



CHIEF
EXECUTIVES'
FORUM

2015-2016

ANNUAL REPORT



1991-2016

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* Extracts only from financial statements. If you require full financial statements please contact the Director at the Chief Executives' Forum.



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 103 organisations in membership and more than 313 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.



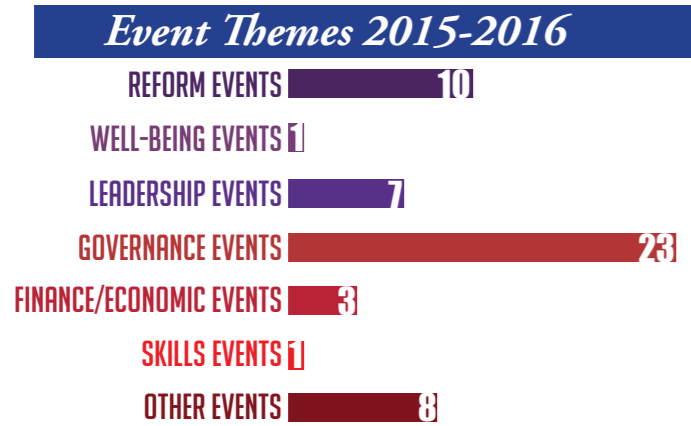
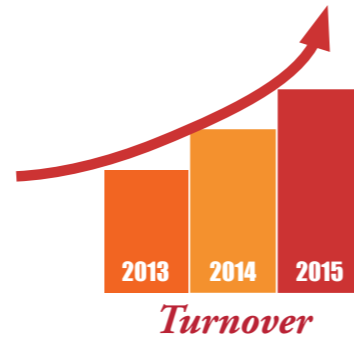
OUR VALUES

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...



260
Women
Alumnae

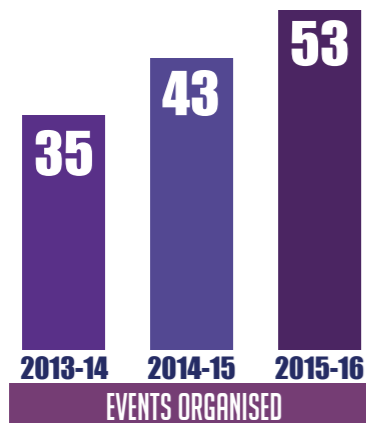


14 Annual
Womens Leadership
Programmes

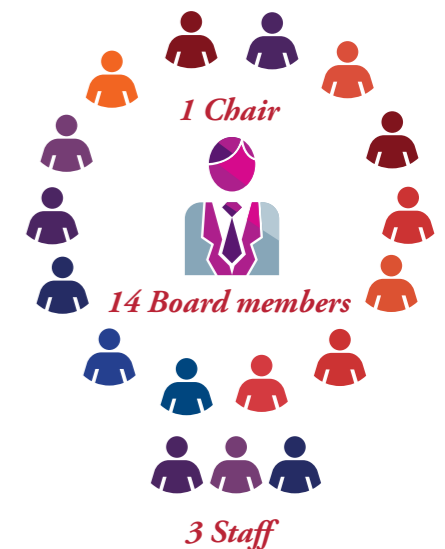
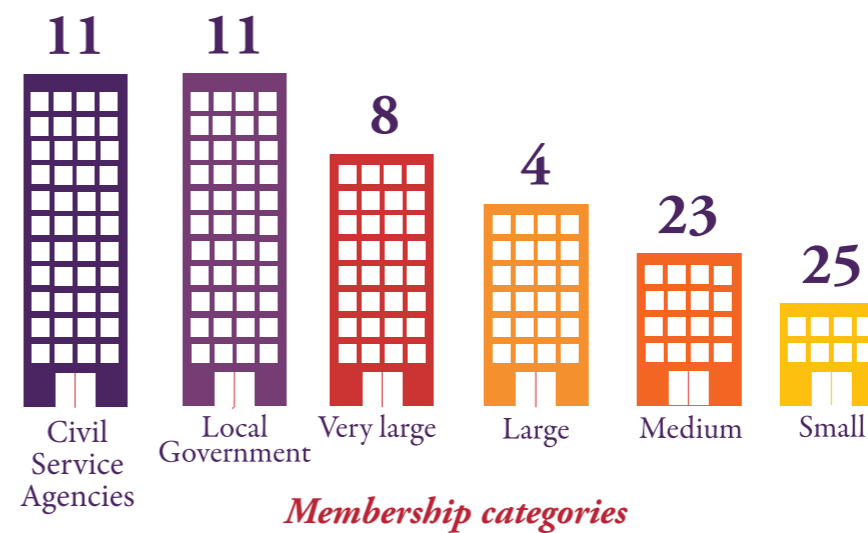
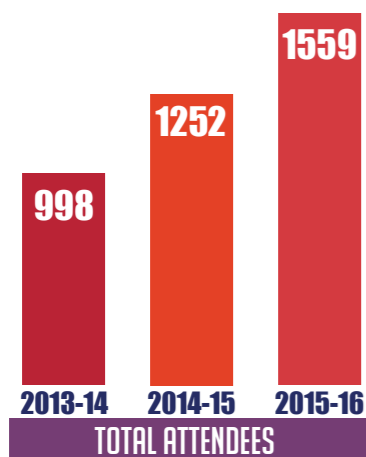


