

CHIEF  
EXECUTIVES'  
FORUM

CHIEF EXECUTIVES' FORUM



# ANNUAL REPORT



2017-18

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CHIEF EXECUTIVES' FORUM

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\* Full Audit Report and Financial Statements are available on request from CEF.



# CHAIR'S MESSAGE



Public sector leaders have continued to operate in the context of significant political, strategic and financial uncertainties during 2017/18 but the whole public sector has demonstrated considerable resilience in continuing to deliver in those areas in which clarity exists and in planning for the future when the necessary strategic policy decisions can be taken by Ministers.

At the same time the unsustainability of current public finances is stimulating increased collaboration within the public sector. This is essential if public services are to be improved through an outcomes-based Programme for Government. In this context, the Chief Executives' Forum remains committed to supporting the public sector in transforming culture and practice to provide for new ways of working to enable genuine collaboration, not just within the public sector but also with the voluntary and private sectors.

In supporting Chief Executives and their senior teams, the Forum has aimed to identify and provide access to trustworthy thought leaders, offering intelligent insights and informed opinions, with the ability to inspire and influence. We also strive to create the 'safe space' for members to debate these issues.

The RHI Inquiry has thrown issues of public accountability and governance into sharp focus, and the Forum is working hard to ensure that its training on these issues for Accounting Officers, their senior staff and board members helps ensure high levels of stewardship within government and its arm's length bodies. The Forum will reflect the Inquiry's findings in this training once its report is published in early 2019 and will work with our members to help process the lessons learned.

The Forum has worked with government throughout this year to help develop a new approach to sponsorship of arm's length bodies. We participated in an Innovation Lab process which produced a range of recommendations to develop a more effective approach which benefits both departments and ALBs in the delivery of public services and we are now working with government on the implementation of these recommendations without delay. We believe they represent an opportunity to re-set these vital relationships and increase the emphasis on outcome delivery.

During this year we launched the Building Inclusive Leaders programme, which offers women holding senior public sector positions a unique opportunity to develop their leadership potential and improve crucial partnership working skills. The programme builds on our successful 'Women's Leadership Initiative' which benefitted many women at the most senior levels in today's public service. We were delighted to host a special event in April 2018 to honour Shirley McCaughey and Pat Brand who designed and delivered that programme since 2003.



I am grateful to my colleagues on the CEF Board for their ongoing input and support for the Forum’s activities. A number of changes have taken place at Board level: Will Kerr was replaced by Mark Hamilton on 22 June 2017; David Sterling was replaced by Noel Lavery on 21 September 2017 and Dr Theresa Donaldson was replaced by Anne Donaghy on 21 September 2017. Suzanne Wylie resigned on 3 August 2017. I want to pay tribute to all outgoing Board members for their commitment and we look forward to an ongoing relationship with each of them in various capacities. I also want to thank the Comptroller and Auditor General, Kieran Donnelly, for his continuing membership of the Forum’s Business Committee to which he brings an unrivalled perspective of the entire public sector.

This year has also seen the departure of our long-serving Executive Director, David Cartmill. David was seconded to the Forum from Belfast City Council and during his tenure he brought financial stability to the Forum and significantly expanded the Forum’s programme of events.

We wish David a long and fulfilling retirement. We are grateful to Ards and North Down Borough Council for continuing to facilitate the secondment of our Business Manager Renée Quinn, and welcome Administrative Officer Lucy Kirk and new Executive Director Anne Dickson to the team.

Most importantly, I want to thank the Forum’s existing members for their ongoing support and to welcome those new members who joined us throughout the year. The engagement of our members in our events and initiatives is crucial in enabling the Forum to encourage and promote good practice and to explore new ideas and better ways of delivering public services. We look forward to supporting our members as they each deal with the challenges of the year ahead.



