

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 some 127 organisations in membership and some 430 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.

Established in 1991, it began life as an unincorporated fringe body of 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 24 years of support to its members and the wider public sector through programs of events, training and selective research projects and 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 challenges of the work of the public sector.

The Forum provides support to public services to continuously improve how they are organised and managed in order to meet the needs of an evolving policy agenda and, ultimately, those of the people of Northern Ireland.

Our business aims and objectives are:

- To maintain and develop a working, public service-wide network based on chief executive officers of public authorities operating in Northern Ireland.

'SUPPORTING THE DEMOCRATIC PROCESS AND THE BUSINESS OF GOVERNMENT'

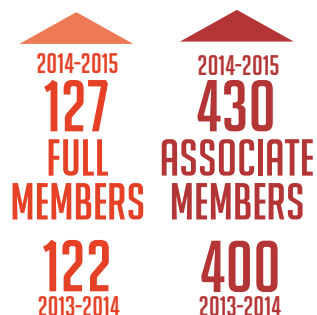
- To support the democratic process and the contribution the public services can make towards building a fair, inclusive and prosperous society, one that is underpinned by a dynamic local economy.
- To support the transformation and modernisation of public services.
- To maximise and diversify income and support, look to the long-term future of the business, expand its activities and more generally further the objectives of the company.

Wide in scope, our activities mirror the interests and aims set out above. The nature of our interventions, the extent to which our objectives have been met, and the use to which funds available to us have been put in the year to 31 March 2015 are set out in the report that follows.

Our Business at a glance



154 hours
of event engagement

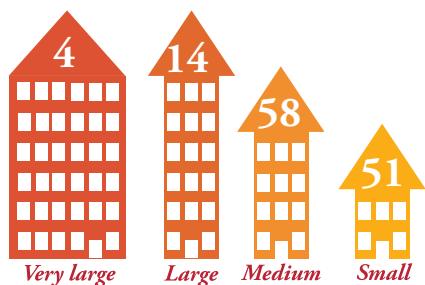


average per event

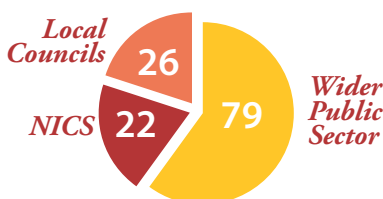
event themes 2014-15



25 partners
creating value for our members



Members by organisational size



Members by Sector



Contents

About	2
Messages	
Chair's Message	4
Reports	
Executive Director's Report	6
2014-2015 The Review	9
2014-2015 Events Programme	13
Finance	
Directors' Report and Financial Statements	15
Independent Auditors' Report	17
Profit and Loss Account	20
Balance Sheet	21
Notes to Financial Statements	22
Appendices	
Acknowledgements	23
Company Information	25
Business Committee	26
Members and Authorities Represented	27
Support Staff	31

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company limited by guarantee
registered in Northern Ireland.

Registration Number:
NI 45809.

Registered Office:
Number One, Lanyon Quay,
Belfast BT1 3LG

Published 29th October 2015



A message from our Chairman

“*A time of challenge, opportunity and expectation.*”

The public sector in Northern Ireland is responding to significant changes reflecting new political, fiscal and citizen requirements. As public policy and the inter-dependencies within it become more diverse, a network such as ours facilitates essential interactions between key players across organisations. It is imperative that Chief Executives charged to deliver changes have access to support and opportunity to share knowledge in bringing about new and better means of provision.

Taking account of changing circumstances the Forum has undertaken its own repositioning exercise during the year to ensure it remains responsive to the needs of its members. We have contributed towards and sought to influence policy by commissioning our own evaluations and by sharing experience gained locally and further afield. Working with a range of partners we have collaborated to identify means by which governance within public bodies may be improved, adding value to their roles. Much focus was placed on the Executive's Reform programme during the year and a number of themes associated with the programme explored. Following the invitation from the DFP Minister an exercise commenced to collate Forum members ideas on how best to overhaul ways in which public services are delivered. I look forward to sharing the outcomes from this work.

I am pleased to report that we have built on the number of events organised during the year and expanded access to these. The Forum's unique role is to connect people who work at the highest level of public service. We are conscious however of increasing demands being placed on their time and have augmented the Forum's Associate Member category to include all senior management team members; "fast stream" or similar non-NICS post holders; and alumni of the CEF Women's Leadership Initiative. It is crucial that the Forum caters for these emerging leaders within the public sector as well as current ones.