creating value for our members

178 Chief Executives
and Accounting Officers
attended events over year



110 Followers since October 2015,
follow us @chiefexecforum





A message from our Chairperson

*“A time to reflect and a
time to prepare”*

This year marks the 25th anniversary of the Chief Executives' Forum. The organisation has been sustained throughout this time by a prevailing sense of common interest, a shared commitment to public good and a belief in the values of public service.

Described by its inaugural Chair, Sir Kenneth Bloomfield, as “a novel association unique in the United Kingdom and one with great potential”, the Forum has indeed developed an invaluable role both to serve and to benefit from its diverse membership. Issues addressed over the years have varied though the central objective of the Forum has remained constant. It continues to harness the synergy of an association of the most senior people in Northern Ireland's public sector to inform policy and help shape and improve the way services are delivered.

Interaction between key players in the public sector remains imperative to respond effectively to changing political, fiscal and citizen requirements. The need for collaboration is amplified in the new draft Programme for Government which adopts an outcomes-based approach, creating greater opportunity for cooperative working across boundaries and organisations. More significantly, the

outcome of the EU referendum in June will result in radical changes to public policy. Set amidst requirements for service reform and continuing pressures on public spending, the Forum remains committed to assisting Chief Executives help each other navigate towards better outcomes.

During the year the Forum expanded its agenda as well as increasing its programme of events. Follow up work from jointly commissioned Governance research connects well with conclusions reached in the OECD review of public governance here. Our reliance on “a matrix of government institutions that have been established over time....” requires a clear understanding of roles, benefits and management expectations. The increasing demand for the Forum's Accountability and Governance training reflects the due attention given to attaining high standards of stewardship within both government and arms-length institutions.

Much focus was placed this year on the Executive's Reform programme. We were pleased to respond to a request from the former DFP Minister whereby Forum members provided input and ideas to address elements within the reform agenda. This work, assisted

by Queen's University, illustrates how the Forum influences policy through sharing experience gained locally and further afield.

The work of the Forum is directed by a small but dedicated number of people. I am grateful to my colleagues on the Board, Business, and Audit and Risk Committees for their continuing commitment. This year saw the retirement of four Board members – David Bingham, Tom Frawley, Mags Lightbody and Barry Mulholland. Their practical support and sound advice was appreciated always and I look forward to working with their successors. As Chair, I have been ably supported by David Cartmill the Forum's Executive Director, Business Manager, Renée Quinn and recently seconded Administrative Officer, Lynsay Craig. The knowledge and enthusiasm of this small and recent executive team augurs well for the delivery of our ambitions.