**Stephen Peover, Chair**





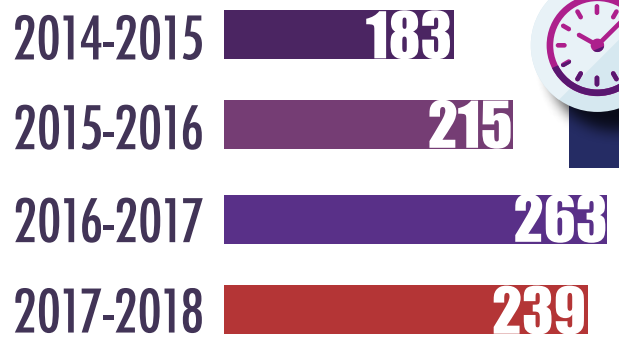
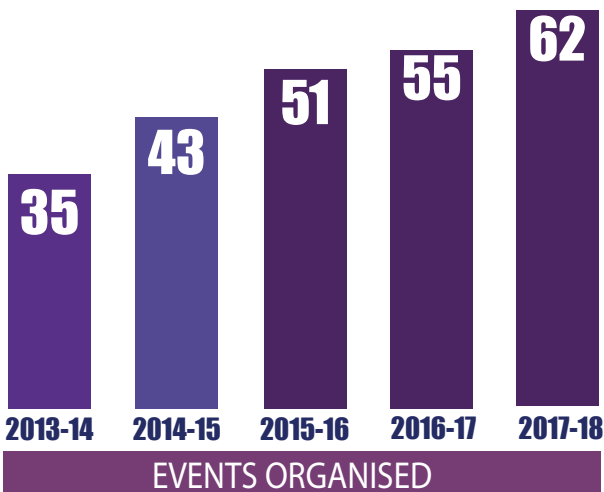
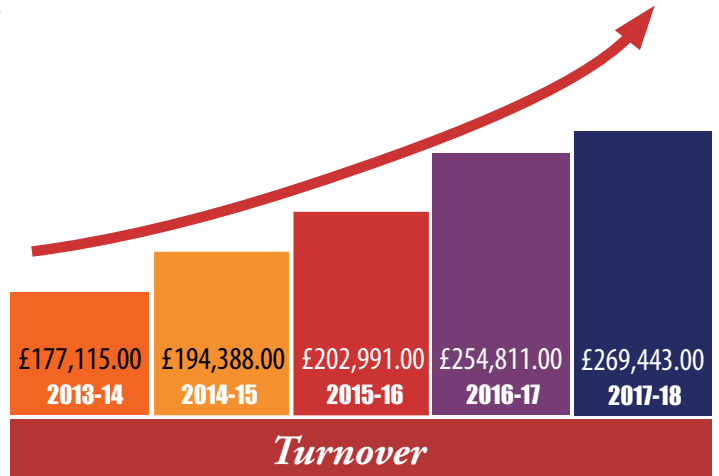
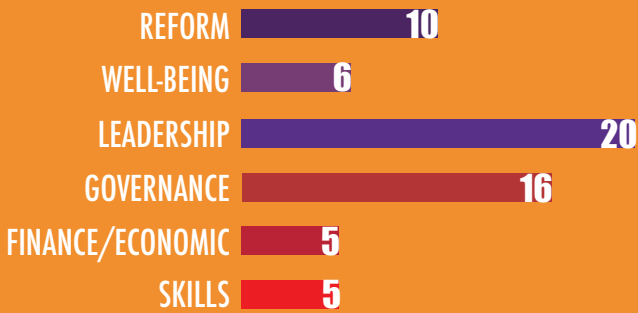
**444 Followers**