I am grateful to my colleagues on the Board, Business Committee and Audit



It is imperative that Chief Executives charged to deliver changes have access to support and opportunity to share knowledge in bringing about new and better means of provision

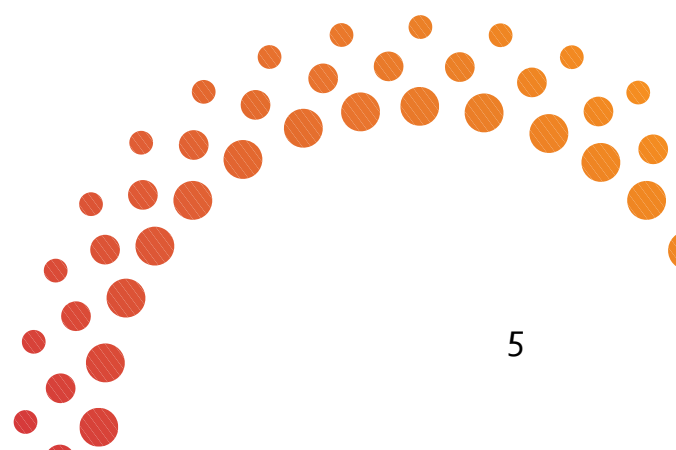
and Risk Committee for their commitment to the Forum. Their practical support and sound advice has made my role as Chair both enjoyable and rewarding. During my time as Chair, I have been ably supported initially by Gerry Cosgrave and latterly by David Cartmill as the Forum's Executive Directors. The knowledge and commitment demonstrated by the Forum's small and largely recent executive team augurs well for the delivery of our ambitions.

Finally I would express my sincere thanks to the many partner organisations who have contributed to the Forum's work throughout the year. Although a public sector membership organisation it is essential that the Forum provides for engagement and learning with the business, professional, academic, voluntary and commercial sectors in bringing about positive change for the citizens of Northern Ireland

I look forward to your continued support and involvement with the Chief Executives' Forum.

A handwritten signature in black ink, which appears to read 'Stephen Peover'.

STEPHEN PEOVER
Chair
October 2015



Our Executive Director's Report


*Adding value,
making a
difference.*


The unprecedented change in public service design and delivery in Northern Ireland has brought the role of the Forum into sharp focus. Our ambition to provide a framework to support Chief Executives at this time of opportunity has been reflected in an increase in the number of events organised, an extension in work commissioned and an expansion in our membership. The Forum is dependent on the contributions and support of its members and I hope that the review of activities outlined in this report will demonstrate the value it provides.

Reference has been made to the repositioning work undertaken during the year to ensure our role remains responsive to the needs of our wider membership. It is critical that the Forum is abreast of the issues faced across the variety of sectors represented within our ranks. I am grateful for the contributions of the Forum's Board and Business Committee and for the investment of their time in directing how the Forum meets the needs of Chief Executives.

Progress has been made during this time of transition on many fronts. As well as the delivery of a comprehensive programme of activities, we have built on our strategic partnerships and established exciting new ones. One alliance formed has been to bring together representatives from DFP, the Chairs' Forum and CIPFA to work with the University of Ulster in seeking to develop practical guidance to improve governance within public bodies here. Cooperation with the Carnegie Trust locally also provided a new perspective on how public services might be prioritised and built on the presentation at our last AGM by Sir John Elvidge. We need not always look externally to learn of or to develop best practice.

As a networking organisation the Forum places great emphasis on working with other groups and bodies represented both within and outside our membership. This fact is demonstrated through the list of events provided in partnership with business organisations, professional bodies and academic institutions. We acknowledge the need to exchange knowledge between the public sector and those who we work with and are pleased that collaboration on sharing of best practice continues.

A complete list of acknowledgments for the year is included within this report, but there are some individuals and organisations that we draw on year on year, who deserve special thanks: The Department of Finance and Personnel continues to provide accommodation for the Forum and together with the Northern Ireland Audit Office makes direct input to some of the training



The Forum continues to play its part in bringing together key decision makers in an open and learning environment.

courses we organise. Brian Whalley remains a highly regarded contributor helping us to promote best practice in accountability and governance and Shirley McCaughey and Pat Brand continue to lead the Forum's highly successful Women's Leadership Initiative (WLI) programme. An independent evaluation of the WLI programme commissioned during the year confirmed the many benefits of this work.

External support remains essential for the Forum to fulfil its ambitions and to provide access to speakers who are leaders in their fields. We are again indebted to the companies and organisations listed in the acknowledgements section for their direct and indirect support. The losses of over £6k reported in this year's Annual Accounts reflect the need for the Forum to pursue such sponsorship as public sector budgets continue to reduce.

Internally, the Forum has also embraced change. By the time you read this report we will have moved offices to Clare House as part of the efficiencies being delivered through the rationalisation of the public sector estate. You will note that the CEF "brand" has also been refreshed during the year replacing the images established in the early 90s. Furthermore, we moved the Forum's electronic records from a bespoke platform to the NICS wide system and are in the process of overhauling the Forum's website to modernise the site and improve communication channels.