Finally I would 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 and learning with the business, professional, voluntary and academic communities in bringing about positive change for the citizens of Northern Ireland.

The aspiration of the Forum back in 1991, to see Northern Ireland become the model for well managed, well performing public services, was not a finite one. Learning and improvement are continuous processes and the sharing of knowledge is an agenda the Forum persists with twenty five years later. I look forward to your continued support and involvement.

STEPHEN PEOVER
Chair
October 2016

Chairpersons over 25 years



Sir Kenneth Bloomfield KCB
1991-1998

‘Down to Business.’

‘Holding to value and purpose.’

‘Exploiting our position at the centre of what is a moving stage.’

‘A new relationship developing between government and the governed.’

‘Looking to the future and a revitalised public service.’

‘Building the capacity to deliver’

‘Looking in new directions’

Dr Joan Smyth CBE
2001-2008



Mr Stephen Peover
2014- present

‘A time of challenge, opportunity and expectation.’

‘A time to reflect, a time to prepare.’



Mr FA Elliott CD Duniv
1998-2001

‘Promoting change and developing leaders.’

‘Encouraging fresh thinking and facilitating the spread of good practice in the management and delivery of public services.’



Mr John Hunter CBE
2008-2014

‘Leading in straitened times.’

‘Learning to trust in ourselves.’

‘A new team: A fresh approach’



Our Executive Director's Report

"25 years of harnessing ideas and energy"

Reflecting on the work of the Forum over the past 25 years it is my privilege to lead the continued support to the most senior people in Northern Ireland's public sector. As public services respond to changing circumstances the Forum has redesigned and expanded its provision. We remain committed to assisting policy makers and service deliverers bring about improvement.

Politically, continued focus on public service reform and the emerging draft Programme for Government (PfG) has added impetus to the work of the Forum. The ethos of collaboration, specified in the PfG, has underpinned the Forum's work over the past 25 years. An Integrated approach across traditional public sector boundaries is no longer an ambition but an essential requirement to optimise outcomes prioritised by the Executive. Our role in facilitating shared strategic analyses is reflected in the conclusions contained in the Forum's "Shaping Reform" report, completed in January. It is encouraging to note that recommendations included in the document are being progressed at various levels.

Operationally, there has been a substantial increase in the number of events organised

and in the number of people attending. In particular, the increased demand for Accountability and Governance courses confirms the importance placed on this strand of Forum provision, aimed to ensure the highest standards of stewardship in public administration.

Financially, the Forum is not immune to the effects of reductions in public sector funding and this year's Accounts record a loss of £43k. Reserves in place are adequate to cover this shortfall and close attention is being paid to reducing overheads and increasing income. The vast majority of income received by the Forum is from membership subscriptions and we are ever conscious of financial pressure borne across the public sector. 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 bodies outside of its membership. 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 collaboration on sharing 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 over the years.

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 some of the training courses we organise. Brian Whalley, a highly regarded contributor to our accountability and governance courses, retired recently and we express our thanks for his sterling contributions over the years. 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.

Twenty five years since its foundation the Forum continues to play its part in bringing together key decision makers in an open and learning environment. Our programme of briefings, seminars and other networking activities provide senior staff with an opportunity to discuss issues that influence the organisation and delivery of public services. It is our ambition to maintain and enhance this unique role.

Finally, I am indebted to the Board and Committee members who set the strategic direction and scrutinise 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
OCTOBER 2016



2015 - 2016

The Review

.....
"Making Connections, Crossing Boundaries"

Reform

The work programme for 2015-2016 responded largely to the development of the Public Sector Reform agenda, initiated by the former DFP Minister, Simon Hamilton MLA. Investigation of several strands of the Innovation and Reform programme was commissioned by the Forum to seek opinions and ideas for improvement amongst its membership. Five workshops were organised and facilitated by Queen's University Management School and the Centre for Not-for-profit and Public Sector Research (CNPPSR). The exercise involved not only collating contributions from members but included evidence from professional and academic literature. The four themes investigated: Leadership, Culture Change, Reward and Recognition and Digitalisation provided the basis for a cohesive set of events throughout the year, tailored to augment consideration of these identified areas.