since October 2015

follow us @chiefexecforum

# at a glance...

## Event Themes 2017-2018



Number of hours of Event Engagement



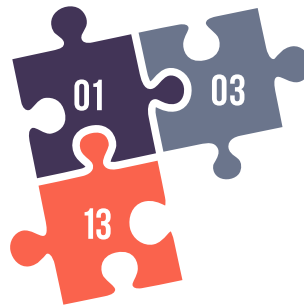
263 Associate Members





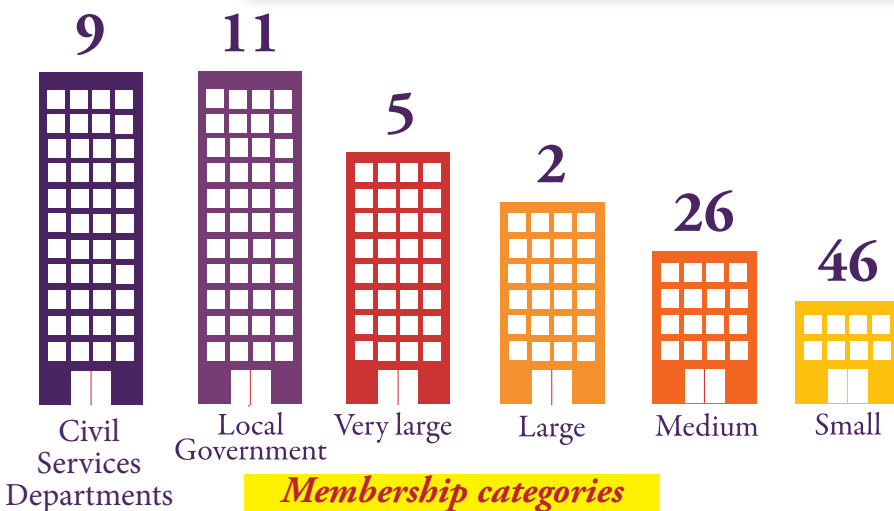
**301**  
Alumnae

**15th Women's Leadership Programme**



- 1 Chair
- 13 Board Members
- 3 Staff

<b>FEEDBACK</b>	Post Event Questionnaire	Annual Average %
	Quality of pre event admin	92✓
	Did you receive enough info before event (% yes)	97✓
	Did you receive info in sufficient time (% yes)	98✓
	Overall satisfaction	93✓
	The quality of presenter's knowledge	96✓
	The quality of presenter's delivery	93✓
	The relevance of the event for my current work	93✓
	The overall usefulness of the event	92✓
	Would you recommend this event to your colleagues (% yes)	98✓
	Overall quality & discussion dialogue for the event	91✓
	How would you rate the overall quality of CEF events	92✓
	Rate the relevancy of the events we provide	93✓
	Overall the service is (High -Low)	93✓



**33 external partners**



*creating value for our members*



# EXECUTIVE DIRECTOR'S REPORT

**I am delighted to provide this update to CEF's membership, reflecting the Forum's key milestones from 2016-17.**



Northern Ireland's public sector leaders have been required to operate in deeply challenging circumstances without cohesive political leadership and strategic direction. However, work has continued to embed an outcomes-based approach to public service delivery, to build leadership capacity and create new collaborative relationships across the public sector.

The Chief Executives' Forum has supported this work through a wide and varied programme of events. These ranged from broad areas of concern for organisational leaders such as culture, organisational transformation, collaboration and resilience, to hearing from experts in specialised areas such as data management, digital development and cyber security and diversity and inclusion. In further support of OBA we have piloted the 'Leadership Exchange' programme which brought together a range of public sector and third sector leaders to learn from one another through a series of Action Learning Sets.

The Forum is continuing to support its members in these areas in the current year. We are working with the NICS on the development of the new approach to sponsorship of arm's length bodies, examining how we can further support the fostering of genuine collaboration. We will continue to work with local government, particularly

in relation to the embedding of community planning, as we seek to build a more collective leadership approach to deliver better outcomes for Northern Ireland.

Financially, the Forum is dependent almost entirely on our membership contributions. I am pleased to report that the Forum's finances have stabilised. Income has been managed in an effective and prudent manner, enabling the Forum to continue to facilitate relevant events and initiatives throughout the year. We remain committed to responding to members' needs and contributing to the issues faced by our members and we are deeply grateful for the continued support and involvement of our membership base.

We owe a huge debt of gratitude to those individuals and organisations listed in our acknowledgements who have given generously of their time and in many other ways to enable the Forum to exchange knowledge between the public sector and other fields and provide access to speakers who are leaders in their areas. These relationships with business organisations, professional bodies, academic institutions and the third sector are vital to the Forum's continued success.

I want to thank my predecessor, David Cartmill, who led the Forum throughout this reporting period and who has provided me with a solid foundation on which to further build and develop the Forum. I look forward to working with our members and external partners to bring about positive change for the citizens of Northern Ireland.

