair value of the consideration and the nominal amount received is recognised as interest income.

1.4 Research and development expenditure

Research expenditure is written off against profits in the year in which it is incurred. Identifiable development expenditure is capitalised to the extent that the technical, commercial and financial feasibility can be demonstrated.

1.5 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date if the fair value can be measured reliably.

Accounting policies

Amortisation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Development Costs 33.3% Straight Line

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Fixtures, fittings & equipment 33.3% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.





APPENDIX 1

ACKNOWLEDGEMENTS

We are, as always, immensely grateful to the Forum's members and the people in their organisations who contributed so generously of their time and in many other ways to what we do and what we strive to encourage: learning from others and each other; sharing expertise and experience; and working together to improve public services.

We are particularly grateful to those individuals and organisations outside the ranks of the Forum for their contributions, help and support.

- Ian Acheson
- Roger Acton
- Peter Aiken
- Rodney Allen
- Paul Archer
- Des Armstrong
- Senator Ivana Bacik
- Professor Joan Ballantine
- Gavin Boyd
- Paula Bradshaw MLA
- Patricia Brand
- Siobhan Broderick
- Linda Brown
- Alison Caldwell
- Ursula Ni Choill
- Julie-Anne Clarke
- Dr Evelyn Collins
- Kay Collins
- Alan Dickson
- Dr Theresa Donaldson
- Kieran Donnelly
- Peter Doran
- Michael Dunlop
- Jacqui Durkin
- Justin Edwards
- Megan Fearon MLA
- Ruth Feneesy
- Louise Fisher
- Martin Fleetwood
- Professor Yvonne Galligan
- Professor Neil Gibson
- Michelle Gildernew MLA
- Paul Gillen
- Julia Goldsworthy
- Kevin Gormley
- Clare Hanna MLA
- Fergus Heffernan
- Mary Higgins
- Lesley Hogg
- Colin Holmes
- Evelyn Hoy
- Jenny Irwin
- Jill Jackson
- Sandra Janoff
- Caroline Jones
- Martina Jordan
- Julie-Ann Jordan
- Michael Kane
- Roisin Kelly
- Lisa Keys



- Irene Knox
- Donal Laverty
- Noel Lavery
- Judena Leslie
- Noirin MacNamara
- Damien Maddalena
- Roisin Marshall
- Dr Gary Martin
- Peter May
- Seamus McAleavey
- Sue McAllister
- Frances McCandless
- Shirley McCaughey
- Sheila McClelland
- Malachy McDaid
- Roisin McDonough
- Stephen McGarry
- Aideen McGinley
- Rebecca McGrath
- Gina McIntyre
- Sean McKay
- Nicola Millard
- Maeve Monaghan
- Michael Moore
- Heather Moorhead
- Máirtín Ó Muilleoir MLA
- Steve Mungavin
- Paul Murnaghan
- Baroness Julia Neuberger
- Peter Norriss
- Colm O'Neill
- Sharon O'Connor
- Quintin Oliver
- Dr Tara O'Neill
- Dr Marian O'Sullivan
- Maria Pattinson
- Mike Philpott
- Jenny Pyper
- Bridgeen Rea
- Alastair Ross MLA
- Phil Sampson
- Michael Scoffield
- Grace Scott
- Andrew Sentence
- Jason Shirlow
- Aidan Smith
- David Sterling
- Joanne Stuart
- Diane Taylor
- Paul Terrington
- Kathryn Thompson
- Mary-Rose Tobin
- Maureen Walkingshaw
- Dr Tony Wall
- Louise Warde-Hunter
- David Watters
- Iain Webster
- Heather Wells
- Brian Whalley
- Heather White
- Gareth Rhys Williams
- John Woods
- Suzanne Wylie
- William Young
- Chartered Institute of Public Finance and Accountancy
- Chartered Institute of Management Accountants



- Institute of Public Administration
- Association of Chief Executives of State Agencies
- Northern Ireland Assembly
- Council for the Curriculum, Examinations and Assessment
- Northern Ireland Local Government Association
- Queen’s University Belfast
- Theatre & Beyond
- BT
- Northern Ireland Confederation for Health and Social Care
- HSC Leadership Centre
- Londonderry Chamber of Commerce
- Lisburn & Castlereagh City Council
- Chartered Institute of Personnel and Development
- Central Procurement Directorate
- Institute of Directors
- Department of Finance
- Chairs’ Forum
- Grafxpress
- NOW Group
- Sampson Hall
- The Office of the Revenue Commissioners, Ireland
- Commissioner for Public Appointments for Northern Ireland
- Arts Council of Northern Ireland
- Equality Commission for Northern Ireland
- Charity Commission for Northern Ireland
- RSM UK Audit LLP
- PACEC Ltd
- Pacemaker Press International Ltd
- Public Accountability Training Ltd
- OR Training & Personal Development Ltd
- Goldblatt McGuigan
- Immeasurable Minds
- SOLACE NI
- Gauge NI
- NI Audit Office
- Centre for the Advancement of Women in Politics
- PwC
- Women’s Network, NI Civil Service
- Consensus NI Restorative Solutions
- Stratagem
- Ulster University