This set of activities proved extremely useful in bringing together years of experience held by

senior executives to inform policy. The rigour of a research process provided by Queen's University added value to the exercise and it is encouraging to see several elements of the work corroborated in separate evaluations. The Forum is grateful for this opportunity to realise the benefit of collective input from its membership towards broad, strategic issues and is pleased to note that recommendations emerging from the "Shaping Reform" report are already being taken forward.

Governance

The Review of Corporate Governance in NI public bodies, commissioned jointly with the Chairs' Forum and CIPFA was completed in January. Undertaken by the Ulster University Business School, findings from this exercise have been widely circulated and well received. The impact and value of the report is reflected in the fact that Issues identified are now being addressed in a number of quarters



Business Partnerships

The Forum continues to benefit from its relationship with businesses. A number of events were hosted by principal partner, PwC where senior staff from the company's GB offices brought external perspectives and ideas on approaches to issues facing the public sector in Northern Ireland. Support from BT also continues and included sharing leadership issues associated with realising commercial opportunities in a world of rapidly changing digital technologies. We are also grateful to RSM Northern Ireland who shared findings from work completed in England and Wales. Their evaluation of the impact of pilot integrated care programmes measured against local emergency care and hospital occupancy rates proved of great interest to members from the health sectors.

Academic Partnerships

Relationships with Queen's University and Ulster University are already referred to with regard to the Reform and Governance projects. Additionally, this year saw the conclusion

of the Forum's role on the Advisory group contributing to the OFMDFM research project on 'Gender equality within the NI public sector.' Report author, Professor Joan Ballantine, Ulster University, collated evidence from a number of surveys and made a series of recommendations aimed to address the ongoing gender imbalance at executive level. A breakfast briefing at Mossley Mill to launch the findings was well attended and a high number of CEF members were present at the formal launch of the report in the Long Gallery, Stormont in March.

Also from Ulster University, Professor Neil Gibson, shared a fascinating update on 'Facing a new Parliament' shortly after the General Election in May. Former Queen's University academic now at Liverpool University, Professor Pete Shirlow, presented on the topical issue of Racism, examining how many perceptions are not supported factual evidence.

Professional Bodies

Strong relationships remain in place with colleagues in professional bodies. The Chartered



Institute of Management Accountants (CIMA); the Chartered Institute for Personnel Development (CIPD) and the Chartered Institute of Public Finance Accountants (CIPFA) all partnered the Forum in a variety of joint events. The Institute of Directors also continues to collaborate on an ongoing basis especially with the jointly hosted Women's Leadership Conference in March. Over 500 delegates participated at this year's event held in the Titanic Centre.

Member Projects

The Forum need not always look to external sources to share good practice. The Northern Ireland Housing Executive outlined its innovative project on 'Reimagining communities' revealing how integrated interventions can bring about improvements to local neighbourhoods. The Northern Ireland Audit Office (NIAO) works closely with the Forum on a range of issues and launched their 'Managing Fraud Risk' guidance at a Forum event in November. Both the NIAO and the Department of Finance are closely involved in the design and delivery of the Forum's

Accountability and Governance courses which experienced high demand during 2015-16.

Cross sector engagement is at the heart of what the Forum does and the second in a series of formal dialogue between the Permanent Secretaries Group and Chief Executives of the new 11 Local Councils was facilitated in Belfast City Hall also in November.

We are conscious that the majority of Forum members are based in the Greater Belfast area but are resolute in our determination to accommodate those who have to travel considerable distances to attend Forum events in the city. A meeting was held with members based in the North and West in September to discuss ways to promote involvement which are being progressed.