**Anne Dickson, Executive Director**



# EVENTS PROGRAMME 2017

2017		
April		
5	Briefing	How can we make a difference to poverty
6	Seminar	Making the Sound bite Count
7	Briefing	Minding Your Mind
13	Briefing	EU Data Regulations
26	Private Dinner	Cyber security / PwC
26/27/28	Programme	Women's Leadership Programme – Module 1
May		
4	Briefing	Better decision making – the use of data analytics
8	Seminar	Public Accountability and Governance – (Bespoke)
11	Private Dinner	Technological pathways to reform and efficiency / DXC
19	Group Meeting	SOLACE and Permanent Secretaries
June		
7	Seminar	Public Accountability and Governance – Accounting Officers
8	Seminar	Public Accountability and Governance - Board Members
15	Private Dinner	Women's Chief Executives Dinner
21	Briefing	Participative Leadership
21/22	Programme	Women's Leadership Programme – Module 2
26	Private Dinner	Andrew Sentence / PwC
27	Briefing	Mental Health - Workplaces at a tipping point
September		
7	Briefing	Communications Operating Model
13	Seminar	Public Accountability and Governance - Senior Managers
14	Seminar	Public Accountability and Governance - Audit & Risk Committees
15	Seminar	Making the Sound Bite Count
21 /22	Programme	Women's Leadership Programme – Module 3
22	Group Meeting	Permanent Secretaries Group Westminster briefing / PwC
25	Seminar	Public Accountability and Governance – (Bespoke)
28	Briefing	Workplace for changing behaviours

“ *Relevant topics with examples of good and bad practice* ”





October		
5	Briefing	Collective leadership, culture and collaboration... the key to success in the New World
6	Briefing	The Stress to Impress & the Pressure to Deliver: A Psychologists take on coping with unrelenting expectations
12	Briefing	Leadership for Better Outcomes – A Welsh Public Service Perspective
12 & 13	Seminar	Making the difference – Developing your leadership skills
12	Private Dinner	Bridging the gap: opportunities for collaboration with the private sector / Cleaver Fulton Rankin
17	Briefing	Impact of Leadership on Successful Organisational Transformation
24	Private Dinner	Feargal O’Rourke / PwC
27	Briefing	Outcomes Based Accountability
November		
2	Briefing	How Unconscious Bias hold us all back: Strategies to improve Gender Diversity & Performance
7	Seminar	Making the Sound Bite Count – (Bespoke)
9	Briefing	Improving Workplace wellbeing through Acceptance & Commitment Training - A New approach
10	Private Lunch	Economic development in NI /BT
14	Briefing	Bribery and Corruption
17	Programme	Women’s Leadership Programme -Theme Day
22	Seminar	Public Accountability and Governance - Board Members
23	Seminar	Public Accountability and Governance - Accounting Officers
27	Programme	Leadership Exchange Programme 2018 Launch
30	Conference	Joint CIPFA, Chairs and CEF Annual Governance conference
December		
14	Briefing	The Stress Test: How Pressure can make you Stronger and Sharper
14 Dec	Seminar	Public Accountability and Governance - (Bespoke)

## CORPORATE MEETINGS 2017

- 22 June Business Committee
- 7 September Audit & Risk Committee
- 21 September Business Committee Board
- October Annual General Meeting
- 7 December Business Committee

“ Good range of topics and speakers, providing expert learning. ”



# EVENTS PROGRAMME 2018

2018		
January		
19	Briefing	Boosting your Leadership Resilience
23	Briefing	Collaborative working towards shared outcomes – a case study
24/25/26	Programme	Women's Leadership Programme - Module 4
February		
9	Briefing	High Performing Teams
13	Private Dinner	Andrew Sentence / PwC
22	Private Dinner	Barry Quirk – Leadership in Local Government
23	Group Meeting	Bespoke Local Government Leadership event
March		
6	Seminar	Public Accountability and Governance - Accounting Officers
7	Seminar	Public Accountability and Governance - Senior Managers
8	Seminar	Public Accountability and Governance - Audit & Risk Committees
8	Private Dinner	Women's Chief Executives / Leslie Evans
13	Seminar	Public Accountability and Governance - Board
16	Programme	Leadership Exchange Programme - 1
20	Seminar	Public Accountability and Governance - Audit & Risk Committees
21	Briefing	Personal Wellbeing
29	Briefing	Delivering on Diversity - The NI Civil Service People Strategy

## CORPORATE MEETINGS 2018

8 March            Audit & Risk Committee  
15 March           Business Committee Board



“Team topics are critical given the growing demands on all of us. This was really beneficial today.”



# DIRECTORS' REPORT

## FOR THE YEAR ENDED 31 MARCH 2018

The directors present their annual report and financial statements for the year ended 31 March 2018.

