



CHIEF EXECUTIVES' FORUM



ANNUAL REPORT 2019/2020

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Chair's Message

It has been a great honour to take up the chairmanship of the Chief Executives' Forum, particularly when I look back at those who have been in the role before me.

I have come to the task fresh from witnessing at first hand the remarkable work of public servants across Northern Ireland delivering for our citizens in the face of challenges which would have been unimaginable just a few short years ago. I have always been inspired by the ability of our people to deliver regardless of the circumstances: austerity cuts; absence of political leadership; Brexit uncertainty and, most recently, with the Covid-19 pandemic.

As public service leaders we have learnt that volatility and uncertainty are here to stay, with little prospect of significant economic growth or any major expansion of public expenditure in the near term. In this new context, we will need to work together like never before to deliver the best possible outcomes for our people. They should expect and deserve nothing less.

Our response to the pandemic has shown how we can work together across boundaries at pace to deliver when lives depend on it. This type of collaboration must become the norm and not the exception. As leaders, we must ensure this more cooperative, value-based culture is cascaded through our organisations.

The Chief Executives' Forum continues to provide a 'space' for leaders to gather, to learn together and to build and develop relationships they can draw on when the next curve ball arrives. I am passionate about building on the work of



the Forum and developing it further, enhancing understanding of our common challenges across the public sector, and helping to break down barriers to effective delivery.

I want to pay tribute to my predecessor, Stephen Peover, who led the Forum for five years. Stephen brought unique insights to the organisation, providing a reassuring, calm and reflective presence for members during a period of great challenge for the entire public sector. We wish him a long and happy retirement ahead.

I also want to acknowledge the contributions of a number of Forum board members, who completed two terms over this period: Dr Evelyn Collins; Peter May; Frances McCandless; Iain Greenway and Roisin McDonough.

A stylized, handwritten signature in black ink, consisting of a large, flowing 'D' followed by a series of loops and a final flourish.

David Sterling, Chair

The logo for the Chief Executives' Forum (cef). It features the letters 'cef' in a large, lowercase, serif font. The 'c' and 'e' are joined together. The logo is positioned in the bottom right corner of the page, with a decorative pattern of orange and pink circles to its left.

Executive Director's Message



This report covers the CEF's activities for the year April 2019 – March 2020. As that period drew to a close, the enormity of the impact of the global pandemic was only beginning to register.

This report is an opportunity revisit the highlights of 2019/20, which was a busy and challenging year for the entire public sector, particularly with the restoration of the NI Executive and political institutions in January 2020.

The Chief Executives' Forum delivered a wide and varied programme of events for members throughout the year, building on the themes of strong leadership and good governance across the public sector.

We continued our partnership working with the NI Public Sector Chairs' Forum and the Department of Finance on the recalibration of relationships between Departments and ALBs. We were delighted to host the launch of the NI Audit Office's Good Practice Guide on Partnership Working, and we showcased the exceptional public sector partnership that saw NI deliver the 2019 Open Golf Championship at our AGM in October 2019.

We continued to examine the theme of 'trust' within leadership, and were delighted to join with the British Psychological Society to welcome two of the most distinguished UK academics on the issue, Prof Ros Searle and Prof Jo Silvester, for a very well attended symposium.

Professor Charis Rice expanded the theme further with a further briefing on building trust within teams to deliver transformation programmes.

Focusing on building leadership capacity, Cora Robinson of CreateExpress, delivered our **Building Inclusive Leaders** programme to almost 50 women in senior positions across the public sector. The programme concluded in early March with a powerful address to the participants from the First and deputy First Ministers on the theme of collaboration.

During the year we offered a range of shorter NLP-based leadership programmes delivered by Michael Dunlop, OR Training & Development, which attracted great interest from members. In addition, we were delighted to join with CO3 to run the **Leadership Exchange** programme through which 10 leaders from the public sector joined with 10 third sector counterparts for a series of action learning sets, generously facilitated by Grant Thornton.

We launched our **Exit Interviews** series during this year, during which high profile public sector leaders participate in a frank interview reflecting on their careers as they began their retirement. Gavin Boyd, Sir George Hamilton and Noel Lavery each sat in the hot-seat during this period, and their frank insights and considered reflections were of great value in these very well attended events.

During the year, we built on existing partnerships with a range of public and private sector bodies, including the Cabinet Office, the Dept of Foreign Affairs, NICON, BT, PwC and Cleaver Fulton Rankin to help enhance our programme. We were delighted to work with Gartner on a number of events, bringing leading thinkers from their global network to our members.

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We continue to deliver our Public Accountability and Governance seminars for members, led by Steve Mungavin, and I want to thank the Northern Ireland Audit Office and the Department of Finance for their ongoing support for these programmes.

We owe a huge debt of gratitude to those individuals and organisations listed in our acknowledgements who have given generously of their time and in other ways to enable the Forum to bring new and innovative ideas to our members. Our relationships with business, academia, professional bodies and the third sector are vital to the Forum's continue success.

A concerted focus on cost control and revenue management during the year has resulted in a significant reduction in the deficit experienced in the previous year, and we continue to work towards a breakeven position.

We didn't realise in March 2020 that the Forum would not be able to host a live event over the next 12 months. I am proud of how the Forum transformed over the last year to deliver a relevant and engaging digital programme for our members, in the most difficult and challenging circumstances for all of society.

I want to thank in particular CEF's outgoing Chair, Stephen Peover, for his leadership and guidance during my period as Executive Director. I also want to thank the Forum's Board members for their commitment, particularly those who completed two terms over this period, and our staff, Pamela Carson and Ross Quinn who rose to the challenge of transforming the organisation over the last year.