The Forum continues to play its part in bringing together key decision makers in an open and learning environment. Our programme of meetings, briefings, seminars, conferences and other networking activities provided chief executives and others with an opportunity to meet to discuss issues that have a bearing on the organisation and delivery of

public services. I am indebted to the Forum Board and Committee members who set the strategic direction and scrutinise the operation of our activities and particularly to the Chair for his close personal involvement and advice. Thanks are also due to my predecessor, Gerry Cosgrave, for taking time to introduce me to his wide network of influencers and making my transition into the Director's post a fairly seamless one. Finally, I extend my gratitude to our small and dedicated secretariat team who work tirelessly behind the scenes to make things happen.

We are ever conscious of the pressure on resources borne across the public sector and the need to provide a tangible return from what we do. I hope that the synopsis of activities outlined in this report demonstrates how we respond to members' needs and continue to contribute to the resolution of issues faced by Chief Executives.



DAVID CARTMILL

October 2015

The Review

The Forum continued to offer a wide range of topical events throughout the year. Dealing with a variety of current and emerging issues, members heard from expert speakers and shared learning from their own experiences. Event formats varied in meeting member preferences with open and honest discussion assured through our conventional adoption of “Chatham House rules”.

While very much an apolitical organisation, Forum engagement with Executive Ministers and MLAs during the year provided opportunity for open exchange on how the public sector will meet the Executive’s agenda. Discussion centred on how governance in Northern Ireland might be improved against a context of reform and explored particularly the integration of regional and local government agendas. We are grateful for the input of the Carnegie Trust whose analysis of an outcomes led approach to public service provision proved extremely relevant to the reform debate and to inform the design of a new Programme for Government.

The year also saw the Forum again working closely with our business partners. PwC continued to assist the Forum’s overall aim of supporting the democratic process by hosting a number of events. ‘Skills for Growth: is NI ready?’ explored how we prepare the local workforce to grow the economy while the briefing on ‘Achieving for All’ outlined how the lives of disadvantaged children, young people and families could be transformed by raising educational aspirations, access and achievement. The RSM McClure Watters presentation on Community Planning was both timely and informative in the lead in to this important new responsibility for local government.

Relationships with professional representative bodies continue to provide mutual benefit. The Chartered Institute of Management Accountants (CIMA), The Chartered Institute of Public Finance and Accountancy (CIPFA) and the Chartered Institute of Personnel and Development (CIPD) all contributed to events held during the year. It is notable that ventures with the professional bodies did not reflect their specific perspectives but dealt with broad, difficult issues facing society such as affordability of public services; Health Service reform; employability and tackling racism.

A new theme explored during the year which proved extremely popular looked at the importance of mental wellbeing. At a time when Chief Executives are placed under increased pressure to do more with less,

It is notable that ventures with the professional bodies did not reflect their specific perspectives but dealt with broad, difficult issues facing society such as affordability of public services; Health Service reform; employability and tackling racism





advice on how to cope in a more stressful environment was well received. The 'Managing Your Life by Managing Your Mind' events run in Belfast and in Derry/Londonderry heard Dr Fergus Heffernan provide some profound lessons to help members deal with work and life challenges.



The Forum's engagement with the Judiciary continued during the year and a large number of members heard the Hon Mr Justice Weatherup explain potential pitfalls of public procurement litigation. 2014-2015 again saw the Forum support colleagues in the Institute of Directors with its Annual Women's conference. This strategic partnership works towards realigning the gender imbalance in top leadership and sits alongside the Forum's highly acclaimed Women's Leadership Initiative (WLI) programme, now in its 12th year. The WLI programme aims to develop women who are already in senior management positions within the public sector and who aspire to enhancing their leadership skills as part of furthering their careers. Importantly, the improvement of Accountability and Governance processes within public sector bodies remains a cornerstone of the Forum's role. Ongoing cooperation with the Northern Ireland

Audit Office and the Department of Finance and Personnel provides access to best practice developed locally and nationally and draws on the work of Public Accounts Committees both here and at Westminster. All new Accounting Officers are referred to these courses which cater also for Board and Committee members of public bodies and it is encouraging to observe the high value participants continue to place on such events.

Finally, the Forum was pleased to provide specific support to local government Chief Executives in what was the final year before transition to the new 11 Council structure. Staff provided administrative support to the SOLACE NI Branch and Executive group during this period of reorganisation. SOLACE NI has now secured a full time resource to fulfil



its policy and administrative needs and we look forward to working with this group within the new arrangements.

In essence this summary serves to illustrate the breadth of work undertaken for and with colleagues mainly, but by no means exclusively, within the public sector in Northern Ireland. The Forum's role is to share best practice from whatever source and to encourage collaboration between both policy makers and service providers. We seek to build relationships – be it through events like the round table discussion involving the 11 new Council Chief Executives and government departments Permanent Secretaries; cooperation with business, voluntary and professional bodies; engagement between Chairs and Chief Executives; or joint learning with Universities. We hope that you will continue to take full advantage of your membership of the Forum and look forward to your continued support.