Women's Leadership Initiative Programme

The Forum's Women's Leadership Initiative programme remains a highly popular provision for women executives working at senior level in the civil and wider public service. Each year it

offers 20 delegates the opportunity to develop their leadership potential and improve crucial networking skills. Competition for places on the 2015-2016 course was again high with the number of places over-subscribed, testifying to continuing value placed on the programme. As with previous programmes four modules and a theme day took place over the year utilising partnership arrangements in Great Britain and the Republic of Ireland, promoting the ethos of collaboration. Two hundred and sixty women have completed the programme over its 14 years in existence.

Membership

Set against a context of austerity and a reducing number of bodies we are pleased to report the continued involvement of the vast majority of organisations across the NI public sector.

One hundred and four public sector organisations are represented within the Forum's membership. We hope this widespread support is a reflection of the value placed on our role and activities. In addition to the 104 Chief Executive Officers and Accounting Officers who constitute membership of the Forum, there are 330 Associate members nominated from amongst the senior management teams of member organisations. Participation in Forum activities is encouraged amongst Associate members as a development opportunity and to contribute towards succession planning. Furthermore, alumnae from the Forum's Women's Leadership Initiative are invited to Forum events as an additional element of the programme, aimed to promote diversity.

The creation of a disparate but close knit network of the sector's professional leaders remains a key achievement of the Forum during its 25 years of service.

Newly joined member organisations

- Education Authority (1 April 2015)
- Legal Services Agency Northern Ireland (1 April 2015)

Member organisations that left during the course of the year

- Northern Ireland Law Commission
- OFCOM Northern Ireland
- Patient and Client Council
- Youth Council for Northern Ireland

New Chief Executive Officers / Accounting Officers took over at:

- Antrim and Newtownabbey Borough Council
- Ards and North Down Borough Council
- Armagh City, Banbridge and Craigavon Borough Council
- Causeway Coast and Glens District Council
- Commission for Older People
- Commission for Public Appointments NI
- Consumer Council NI
- Council for Catholic Maintained Schools
- Derry City and Strabane District Council
- Education Authority
- Fermanagh and Omagh District Council
- Legal Services Agency NI
- Lisburn and Castlereagh City Council
- Mid and East Antrim Borough Council
- Mid Ulster District Council
- National Museums Northern Ireland
- Newry, Mourne and Down District Council
- NI Environment Agency
- NI Transport Holding Company
- Northern Ireland Council for Integrated Education
- Northern Ireland Housing Executive
- Northern Ireland Police Fund
- Special EU Programmes Body
- Tourism NI
- Ulster Supported Employment Ltd



Events Programme

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A Digest of the year's programme
.....

2015

1 April	Enhancing the Effectiveness of Corporate Governance of Public Bodies in the NI Public Sector
15-17 April	2015-16 Women's Leadership Programme Module 1
16 April	Managing the Merger
12 May	The 2018 University
27 May	Reform Workshop – Rewards and Recognition
27 May	Facing a New Parliament
29 May	Reform Workshop – Leadership
1 June	Reform Workshop – e Government / Digitisation
3 June	Reform Workshop – Culture Change
9 June	Managing your life by Managing your Mind
12 June	Thought Leadership Conference on Big Data
14-15 June	2015-16 Women's Leadership Programme Module 2
16 June	Public Accountability & Governance for Accounting Officers
17 June	Public Accountability & Governance for Board Members
26 June	Reform Challenge Event
17 September	Investors In People 6th Generation Standard
22-23 September	2015-16 Women's Leadership Programme Module 3
24 September	North West member engagement

30 September	Public Sector Leadership Development- reference group
8 October	Leadership lessons from the All Blacks
15 October	Leading Change – The Creation of a Digital Business
20 October	Spending Review – Smarter Ways of Working
22 October	Gender Equality Issues in the NI Public Sector
29 October	AGM and Annual Lecture
17 November	Managing Fraud Risk
18 November	Governance Conference
20 November	Making the Sound Bite Count – Media Training
20 November	Racism Perceptions
23 November	Public Accountability & Governance for Accounting Officers (Refresher)
24 November	Public Accountability & Governance for Accounting Officers
25 November	Public Accountability & Governance for Board members
25 November	Governance and Ethics for NI Housing Associations
26 November	Public Accountability & Governance for Audit and Risk Assurance Committee Members
27 November	Public Accountability & Governance for Senior Managers
30 November	Permanent Secretaries and Local Government Chief Executives
9 December	Digital Government