APPENDIX 2 ● ● ● ● ● ● ● ● ● ●

BUSINESS COMMITTEE - AS AT 31 MARCH 2017

STEPHEN PEOVER

Chair

CLARKE BAILIE

Chief Executive
Northern Ireland Housing Executive

GAVIN BOYD

Chief Executive
Education Authority

DR EVELYN COLLINS CBE

Chief Executive
Equality Commission for Northern Ireland

DR THERESA DONALDSON

Chief Executive
Lisburn & Castlereagh City Council

IAIN GREENWAY

Director
Department of the Environment

PETER MAY

Permanent Secretary
Department for Infrastructure

FRANCES McCANDLESS

Chief Executive
Charity Commission for Northern Ireland

HUGH McCAUGHEY

Chief Executive
South Eastern Health and Social Care Trust

ROISÍN McDONOUGH

Chief Executive
Arts Council of Northern Ireland

DAVID STERLING

Permanent Secretary
Department of Finance

SUZANNE WYLIE

Chief Executive
Belfast City Council

LIAM MCIVOR

Chief Executive
Business Services Organisation

BRETT HANNAM

Chief Executive
Strategic Investment Board

KIERAN DONNELLY

Comptroller & Auditor General



APPENDIX 3

AUDIT AND RISK ASSURANCE COMMITTEE - AS AT 31 MARCH 2017

DAVID STERLING

Chair
Permanent Secretary, Department of Finance

PETER MAY

Permanent Secretary
Department for Infrastructure

LIAM MCIVOR

Chief Executive
Business Services Organisation

***PAUL DUFFY**

Chief Executive
Driver & Vehicle Agency NI



*Denotes Independent Member

APPENDIX 4 ●●●●●●●●●●

WOMEN'S CHIEF EXECUTIVE GROUP - AS AT 31 MARCH 2017

ROISÍN McDONOUGH

Chair
Chief Executive, Arts Council of Northern
Ireland

DR THERESA DONALDSON

Chief Executive
Lisburn & Castlereagh City Council

DR EVELYN COLLINS CBE

Chief Executive
Equality Commission for Northern Ireland

HEATHER MOORHEAD

Executive Director
Northern Ireland Confederation for Health
and Social Care

FRANCES McCANDLESS

Chief Executive
Charity Commission for Northern Ireland





APPENDIX 5

MEMBERS & AUTHORITIES REPRESENTED - AS AT 31 MARCH 2017

Agri-food and Biosciences Institute

Mary Jackson

Antrim and Newtownabbey Borough Council

Jacqui Dixon

Ards and North Down Borough Council

Stephen Reid

Armagh City, Banbridge & Craigavon Borough Council

Roger Wilson

Arts Council of Northern Ireland

Róisín McDonough

Belfast City Council

Suzanne Wylie

Belfast Health and Social Care Trust

Dr Michael McBride

Big Lottery Fund

Dawn Austwick

British Council

Sir Ciaran Devane

Business Services Organisation

Liam McIvor

Causeway Coast and Glens Borough Council

David Jackson

Charity Commission for Northern Ireland

Frances McCandless

CITB – Construction Skills Northern Ireland

Barry Neilson

Colleges Northern Ireland

Gerard Campbell

Comhairle na Gaelscolaíochta

Michaél Ó Duibh

Commission for Victims & Survivors

Judith Thompson

NI Community Relations Council

Jacqueline Irwin

The Consumer Council for Northern Ireland

John French

Council for Catholic Maintained Schools

Jim Clarke

Council for the Curriculum, Examinations and Assessment

Justin Edwards

Criminal Justice Inspection Northern Ireland

Brendan McGuigan

Department for Infrastructure

Peter May

Department of Agriculture, Environment and Rural Affairs

Noel Lavery

Department of Education

Paul Sweeney

Department for the Economy

Dr Andrew McCormick

Department of Finance

David Sterling

Department of Health

Richard Pengelly

Department of Justice

Nick Perry

Derry City & Strabane District Council

John Kelpie

Driver Vehicle Agency

Paul Duffy

Education Authority

Gavin Boyd



Equality Commission for Northern Ireland
Dr Evelyn Collins CBE

Fermanagh & Omagh District Council
Brendan Hegarty

Food Standards Agency in Northern Ireland
Maria Jennings

Forensic Science Northern Ireland
Stan Brown

Forest Service
Malcolm Beatty

General Teaching Council for Northern Ireland
Barry Jordan

Health and Safety Executive for Northern Ireland