Membership

With 127 civil and wider public service organisations represented, the Forum continues to enjoy widespread support across the public sector. In addition to the chief executive officers who constitute the Forum, there are some 430 associate members creating a disparate but close-knit network of the sector's professional leaders and most senior executives.



New or rejoined Member Organisations:

- Belfast Education and Library Board
- Maze Long Kesh Development Corporation
- North Eastern Education and Library Board
- Northern Ireland Guardian Ad Litem Agency
- Pharmaceutical Society of Northern Ireland
- South Eastern Education and Library Board
- Southern Education and Library Board
- Sport NI
- Victims and Survivors Service

Member organisations that left during the course of the year:

- Armagh Planetarium
- Electoral Commission for Northern Ireland
- Northern Ireland Policing Board
- Parades Commission

New chief executive officers took over at:

- Belfast City Council
- Belfast Health and Social Care Trust
- Council for the Curriculum, Examinations and Assessment
- Department for Regional Development
- Department for Social Development
- Department of Culture, Arts and Leisure
- Department of Enterprise, Trade and Investment
- Department of Finance and Personnel
- Department of Health, Social Services and Public Safety
- Health and Social Care Board
- Labour Relations Agency
- National Museums Northern Ireland
- Northern Ireland Blood Transfusion Service
- Northern Ireland Courts and Tribunals Service
- Northern Ireland Environment Agency
- Northern Ireland Housing Executive
- Northern Ireland Practice and Education Council for Nursing and Midwifery
- Northern Ireland Tourist Board
- Northern Ireland Transport Holding Company/Translink
- Police Service of Northern Ireland
- Youth Justice Agency for Northern Ireland

Events Programme

2014

1 May	Skills for Growth: is Northern Ireland ready? (PwC)
13 May	DOE Ministerial Dinner: In Camera Discussion with Mark H Durkin MLA
22 May	Leadership Day 2014 (IoD/QUB William J Clinton Leadership Institute)
28 May	Economic Performance in the NI Economy
29 May	Public Procurement Litigation
10 June	Public Accountability and Governance for Accounting Officers
11 June	Public Accountability and Governance for Board Members
13 June	Anti-competitive Behaviour: who does it effect? (IoD)
25 June	Manage Your Life by Managing Your Mind (CIMA)
25 June	“Future Directions” SOLACE NI Workhsop
26 June	Making the Sound Bite Count
10 September	Public Accountability and Governance for Senior Managers
11 September	Public Accountability and Governance for Audit Committees
11 September	Enhancing the Effectiveness of Corporate Governance of Public Bodies in the NI Public Sector (Chairs’ Forum and CIPFA)
16 September	Manage Your Life by Managing Your Mind - Derry/Londonderry (CIMA)
17 September	Achievement for All: a vision for Northern Ireland (PwC)
22 September	HOCS, Permanent Secretaries and New Council Chief Executives Dinner
24 September	Organisational Development...the Translink story so far - Derry/Londonderry
9 October	Countering Fraud: an essential tool for the public sector
9 October	Leadership in a Changing World (SOLACE NI/CCMA)
14 October	Employability – connecting education, skills and jobs (CIMA)
21 October	CEF Annual Lecture: Leading Transformational Change
22 October	Experiences of Leadership
19 November	Annual Governance Conference (CIPFA and Chairs’ Forum)
25 November	NI Audit Office Launch of ‘Whistleblowing in the Public Sector, Good Practice Guide
3 December	Northern Ireland Budget 2015/16 and Future Affordability Private Dinner
8 December	Public Accountability and Governance for Board Members
9 December	Public Accountability and Governance for Accounting Officers
10 December	Community Planning – Informing the Agenda (RSM McClure Watters)

2015

20 January	Measuring Wellbeing in Northern Ireland (Carnegie Roundtable)
29 January	CEF Woman’s Leadership Initiative Constancy Exercise
30 January	CEF Woman’s Leadership Initiative Evaluation Day
4 February	Health Service Reform Private Dinner (CIPD)
5 February	The New Era of Thinking and Practice of Change in Health and Care (CIPD)
10 February	Mind Full or Mindful? How mindfulness can help business



18 February	Affordability of Local Public Services Private Dinner (CIPD)
19 February	Tackling Racism (CIPD)
25 February	Progress of Public Sector Reform
3 March	Public Accountability and Governance for Audit Committees
4 March	Public Accountability and Governance for Senior Managers
6 March	Annual Women's Leadership Conference: Leading with Ambition (IoD)
19 March	Innovation – Development, Design and Delivery (NICVA)
26 March	NI Audit Office Launch of 'Conflicts of Interest' Good Practice Guide (Chairs' Forum)