### 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 (Resigned 22 June 2017)  
Mr Peter May  
Dr Evelyn Collins CBE  
Ms Suzanne Wylie (Resigned 3 August 2017)  
Mr Clark Bailie  
Mr Gavin Boyd  
Dr Theresa Donaldson (Resigned 13 June 2017)  
Mr Brett Hannam  
Mr William Mclvor  
Ms Anne Donaghy (Appointed 21 September 2017)  
Mr Mark Hamilton (Appointed 22 June 2017)  
Mr Noel Lavery (Appointed 21 September 2017)

### Auditor

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 Directors' 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 surplus or deficit 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 each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, each director has taken all the necessary steps that they ought to have taken as a director in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

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

12 November 2018

# STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2018

	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
<b>Income</b>	269,443	254,811
Cost of sales	<u>(80,677)</u>	<u>(83,492)</u>
<b>Gross Surplus</b>	188,766	171,319
Administrative expenses	<u>(181,860)</u>	<u>(177,476)</u>
<b>Operating surplus/(deficit)</b>	6,906	(6,157)
Interest receivable and similar income	<u>90</u>	<u>23</u>
<b>Surplus/(deficit) before taxation</b>	6,996	(6,134)
Tax on surplus/(deficit)	<u>142</u>	<u>-</u>
<b>Surplus/(deficit) for the financial year</b>	<u><u>7,138</u></u>	<u><u>(6,134)</u></u>



# BALANCE SHEET

As at 31 March 2018

	2018		2017	
	£	£	£	£
<b>Fixed assets</b>				
Intangible assets		2,582		4,963
<b>Current assets</b>				
Debtors	247,327		129,214	
Cash at bank and in hand	152,234		246,515	
	<u>399,561</u>		<u>375,729</u>	
<b>Creditors: amounts falling due within one year</b>				
	<u>(282,318)</u>		<u>(268,005)</u>	
<b>Net current assets</b>		<u>117,243</u>		<u>107,724</u>
<b>Total assets less current liabilities</b>		<u>119,825</u>		<u>112,687</u>
<b>Reserves</b>				
Income and expenditure account		<u>119,825</u>		<u>112,687</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 12 November 2018 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 2018

### 1 Accounting policies

#### Company information

Chief Executives' Forum is a private company limited by guarantee and is registered and incorporated in Northern Ireland. The registered office is Number One, Lanyon Quay, Belfast, BT1 3LG.

#### 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.

#### Income and expenditure

Income and expenses are included in the financial statements as they become receivable or due.

#### 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.

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

Development costs	33.3% Straight Line
-------------------	---------------------

#### 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 surplus or deficit.

#### Impairment of fixed assets

At each reporting period end date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.



## 1. Accounting policies (Continued)

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in surplus or deficit, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

### **Cash and cash equivalents**

Cash and cash equivalents are basic financial instruments and include cash in hand, cash held with banks, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### **Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

### **Basic financial assets**

Basic financial assets, which include trade and other debtors, cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method. Financial assets classified as receivable within one year are not amortised.

### **Classification of financial liabilities**

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

### **Basic financial liabilities**

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price and subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

### **Taxation**

Current tax is based on taxable surplus for the year. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting period.

### **Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.





# 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
- Alex Aiken
- Diane Allen
- Rodney Allen
- Maire Anderson
- Senator Ivana Bacik
- Professor Joan Ballantine
- Gavin Boyd
- Lisa Boyd
- Paula Bradshaw MLA
- Patricia Brand
- Siobhan Broderick
- Linda Brown
- Alison Caldwell
- Michelle Canning
- Ursula Ni Choill
- Alison Clarke
- Olivia Cleland
- Dr Evelyn Collins



- Alan Dickson
- Dr Theresa Donaldson
- Kieran Donnelly
- Peter Doran
- Maire Doyle
- Michael Dunlop
- Jacqui Durkin
- Justin Edwards
- Leslie Evans
- Ruth Feneesy
- Louise Fisher
- Martin Fleetwood
- Patrick Fleming
- Patrick Gallen
- Professor Yvonne Galligan
- Professor Neil Gibson
- Michelle Gildernew MLA
- Paul Gillen
- Julia Goldsworthy
- Kevin Gormley
- Maire Grattan
- Neil Gray
- Clare Hanna MLA
- Emma Hannaway
- Mary Higgins
- Lesley Hogg
- Colin Holmes
- Evelyn Hoy
- Jenny Irwin
- Jill Jackson
- Sandra Janoff
- James Johns
- Caroline Jones
- Martina Jordan
- Julie-Ann Jordan
- Michael Kane
- Paula Kelly
- Roisin Kelly
- Lisa Keys
- Irene Knox
- Donal Laverty
- Noel Lavery
- Judena Leslie
- Ken MacDonald
- Noirin MacNamara
- Damien Maddalena
- Marita Magennis
- Roisin Marshall
- Dr Gary Martin
- Peter May
- Seamus McAleavey
- Sue McAllister
- Frances McCandless
- Dominic McCanny
- Hugh McCaughey
- Shirley McCaughey
- Sheila McClelland
- Deborah McConnell
- Julie McConville
- Malachy McDaid
- Roisin McDonough
- Stephen McGarry
- Aideen McGinley
- Rebecca McGrath
- Gina McIntyre
- Sean McKay
- Brigid McManus
- Celine McStravick
- Nicola Millard
- Jill Minne
- Gerry Millar
- Maeve Monaghan
- Michael Moore
- Heather Moorhead