Keith Morrison

Health and Social Care Board
Valerie Watts

Heritage Lottery Fund Northern Ireland
Paul Mullan

InterTradeIreland
Thomas Hunter-McGowan

Invest Northern Ireland
Alistair Hamilton

Labour Relations Agency
Tom Evans

Northern Ireland Legal Services Commission
Paul Andrews

Libraries NI
Irene Knox

Lisburn & Castlereagh City Council
Dr Theresa Donaldson

Local Government Staff Commission for Northern Ireland
Dr Adrian Kerr MBE

Loughs Agency
John Pollock

Maze Long Kesh Development Corporation
Kyle Alexander

Mid & East Antrim Borough Council
Anne Donaghy

Mid Ulster District Council
Anthony Tohill

National Museums Northern Ireland
Kathryn Thomson

Newry, Mourne and Down District Council
Liam Hannaway

NI Co-Operation Overseas
Graeme McCammon

Northern Ireland Assembly
Lesley Hogg

Northern Ireland Audit Office
Kieran Donnelly

Northern Ireland Blood Transfusion Service
Paul Simpson

Northern Ireland Commissioner for Children and Young People
Koulla Yiasouma

Northern Ireland Co-Ownership Housing Association Ltd
Mark Graham

Northern Ireland Council for Integrated Education
Róisín Marshall

Northern Ireland Courts & Tribunals Service
Ronnie Armour

Northern Ireland Environment Agency
David Small

Northern Ireland Fishery Harbour Authority
Kevin Quigley

Northern Ireland Guardian Ad Litem Agency
Peter Reynolds

Northern Ireland Housing Executive
Clark Bailie

Northern Ireland Judicial Appointments Commission
Mandy Kilpatrick



Northern Ireland Local Government Association
Derek McCallan

Northern Ireland Local Government Officers' Superannuation Committee
David Murphy

Northern Ireland Police Fund
Ronnie Pedlow

Northern Ireland Practice and Education Council for Nursing and Midwifery
Angela McLernon

Northern Ireland Prison Service
Sue McAllister

Northern Ireland Science Park (Catalyst Inc)
Dr Norman Apsley

Northern Ireland Statistics & Research Agency
Siobhan Carey

Northern Ireland Transport Holding Company / Translink
Chris Conway

Office of the Assembly Ombudsman for NI and NI Commissioner for Complaints
Marie Anderson

The Executive Office
Dr Malcolm McKibbin

Pharmaceutical Society of NI
Trevor Patterson

Policing Board
Amanda Stewart

Police Ombudsman for Northern Ireland
Dr Michael McGuire

Police Service of Northern Ireland
George Hamilton

Probation Board for Northern Ireland
Cheryl Lamont

Public Health Agency
Dr Eddie Rooney

Public Prosecution Service for Northern Ireland
Barra McGrory QC

Queen's Gender Initiative
Professor Yvonne Galligan

Regulation and Quality Improvement Authority
Dr David Stewart

Rivers Agency
David Porter

Social Security Agency
Tommy O'Reilly

Special EU Programmes Body
Gina McIntyre

Sport NI
Maggie Smith

Strategic Investment Board
Brett Hannam

Tourism Northern Ireland
John McGrillen

Ulster Supported Employment Ltd
Bill Atkinson

Ulster-Scots Agency
Ian Crozier

Utility Regulator
Jenny Pyper

Victims and Survivors Service
Margaret Bateson

Visit Belfast
Gerry Lennon

Youth Justice Agency
Declan McGeown



APPENDIX 6

SUPPORT STAFF - AS AT 31 MARCH 2017

Executive Director	David Cartmill
Business Manager	Renée Quinn
Executive Officer	Lynsay Craig
Registered Office	Number One Lanyon Quay Belfast BT1 3LG
Auditors	RSM UK Audit LLP Number One Lanyon Quay Belfast BT1 3LG
Accountants	GMcG Belfast Alfred House 19 Alfred Street Belfast BT2 8EQ
Banking	Danske Bank Limited Donegall Square West Belfast BT1 6JS
Solicitors	Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW
Business Address	Clare House 303 Airport Road West Belfast BT3 9ED T: 02890 816440 E: mail@ceforum.org W: www.ceforum.org
Company Number	NI045809



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EXECUTIVES'
FORUM**

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