Bespoke Public Accountability and Governance seminars organised for:

28 April	Public Accountability and Governance for SIB Ltd
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Corporate Meetings 2014-15

16 June 2014	CEF Business Committee
11 September 2014	CEF Audit & Risk Committee, Business Committee and Board
22 September 2014	CEF Business Planning Session
21 October 2014	Annual General Meeting
11 December 2014	CEF Business Committee
25 March 2015	CEF Audit & Risk Committee, Business Committee and Board

Directors' Report and Financial Statements

FOR THE YEAR ENDED 31 MARCH 2015

The directors present their report and financial statements for the year ended 31 March 2015.

Directors

The following directors have held office since 1 April 2014

Mr David Bingham
Mr Hugh McCaughey
Ms Roisin McDonough
Dr Tom Frawley CBE
Mr Stephen Peover
Ms Frances McCandless
Mr Barry Mulholland
Ms Margaret Lightbody (Appointed 30 April 2014)
Mr Iain Greenway
Mr David Sterling
Mr Peter May (Appointed 1 July 2014)
Mr Will Kerr
Ms Evelyn Collins CBE
Ms Suzanne Wylie (Appointed 13 August 2014)
Mr P McNaney (Resigned 30 June 2014)
Mr J Hunter (Resigned 30 June 2014)

Auditors

The auditors, RSM McClure Watters, are 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 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 auditors

So far as the directors are aware, there is no relevant audit information of which the company's auditors 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 auditors are aware of that information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006. On behalf of the board

Handwritten signature of Stephen Peover in black ink.

Stephen Peover
Director

16 October 2015

Independent Auditors' Report to the Members of the Chief Executives' Forum

FOR THE YEAR ENDED 31 MARCH 2015

We have audited the financial statements of Chief Executives' Forum for the year ended 31 March 2015 set out on pages 20 to 22. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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 auditors' 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.

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on pages 15 - 16, 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 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 company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we 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 us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2015 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Emphasis of matter - Going concern

In forming our opinion we have considered the adequacy of the disclosures made in note 1 to the financial statements concerning the company's ability to continue as a going concern. These conditions indicate the possible existence of a material uncertainty which may cast doubt about the company's ability to continue as a going concern. The financial statements do not include the adjustments that would result if the company was unable to continue as a going concern. Our opinion is not modified in respect of this matter.

Opinion on other matter 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.



Matters on which we are required to report by exception

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 from preparing a strategic report.

D S Watters FCA (Senior Statutory Auditor)
for and on behalf of RSM McClure Watters
16 October 2015

Chartered Accountants
Statutory Auditor

Number One Lanyon Quay
Belfast
BT1 3LG

Profit and Loss Account

FOR THE YEAR ENDED 31 MARCH 2015

	2015 £	2014 £
Turnover	194,388	177,115
Cost of sales	(40,871)	(32,733)
Gross profit	153,517	144,382
Administrative expenses	(158,689)	(101,836)
Operating (loss)/profit	(5,172)	42,546
Other interest receivable and similar income	193	146
(Loss)/profit on ordinary activities before taxation	(4,979)	42,692
Tax on profit on ordinary activities	(1,331)	(908)
(Loss)/profit for the year	(6,310)	41,784

Balance Sheet

FOR THE YEAR ENDED 31 MARCH 2015

	2015		2014	
	£	£	£	£
Fixed assets				
Tangible assets		44		177
Current assets				
Debtors	54,714		14,184	
Cash at bank and in hand	165,504		215,320	
	<u>220,218</u>		<u>229,504</u>	
Creditors: amounts falling due within one year	<u>(58,186)</u>		<u>(61,295)</u>	
Net current assets	162,032		168,209	
Total assets less current liabilities	<u>162,076</u>		<u>168,386</u>	
Capital and reserves				
Profit and loss account	162,076		168,386	
Shareholders' funds	<u>162,076</u>		<u>168,386</u>	

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and the Financial Reporting Standards for Smaller Entities (effective April 2008).

Approved by the Board for issue on 16 October 2015



Mr Stephen Peover
Director

Company Registration No. NI045809

Notes to the Financial Statements

FOR THE YEAR ENDED 31 MARCH 2015

1 Accounting policies

1.1 Accounting convention

The financial statements are prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008) and the Companies Act 2006.

Going concern

The company incurred a loss of £6,310 during the year ended 31 March 2015 (2014 - profit of £41,784) and as of that date, the company has a net current assets position of £162,032 (2014: £168,209). Future operation of the company will be further affected by the reduction in public spending and significantly greater potential losses have been forecast. In view of this the Directors have commissioned a review of the Forum's finances to increase efficiencies, reduce costs and overheads, increase membership fees and identify new sponsorship opportunities. 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.