- Steve Mungavin
  - Paul Murnaghan
  - Baroness Julia Neuberger
  - Peter Norriss
  - Colm O'Neill
  - Sharon O'Connor
  - Máirtín Ó Muilleoir MLA
  - Feargal O'Rourke
  - Quintin Oliver
  - Dr Tara O'Neill
  - Dr Marian O'Sullivan
  - Ian James Parsley
  - Maria Pattinson
  - Mike Philpott
  - Jenny Pyper
  - Barry Quirk
  - Prof Ian Roberston
  - Cora Robinson
  - Michael Scoffield
  - Grace Scott
  - Will Semple
  - Andrew Sentence
  - Jason Shirlow
  - Colin Slater
  - James Drury-Smith
  - Aidan Smith
  - Nora Smith
  - Martin Spollen
  - David Sterling
  - Sinead Sharkey-Stenson
  - Joanne Stuart
  - Graham Sutherland
  - Diane Taylor
  - Paul Terrington
  - Steve Thomas
  - Kathryn Thompson
  - Mary-Rose Tobin
  - Maureen Walkingshaw
  - Dr Tony Wall
  - Anna Wallace
  - Louise Warde-Hunter
  - David Watters
  - Iain Webster
  - Heather Wells
  - Heather White
  - Paul Wickens
  - Gareth Rhys Williams
  - John Woods
  - Suzanne Wylie
  - William Young
  - Vanessa Young
- 
- Arts Council of Northern Ireland
  - Association of Chief Executives of State Agencies
  - Baker Tilly Mooney Moore
  - Belfast City Council
  - British Psychological Society
  - BT
  - Business in the Community NI
  - Centre for the Advancement of Women in Politics
  - Central Procurement Directorate
  - Chairs' Forum
  - Charity Commission for Northern Ireland
  - Chartered Institute of Management Accountants
  - Chartered Institute of Personnel and Development
  - Cleaver Fulton Rankin
  - CO3
  - Commissioner for Public Appointments for Northern Ireland
  - Council for the Curriculum, Examinations and Assessment
  - DXC Technology



- Deloitte
- Department of Finance
- Equality Commission for Northern Ireland
- GMcG
- Grafxpress
- Head of Civil Service Scotland
- HSC Leadership Centre
- Institute of Public Administration
- Londonderry Chamber of Commerce
- Lisburn & Castlereagh City Council
- National Children’s Bureau
- Northern Ireland Assembly
- Northern Ireland Audit Office
- Northern Ireland Civil Service
- Northern Ireland Confederation for Health and Social Care
- Northern Ireland Local Government Association
- Northern Ireland Public Sector Communications Forum
- OR Training & Personal Development Ltd
- PACEC Ltd
- Pacemaker Press International Ltd
- PwC
- Queen’s University Belfast
- RSM UK Audit LLP
- Stratagem
- South Eastern Health and Social Care Trust
- SOLACE NI
- Strategic Investment Board
- Theatre & Beyond
- The Office of the Revenue Commissioners, Ireland
- Ulster University
- Welsh Local Government Association
- Women’s Network, NI Civil Service