2016

14 January	Reimagining communities
26-27 January	2015-16 Women's Leadership Programme Module 4
26 January	Bespoke Public Accountability & Governance training for DCAL
27 January	Bespoke Public Accountability & Governance training for a Housing Association
10 February	Bespoke Public Accountability & Governance training for DSD



11 February	Bespoke Public Accountability & Governance training for DSD
25 February	Evaluations of integrated care pilots to reduce emergency hospital admissions
25 February	Bespoke Public Accountability & Governance training for DSD
26 February	Bespoke Public Accountability & Governance training for DSD
7 March	Public Accountability & Governance for Accounting Officers (Refresher)
8 March	Public Accountability & Governance for Accounting Officers
9 March	Public Accountability & Governance for Senior Managers
10 March	Public Accountability & Governance for Audit and Risk Assurance Committee members
11 March	Annual Women's Leadership conference
14 March	Governance report – reaction workshop
23 March	Governance report – next steps
24 March	Gender Research launch
24 March	Bespoke Public Accountability & Governance training for CCEA

Corporate Meetings 2015-16

10 September 2015	Audit & Risk Committee Business Committee Board
7 October 2015	Extraordinary Audit & Risk Committee
16 October 2015	Board
29 October 2015	Annual General Meeting Annual Lecture
10 December 2015	Business Committee
8 March 2016	Audit & Risk Committee
22 March 2016	Business Committee Board

Directors' Report and Financial Statement

FOR THE YEAR ENDED 31 MARCH 2016

The directors present their report and financial statements for the year ended 31 March 2016.

Directors

The following directors have held office since 1 April 2015:

Mr David Bingham	(Resigned 22 March 2016)
Mr Hugh McCaughey	
Ms Roisin McDonough	
Dr Tom Frawley CBE	(Resigned 22 March 2016)
Mr Stephen Peover	
Ms Frances McCandless	
Mr Barry Mulholland	(Resigned 10 September 2015)
Ms Margaret Lightbody	(Resigned 9 June 2015)
Mr Iain Greenway	
Mr David Sterling	
Mr Peter May	
Mr Will Kerr	
Ms Evelyn Collins CBE	
Ms Suzanne Wylie	
Mr Clark Bailie	(Appointed 10 September 2015)
Mr Gavin Boyd	(Appointed 10 September 2015)
Dr Theresa Donaldson	(Appointed 10 September 2015)

Auditors

The auditors, RSM Northern Ireland, 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

Mr Stephen Peover
Director
22 September 2016

Independent Auditors' Report

FOR THE YEAR ENDED 31 MARCH 2016

We have audited the financial statements of Chief Executive's Forum for the year ended 31 March 2016. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective January 2015) (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

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

- give a true and fair view of the state of the company's affairs as at 31 March 2016 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 Northern Ireland

22 September 2016

**Chartered Accountants
Statutory Auditor**

Number One Lanyon Quay
Belfast
BT1 3LG

Profit and Loss Account

FOR THE YEAR ENDED 31 MARCH 2016

	2016 £	2015 £
Turnover	202,991	194,388
Cost of sales	(49,642)	(40,871)
Gross profit	153,349	153,517
Administrative expenses	(195,678)	(158,689)
Operating profit	(42,329)	(5,172)
Other interest receivable and similar income	40	193
Loss on ordinary activities before taxation	(42,289)	(4,979)
Tax on profit on ordinary activities	(967)	(1,331)
Loss for the year	(43,256)	(6,310)