1.2 Compliance with accounting standards

The financial statements are prepared in accordance with applicable United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which have been applied consistently (except as otherwise stated).

1.3 Turnover

Turnover represents amounts receivable for goods and services net of VAT and trade discounts.

1.4 Research and development

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost less the estimated residual value of each asset over its expected useful life. The Web system is estimated as having an economic useful life of three years.

1.5 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows;

Fixtures, fittings & equipment	33.3% straight line
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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.

- Peter Aiken
- Alison Allen
- Paul Archer
- Professor Joan Ballantine
- Dr Helen Bevan
- Prof Sonia Blandford
- Pat Brand
- Linda Brown
- Philip Byrne
- Dr Brian Cawley
- Colin Catney
- Judith Cochrane MLA
- Kay Collins
- Alan Dickson
- Peter Doran
- Nuala Dunwoody
- Mark H Durkan MLA
- Sir John Elvidge
- Nichola Fox
- Professor Yvonne Galligan
- Paul Gillen
- Raefella Goodby
- Kevin Gormley
- Simon Hamilton MLA
- Andrew Harrison
- Dr Fergus Heffernan
- Jonathon House
- Lisa Keys
- Donal Lavery
- Denver Lynn
- Seamus McAleavey
- Denis McCarthy
- Shirley McCaughey
- Malachy McDaid
- Aideen McGinley
- Professor Marie McHugh
- Sean McKay
- Peter McKittrick
- Sinead McLaughlin
- Sir Roy McNulty
- Paula Madigan
- Declan Mackin
- Dr Gary Martin
- Gordon Milligan
- David Mills
- Dr Victoria Montgomery
- Heather Moorhead
- The Right Hon Sir Declan Morgan
- Steve Mungavin
- Paul Murnaghan
- Dr Paul Nolan
- Mary O'Dwyer
- Martin O'Halloran
- Colm O'Neill
- Sandra Overend MLA
- Mike Philpott
- Bridgeen Rea
- Mark Rogers
- Caitríona Ruane MLA
- Peter Russell
- Michael Scoffield
- Peter Simons
- Stephen Smyth
- Joanne Stuart
- Paul Terrington
- Peter Tickner
- Mary-Rose Tobin
- David Watters

- The Hon Mr Justice Weatherup
- Iain Webster
- Heather Wells
- Brian Whalley
- Heather White
- John Woods

- Aon
- Association of Chief Executives of State Agencies (ACESA)
- BT
- Centre for the Advancement of Women in Politics (CAWP)
- Chairs' Forum
- Chartered Institute of Management Accountants (CIMA)
- Chartered Institute of Public Finance and Accountancy (CIPFA)
- Chartered Institute of Personnel and Development (CIPD)
- HSC Leadership Centre

- Institute of Directors (IoD)
- Co-operation Ireland
- Goldblatt McGuigan
- Grafxpress
- Institute of Public Administration (IPA)
- King's Fund
- Londonderry Chamber of Commerce
- Pacemaker Press International Ltd
- Penna Consulting Ltd
- PwC
- Public Accountability Training Ltd
- Queen's University Belfast
- RSM McClure Watters
- University of Ulster



Company Information

As at 31 March 2015

Directors	<p>Mr David Bingham Ms Evelyn Collins CBE Dr Tom Frawley CBE Mr Iain Greenway Mr Will Kerr Ms Margaret Lightbody (Appointed 30 April 2014) Ms Frances McCandless Mr Hugh McCaughey Ms Roisín McDonough Mr Peter May (Appointed 1 July 2014) Mr Barry Mulholland Mr Stephen Peover Mr David Sterling Ms Suzanne Wylie (Appointed 13 August 2014)</p>
Secretary	Lanyon Quay Secretarial Services limited
Company number	NI045809
Registered office	<p>Number One Lanyon Quay Belfast BT1 3LG</p>
Auditors	<p>RSM McClure Watters Number One Lanyon Quay Belfast BT1 3LG</p>
Bankers	<p>Danske Bank Limited Donegall Square West Belfast BT1 6JS</p>
Solicitors	<p>Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW</p>