# APPENDIX 2

## BUSINESS COMMITTEE - AS AT 31 MARCH 2018

### STEPHEN PEOVER

Chair

### CLARK BAILIE

Chief Executive  
Northern Ireland Housing Executive

### GAVIN BOYD

Chief Executive  
Education Authority

### DR EVELYN COLLINS CBE

Chief Executive  
Equality Commission for Northern Ireland

### ANNE DONAGHY

Chief Executive  
Mid and East Antrim Borough Council

### IAIN GREENWAY

Director  
Department for Communities

### BRETT HANNAM

Chief Executive  
Strategic Investment Board

### MARK HAMILTON

Assistant Chief Constable  
Police Service of Northern Ireland

### NOEL LAVERY

Permanent Secretary  
Department for the Economy

### 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

### LIAM McIVOR

Chief Executive  
Business Services Organisation

### KIERAN DONNELLY

Comptroller & Auditor General  
Northern Ireland Audit Office



# APPENDIX 3

## AUDIT AND RISK ASSURANCE COMMITTEE - AS AT 31 MARCH 2018

**CLARK BAILIE (CHAIR)**  
Chief Executive  
Northern Ireland Housing Executive

**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

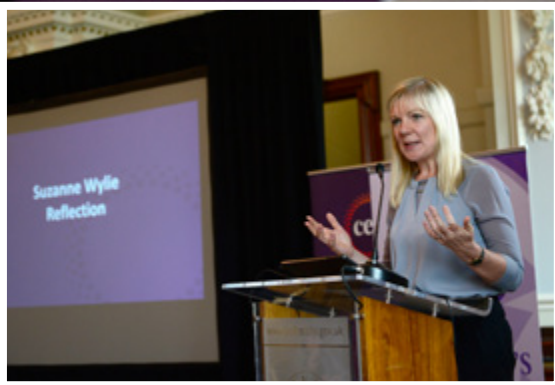
## WOMEN'S CHIEF EXECUTIVE GROUP - AS AT 31 MARCH 2018