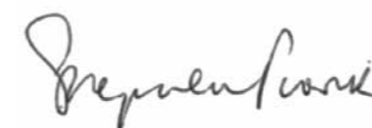
Balance Sheet

FOR THE YEAR ENDED 31 MARCH 2016

	2016 £	2015 £
Fixed assets		
Tangible assets	–	44
Current assets		
Debtors	168,112	54,714
Cash at bank and in hand	89,536	165,504
	257,648	220,218
Creditors: amounts falling due within one year	(138,827)	(58,186)
Net current assets	118,821	162,032
Total assets less current liabilities	118,821	162,076
Capital and reserves		
Profit and loss account	118,821	162,076
Shareholders funds	118,821	162,076

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and the Financial Reporting Standard for Smaller Entities (effective January 2015).

Approved by the Board for issue on 22 September 2016



Mr Stephen Peover
Director

Company Registration No. NI045809

Notes to the Financial Statements

FOR THE YEAR ENDED 31 MARCH 2016

1 Accounts 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 January 2015) and the Companies Act 2006.

Going concern

The company incurred a loss of £43,256 during the year ended 31 March 2016 (2015 - loss of £6,310) and, as of that date, the company has a net current assets position of £118,821 (2015: £162,076). Future operation of the company will be further affected by the continued losses that 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 acceptable 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;

33.3% straight line

1991-2016



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.

- Peter Aiken
- Paul Archer
- Senator Ivana Bacik
- Claire Bailey MLA
- Professor Joan Ballantine
- Professor Matthias Beck
- Patricia Brand
- Linda Brown
- Dr Brian Cawley
- Julie-Anne Clarke
- Dr Karen Clarke
- Kay Collins
- Dympna Curley
- Alan Dickson
- Peter Doran
- Nuala Dunwoody
- Megan Fearon MLA
- Professor Yvonne Galligan
- Professor Neil Gibson
- Paul Gillen
- Kevin Gormley
- Simon Hamilton MLA
- Dr Fergus Heffernan
- Jamie Hindhaugh
- Bronagh Hinds
- Jenny Irwin
- Jill Jackson
- Lisa Keys
- Donal Laverty
- Damien Maddalena
- Marie Mallon
- Seamus McAleavy
- Denis McCarthy
- Shirley McCaughey
- Caitriona McCusker
- Malachy McDaid
- Grace McGeown
- Aideen McGinley
- Rebecca McGrath
- Professor Marie McHugh
- William McKee
- Sinead McLaughlin
- Sir Roy McNulty
- Paula Madigan
- Declan Mackin
- Dr Gary Martin
- Dr Sara Melo
- Dr Victoria Montgomery
- Heather Moorhead
- The Right Hon Sir Declan Morgan
- Geoff Mulgan
- Steve Mungavin
- Paul Murnaghan
- Martin O'Halloran
- Colm O'Neill
- Mike Philpott
- Barry Quirk
- Bridgeen Rea
- Peter Russell
- Michael Scoffield
- Prof Peter Shirlow
- Peter Simons
- James Smith
- Mervyn Storey MLA
- Joanne Stuart
- Diane Taylor
- Paul Terrington
- Mary-Rose Tobin
- Dr Tony Wall
- David Watters
- Iain Webster



- Heather Wells
- Brian Whalley
- Heather White
- John Woods
- William Young
- 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 Design
- Institute of Public Administration (IPA)
- King's Fund
- Londonderry Chamber of Commerce
- PACEC Ltd
- Pacemaker Press International Ltd
- PwC
- Public Accountability Training Ltd
- Queen's University Belfast
- RSM Northern Ireland
- SOLACE (NI)
- Ulster University