Business Committee

As at 31 March 2015

STEPHEN PEOVER

Chair

DAVID BINGHAM

Chief Executive, Business Services Organisation

EVELYN COLLINS CBE

Chief Executive, Equality Commission for Northern Ireland

KIERAN DONNELLY

Comptroller & Auditor General

DR TOM FRAWLEY CBE

Northern Ireland Ombudsman

IAIN GREENWAY

Director, Department of the Environment

WILL KERR

Assistant Chief Constable, Police Service of Northern Ireland

MAGS LIGHTBODY

Acting Chief Executive, Northern Ireland Housing Executive

DAVID McCAMMICK

Chief Executive, Antrim Borough Council

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

PETER MAY

Permanent Secretary, Department for Regional Development

BARRY MULHOLLAND

Chief Executive, Western Education & Library Board

DAVID STERLING

Permanent Secretary, Department of Finance and Personnel

SUZANNE WYLIE

Chief Executive, Belfast City Council

Members & Authorities Represented

As at 31 March 2015

Agri-food and Biosciences Institute
Professor Seamus Kennedy

Antrim Borough Council
Mr David McCammick

Ards Borough Council
Mr Ashley Boreland

Armagh City and District Council
Mr John Briggs

Arts Council of Northern Ireland
Ms Roisín McDonough

Ballymena Borough Council
Mr Rodger McKnight*

Ballymoney Borough Council
Mr John Dempsey

Banbridge District Council
Mr Pat Cumiskey*

Belfast City Council
Ms Suzanne Wylie

Belfast Education & Library Board
Dr Clare Mangan

Belfast Health and Social Care Trust
Dr Michael McBride*

Belfast Visitor and Convention Bureau
Mr Gerry Lennon

Big Lottery Fund
Ms Joanne McDowell

British Council Northern Ireland
Mr David Alderdice

Business Services Organisation
Mr David Bingham

Carrickfergus Borough Council
Mrs Sheila McClelland

Castlereagh Borough Council
Ms Joan McCoy*

Charity Commission for Northern Ireland
Ms Frances McCandless

CITB-ConstructionSkills Northern Ireland
Mr Barry Neilson

Coleraine Borough Council
Mr Kieran Doherty*

Colleges Northern Ireland
Mr Gerard Campbell

Comhairle na Gaelscolaíochta
Dr Micheál Ó Duibh

Commission for Victims and Survivors
Mr John Beggs

Community Relations Council
Ms Jacqueline Irwin

Consumer Council for Northern Ireland
Mr Aodhan O'Donnell*

Cookstown District Council
Mr Adrian McCreesh*

Council for Catholic Maintained Schools
Mr Jim Clarke

Council for the Curriculum, Examinations and
Assessment
Mr Justin Edwards

Craigavon Borough Council
Mr Robert Colvin*

Criminal Justice Inspection Northern Ireland
Mr Brendan McGuigan

Department for Employment and Learning
Mr Derek Baker*

Department for Regional Development
Mr Peter May

Department for Social Development

Mr Andrew Hamilton*

Department of Agriculture and Rural
Development

Mr Noel Lavery

Department of Culture, Arts and Leisure

Mr Denis McMahon*

Department of Education

Mr Paul Sweeney

Department of Enterprise, Trade and
Investment

Dr Andrew McCormick

Department of Finance and Personnel

Mr David Sterling

Department of Health, Social Services and
Public Safety

Mr Richard Pengelly

Department of Justice

Mr Nick Perry

Department of the Environment

Mr Leo O'Reilly

Derry City Council

Ms Sharon O'Connor

Down District Council

Mr John Dumigan

Driver and Vehicle Agency

Mr Paul Duffy

Dungannon and South Tyrone Borough
Council

Mr Alan Burke

Electoral Office for Northern Ireland

Mr Graham Shields

Equality Commission for Northern Ireland

Ms Evelyn Collins CBE

Fermanagh District Council

Mr Robert Gibson*

Foods Standard Agency Northern Ireland

Ms Maria Jennings

Forensic Science Northern Ireland

Mr Stan Brown

Forest Service

Mr Malcolm Beatty

General Teaching Council for Northern Ireland

Dr Carmel Gallagher

Health and Safety Executive for Northern
Ireland

Mr Keith Morrison

Health and Social Care Board

Ms Valerie Watts

Heritage Lottery Fund Northern Ireland

Mr Paul Mullan

Ilex Urban Regeneration Company Ltd

Mr Mel Higgins

InterTradeIreland

Mr Thomas Hunter McGowan

Invest Northern Ireland

Mr Alistair Hamilton

Labour Relations Agency

Mr Tom Evans

Larne Borough Council

Mrs Geraldine McGahey

Libraries NI

Mrs Irene Knox

Limavady Borough Council

Mr Liam Flanigan

Lisburn City Council

Mr Jim Rose*

Local Government Staff Commission for
Northern Ireland

Dr Adrian Kerr MBE

Loughs Agency

Mr John Pollock

Magherafelt District Council

Mr John McLaughlin

Maze Long Kesh Development Corporation

Mr Kyle Alexander