**ROISÍN McDONOUGH (CHAIR)**  
Chief Executive  
Arts Council of Northern Ireland

**FRANCES McCANDLESS**  
Chief Executive  
Charity Commission for Northern Ireland

**DR EVELYN COLLINS CBE**  
Chief Executive  
Equality Commission for Northern Ireland

**ANNE DONAGHY**  
Chief Executive  
Mid and East Antrim Borough Council



# APPENDIX 5

## MEMBERS & AUTHORITIES REPRESENTED - AS AT 31 MARCH 2018

### **AGRI-FOOD AND BIOSCIENCES INSTITUTE**

Dr Sinclair Mayne

### **ANTRIM AND NEWTOWNABBAY 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**

Martin Dillion

### **BIG LOTTERY FUND**

Dawn Austwick

### **BRITISH COUNCIL**

Sir Ciaran Devane

### **BUSINESS SERVICES ORGANISATION**

Liam McIvor

### **CATALYST INC (NORTHERN IRELAND SCIENCE PARK)**

Dr Norman Apsley

### **CAUSEWAY COAST AND GLENS BOROUGH COUNCIL**

David Jackson

### **CHARITY COMMISSION FOR NORTHERN IRELAND**

Frances McCandless

### **CITB – CONSTRUCTION SKILLS NORTHERN IRELAND**

Sarah Beale

### **COLLEGES NORTHERN IRELAND**

Gerard Campbell

### **COMHAIRLE NA GAELSCOLAÍOCHTA**

Pól Ó Mórdha

### **COMMISSION FOR VICTIMS & SURVIVORS**

Judith Thompson

### **COMMUNITY RELATIONS COUNCIL**

Jacqueline Irwin

### **COUNCIL FOR CATHOLIC MAINTAINED SCHOOLS**

Gerard Campbell

### **COUNCIL FOR THE CURRICULUM, EXAMINATIONS AND ASSESSMENT**

Justin Edwards

### **CRIMINAL JUSTICE INSPECTION NORTHERN IRELAND**

Brendan McGuigan

### **DEPARTMENT OF AGRICULTURE, ENVIRONMENT AND RURAL AFFAIRS**

Noel Lavery

### **DEPARTMENT FOR COMMUNITIES**

Leo O'Reilly

### **DEPARTMENT OF EDUCATION**

Paul Sweeney

### **DEPARTMENT FOR THE ECONOMY**

Dr Andrew McCormick

### **DEPARTMENT OF FINANCE**

Hugh Widdis

### **DEPARTMENT OF HEALTH**

Richard Pengelly

### **DEPARTMENT FOR INFRASTRUCTURE**

Peter May

### **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**

Anne Dickson

**HEALTH AND SAFETY EXECUTIVE FOR NORTHERN IRELAND**

Keith Morrison

**HEALTH AND SOCIAL CARE BOARD**

Valerie Watts

**INTERTRADEIRELAND**

Aidan Gough

**INVEST NORTHERN IRELAND**

Alastair Hamilton

**LABOUR RELATIONS AGENCY**

Tom Evans

**LIBRARIES NI**

James O'Hagan

**LISBURN & CASTLEREAGH CITY COUNCIL**

Dr Theresa Donaldson

**LOCAL GOVERNMENT STAFF COMMISSION FOR NORTHERN IRELAND**

Dr Adrian Kerr MBE

**LOUGHS AGENCY**

Sharon McMahan

**MAZE LONG KESH DEVELOPMENT CORPORATION**

Dr Bryan Gregory

**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

**NORTHERN IRELAND ASSEMBLY**

Lesley Hogg

**NORTHERN IRELAND AUDIT OFFICE**

Kieran Donnelly

**NORTHERN IRELAND AUTHORITY FOR UTILITY REGULATOR**

Jenny Pyper

**NORTHERN IRELAND BLOOD TRANSFUSION SERVICE**

Karen Jackson

**NORTHERN IRELAND COMMISSIONER FOR CHILDREN AND YOUNG PEOPLE**

Mairead McCafferty

**NORTHERN IRELAND CONFEDERATION FOR HEALTH AND SOCIAL CARE**

Heather Moorhead

**NORTHERN IRELAND CO-OWNERSHIP HOUSING ASSOCIATION LTD**

Mark Graham

**NORTHERN IRELAND COUNCIL FOR INTEGRATED EDUCATION**

Róisín Marshall

**NORTHERN IRELAND COURTS & TRIBUNALS SERVICE**

Peter Lunney

**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**

Adeline Frew

**NORTHERN IRELAND LEGAL SERVICES COMMISSION**

Paul Andrews

**NORTHERN IRELAND LOCAL GOVERNMENT ASSOCIATION**

Derek McCallan



**NORTHERN IRELAND LOCAL GOVERNMENT OFFICERS' SUPERANNUATION COMMITTEE**

David Murphy

**NORTHERN IRELAND POLICING BOARD**

Amanda Stewart

**NORTHERN IRELAND POLICE FUND**

Ronnie Pedlow

**NORTHERN IRELAND PRACTICE AND EDUCATION COUNCIL FOR NURSING AND MIDWIFERY**

Angela McLernon

**NORTHERN IRELAND PRISON SERVICE**

Ronnie Armour

**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

**PHARMACEUTICAL SOCIETY OF NI**

Trevor Patterson

**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**

Valerie Watts

**PUBLIC PROSECUTION SERVICE FOR NORTHERN IRELAND**

Barra McGrory QC

**QUEEN'S GENDER INITIATIVE**

Professor Yvonne Galligan

**REGULATION AND QUALITY IMPROVEMENT AUTHORITY**

Olive Macleod

**RIVERS AGENCY**

Deidre Mackle

**SOUTH EASTERN HEALTH AND SOCIAL SERVICES TRUST**

Hugh McCaughey

**SPECIAL EU PROGRAMMES BODY**

Gina McIntyre

**SPORT NI**

Antoinette McKeown

**STRATEGIC INVESTMENT BOARD**

Brett Hannam

**THE CONSUMER COUNCIL FOR NORTHERN IRELAND**

John French

**THE EXECUTIVE OFFICE**

David Sterling

**TOURISM NORTHERN IRELAND**

John McGrillen

**ULSTER SUPPORTED EMPLOYMENT LTD**

Bill Atkinson

**ULSTER-SCOTS AGENCY (THA BOORD O ULSTÈR-SCOTCH)**

Ian Crozier

**VICTIMS AND SURVIVORS SERVICE**

Margaret Bateson

**VISIT BELFAST**

Gerry Lennon

**YOUTH JUSTICE AGENCY OF NORTHERN IRELAND**

Declan McGeown

“Excellent morning, thought provoking listening to challenges the Chief Executives are grappling with.”



# APPENDIX 6

## SUPPORT STAFF - AS AT 31 MARCH 2018

**Executive Director** David Cartmill (Anne Dickson from 1 July 2018)

**Business Manager** Renée Quinn

**Administration Officer** Lucy Kirk

**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](mailto:mail@ceforum.org)  
W: [www.ceforum.org](http://www.ceforum.org)

**Company Number** NI045809





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EXECUTIVES'  
FORUM

Chief Executives' Forum  
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