Appendix 2

BUSINESS COMMITTEE

As at 31 March 2016

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

KIERAN DONNELLY

Comptroller & Auditor General

IAIN GREENWAY

Director

Department of the Environment

WILL KERR OBE

Assistant Chief Constable

Police Service of Northern Ireland

PETER MAY

Permanent Secretary

Department for Regional Development

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 and Personnel

SUZANNE WYLIE

Chief Executive

Belfast City Council

Appendix 3

MEMBERS & AUTHORITIES REPRESENTED

As at 31 March 2016

Agri-food and Biosciences Institute

Professor Seamus Kennedy

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

Joanne McDowell

British Council

David Alderdice

Business Services Organisation

David Bingham

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

John Beggs

Community Relations Council

Jacqueline Irwin

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 Employment and Learning

Derek Baker

Department for Regional Development

Peter May

Department for Social Development

Andrew Hamilton

Department of Agriculture and Rural Development

Noel Lavery

Department of Culture, Arts & Leisure

Denis McMahon



Department of Education

Paul Sweeney

Department of Enterprise, Trade & Investment

Dr Andrew McCormick

Department of Finance and Personnel

David Sterling

Department of Health, Social Services and Public Safety

Richard Pengelly

Department of Justice

Nick Perry

Department of the Environment

Leo O'Reilly

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

Forensic Science Northern Ireland

Stan Brown

Forest Service

Malcolm Beatty

Food Standards Agency in Northern Ireland

Maria Jennings

General Teaching Council for Northern Ireland

Dr Carmel Gallagher

Health and Safety Executive for Northern Ireland

Keith Morrison

Health and Social Care Board
Valerie Watts

Heritage Lottery Fund Northern Ireland
Paul Mullan

Ilex Urban Regeneration Company Ltd
Siobhán Broderick

InterTradeIreland
Thomas Hunter-McGowan

Invest Northern Ireland
Alistair Hamilton

Labour Relations Agency
Tom Evans

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
Jude Helliker

Newry, Mourne and Down District Council
Liam Hannaway

NI-CO
Graeme McCammon

Northern Ireland Assembly
Trevor Reaney

Northern Ireland Audit Office
Kieran Donnelly

Northern Ireland Blood Transfusion Service
Paul Simpson

Northern Ireland Commissioner for Children and Young People
Mairéad McCafferty

Northern Ireland Confederation for Health and Social Care
Heather Moorhead

Northern Ireland Co-Ownership Housing Association Ltd
Dr Alan Crowe

Northern Ireland Council for Integrated Education
Róisín Marshall

Northern Ireland Courts & Tribunals Service
Ronnie Armour

Northern Ireland Environment Agency
Helen Anderson

Northern Ireland Fishery Harbour Authority
Kevin Quigley

Northern Ireland Guardian Ad Litem Agency
Patricia Nicholl

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
Dr Michael Boyle

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

Northern Ireland Prison Service
Sue McAllister

Northern Ireland Science Park
Dr Norman Apsley

Northern Ireland Social Care Council
Colum Conway

Northern Ireland Statistics & Research Agency
David Marshall

Northern Ireland Transport Holding Company / Translink
Chris Conway

Office of the Assembly Ombudsman for NI and NI Commissioner for Complaints
Dr Tom Frawley CBE

Office of the First Minister and Deputy First Minister
Dr Malcolm McKibbin

Pharmaceutical Society of NI
Trevor Patterson

Police Ombudsman for Northern Ireland
Adrian McAllister

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
Glenn Houston

Rivers Agency
David Porter

Social Security Agency
Tommy O'Reilly

South Eastern Health and Social Care Trust
Hugh McCaughey

Special EU Programmes Body
Gina McIntyre

Sport NI
Arthur Scott

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 4

SUPPORT STAFF

Executive Director	David Cartmill
Business Manager	Renée Quinn
Executive Officer	Kim McKnight (until November 2015)
Registered office	Number One Lanyon Quay Belfast BT1 3LG
Auditors	RSM Northern Ireland Number One Lanyon Quay Belfast BT1 3LG
Business address	Clare House 303 Airport Road West Belfast N Ireland BT3 9ED
Bankers	Danske Bank Limited Donegall Square West Belfast BT1 6JS
Solicitors	Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW
Company number	NI045809



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