Moyle District Council

Mr Richard Lewis

National Museums Northern Ireland

Dr Jim McGreevy*

Newry and Mourne District Council

Mr Eddy Curtis*

Newtownabbey Borough Council

Mr Hugh Kelly*

NI-CO

Mr Graeme McCammon

North Down Borough Council

Mr Trevor Polley

North Eastern Education & Library Board

Mr Shane McGurdy

Northern Ireland Assembly

Mr Trevor Reaney

Northern Ireland Audit Office

Mr Kieran Donnelly

Northern Ireland Blood Transfusion Service

Mr Mervyn Barkley*

Northern Ireland Commissioner for Children
and Young People

Ms Mairead McCafferty

Northern Ireland Confederation for Health and
Social Care

Ms Heather Moorhead

Northern Ireland Co-ownership Housing
Association

Dr Alan Crowe

Northern Ireland Council for Integrated
Education

Mrs Noreen Campbell

Northern Ireland Courts and Tribunals Service

Mr Ronnie Armour

Northern Ireland Environment Agency

Mr Wesley Shannon*

Northern Ireland Fishery Harbour Authority

Mr Kevin Quigley

Northern Ireland Guardian Ad Litem Agency

Ms Patricia Nicholl

Northern Ireland Housing Executive

Ms Mags Lightbody*

Northern Ireland Judicial Appointments
Commission

Ms Mandy Kilpatrick*

Northern Ireland Law Commission

Mr Ken Millar*

Northern Ireland Local Government
Association

Mr Derek McCallan

Northern Ireland Local Government Officers'
Superannuation Committee

Mr David Murphy

Northern Ireland Police Fund

Dr Michael Boyle

Northern Ireland Ombudsman

Dr Tom Frawley CBE

Northern Ireland Practice & Education Council
for Nursing and Midwifery

Ms Angela McLernon*

Northern Ireland Prison Service

Ms Sue McAllister

Northern Ireland Science Park

Dr Norman Apsley OBE

Northern Ireland Social Care Council

Mr Colum Conway

Northern Ireland Statistics and Research Agency

Dr Norman Caven

Northern Ireland Tourist Board

Mr David Thomson

Northern Ireland Transport Holding Company
/ Translink

Mr David Strahan

Ofcom

Mr Jonathan Rose

Office of the First Minister and Deputy First
Minister

Dr Malcolm McKibbin

Office of the Police Ombudsman for Northern
Ireland

Mr Adrian McAllister

Omagh District Council

Mr Daniel McSorley

Pharmaceutical Society of Northern Ireland

Mr Trevor Patterson

Patient and Client Council

Ms Maeve Hully

Police Service of Northern Ireland

Mr George Hamilton

Probation Board for Northern Ireland

Ms Cheryl Lamont*

Public Health Agency

Dr Eddie Rooney

Public Prosecution Service for Northern Ireland

Mr Barra McGrory QC

Queen's Gender Initiative

Professor Yvonne Galligan

Regulation and Quality Improvement Authority

Mr Glenn Houston

Rivers Agency

Ms Catherine McCallum

Social Security Agency

Mr Tommy O'Reilly

South Eastern Education & Library Board

Mr Gregory Butler

South Eastern Health and Social Care Trust

Mr Hugh McCaughey

Southern Education & Library Board

Mr Gavin Boyd*

Special EU Programmes Body

Mr Pat Colgan

Sport NI

Ms Antoinette McKeown

Strabane District Council

Mr Daniel McSorley*

Strategic Investment Board

Mr Brett Hannam

Ulster Supported Employment Limited

Mr Sam Humphries

Ulster-Scots Agency

Mr Ian Crozier

Utility Regulator

Ms Jenny Pyper

Victims and Survivors Service

Ms Margaret Bateson

Western Education & Library Board

Mr Barry Mulholland

Youth Council for Northern Ireland

Mr David Guilfoyle

Youth Justice Agency of Northern Ireland

Mr Declan McGeown

*Temporary / Interim / Acting

Plus new local authority Chief Executive Designates

Antrim and Newtownabbey Borough Council

Mrs Jacqui Dixon

Ards and North Down District Council

Mr Stephen Reid

Armagh City, Banbridge and Craigavon Borough Council

Mr Roger Wilson

Causeway Coast and Glens District Council

Mr David Jackson

Derry City and Strabane District Council

Mr John Kelpie

Fermanagh and Omagh District Council

Mr Brendan Hegarty

Lisburn and Castlereagh City Council

Dr Theresa Donaldson

Mid and East Antrim Borough Council

Mrs Anne Donaghy

Mid Ulster District Council

Mr Anthony Tohill

Newry, Mourne and Down District Council

Mr Liam Hannaway

Support Staff

Executive Director David Cartmill

Business Manager Renée Quinn

Executive Officer Kim McKnight

Chief Executives' Forum T. 028 9081 6440 (DIAL 76440)
Clare House E. mail@ceforum.org
303 Airport Road West W. www.ceforum.org
BELFAST
BT3 9ED



CHIEF EXECUTIVES' FORUM

**Chief Executives' Forum
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