Next year's annual report will look very different, and whilst we very much look forward to welcoming our members to our events in person again, we have developed considerable capability to deliver digital events, and we will maintain a 'blended' means of delivery for the future.

We remain determined to deliver a relevant, meaningful and impactful programme of events for our members, whatever the means of deliver will be!



Anne Dickson, Executive Director



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Events Programme

April 2019

Building Inclusive Leaders (BIL) Cohort 2 – Webinar	Programme	Leadership
Launch of BIL Cohort 3	Programme	Leadership
NIAO Good Practice Guide 'Making Partnerships Work'	Briefing	Governance
BIL Residential Residential (1 of 4)	Programme	Leadership
BIL Cohort 3 – Webinar	Programme	Leadership

May 2019

BIL Residential (2 of 4)	Programme	Leadership
Justice Horner Briefing: Public Procurement	Briefing	Governance
BIL Residential Retreat (3 of 4)	Programme	Leadership
BIL Residential Retreat (4 of 4)	Programme	Leadership
NLP: The Conscious Leader Programme	Programme	Leadership
Masterclass – New Time, New Tools with Benjy Messner, Obama Election Campaign	Briefing	Transformation
BIL Residential Retreat (5)	Programme	Leadership
Justice McCloskey Briefing: Judicial Review	Briefing	Governance
BIL Cohort 2 Graduation Event	Programme	Leadership

June 2019

Public Accountability & Governance (PA&G) for Accounting Officers	Seminar	Governance
PA&G for Board Members	Seminar	Governance
PA&G for Senior Managers	Seminar	Governance
BIL Cohort 3 – Graduation Event	Programme	Leadership
Cleaver Fulton Rankin: Corporate Manslaughter	Private Dinner	Governance
RM Technologies: Online Child Protection	Private Dinner	Technology

September 2019

Gartner: Exploiting Technology-Enabled Innovation to Drive Organisational Outcomes	Briefing	Transformation
Launch of Co3 Leadership Exchange Programme	Programme	Leadership
'Leadership & Trust' Symposium with Prof Silvester & Prof Searle	Briefing	Leadership
'Leadership & Trust' Dinner with Prof Silvester & Prof Searle	Dinner	Leadership
Exit Interview: Gavin Boyd	Briefing	Leadership

October 2019		
NLP: The Conscious Leader Programme	Seminar	Leadership
PA&G for Audit & Risk Assurance Committees	Seminar	Governance
PA&G for Senior Managers	Seminar	Governance
Annual Lunch: Delivering the 2019 Open Championship & CEF AGM	AGM	Corporate
BIL Action Learning Event on Inclusion – Dublin	Seminar	Leadership
Exit Interview: Sir George Hamilton	Briefing	Leadership
Co3 Leadership Exchange in partnership with Grant Thornton: Programme Launch	Programme	Leadership
November 2019		
Making the Sound Bite Count: Mike Philpott	Seminar	Skills
PA&G for Board Members	Seminar	Governance
PA&G for Accounting Officers	Seminar	Governance
Co3 Leadership Exchange Programme	Programme	Leadership
Leadership & Governance pre-conference dinner with Bronwyn Maddox, Director, Institute for Government	Private Dinner	Leadership & Governance
Leadership & Governance Conference in partnership with NI Public Sector Chairs' Forum & SOLACE	Conference	Leadership & Governance
December 2019		
Briefing for BIL Mentors	Programme	Leadership
Roundtable with Robert Watt, Secretary General, Department of Public Expenditure & Reform	Lunch	
Co3 Leadership Exchange Programme	Programme	Leadership
January 2020		
Workforce of the Future with Juliet Stuttard, PwC	Private Dinner	Leadership
Gartner: Secrets of Success for Data-Driven Organisations	Briefing	Technology
NLP: Setting Outcomes that Work	Seminar	Leadership
February 2020		
NLP: Turning Vision into Action	Seminar	Leadership
Organisational Transformation – Building a Response within Your Staff, Dr Charis Rice	Briefing	Leadership
Roundtable with Alex Aiken, Director of Communications, UK Government	Dinner	Communication

March 2020

PA&G for Audit & Risk Assurance Committees	Seminar	Governance
PA&G for Senior Managers	Seminar	Governance
NLP: The Conscious Leader Programme	Seminar	Leadership
BIL Graduation Event with First Minister & Deputy First Minister	Programme	Leadership
PA&G for Board Members	Seminar	Governance
PA&G for Accounting Officers	Seminar	Governance
Celebration of Female Leaders	Programme	Leadership
Exit Interview: Noel Lavery	Briefing	Leadership

“Fantastic...Left the session with hope, a bounce in my step and collaborative opportunities to take forward”



Corporate Meeting Schedule

Board of Directors

Wednesday 26 June 2019

Thursday 19 September 2019

Thursday 5 December 2019

Audit & Risk Assurance Committee

Thursday 5 September 2019

Thursday 5 March 2020

Annual General Meeting

Friday 25 October 2019



Directors' Report

REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 MARCH 2020

The directors present their report with the financial statements of the company for the year ended 31 March 2020.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of providing networking opportunities to the Chief Executives in the form of training, seminars, conferences and briefings.

FUTURE DEVELOPMENTS

Subsequent to the year-end Covid-19 has caused significant disruption to economic activity worldwide, which has impacted globally on a large number of businesses and their operations. Further information regarding this event is provided on Note 10 to the financial statements.

We continue to monitor this ever-evolving situation and the associated risks to the Forum. Based on our current assessment, there has been little impact on the Forum due to the switching to online courses and as a result of cost containment measures taken we do not envisage any cash flow issues in the short to medium term.

Due to the pandemic, and the large number of uncertain variables involved, it is not possible at this stage to determine the longer-term implications for the Forum.

The directors intend to maintain the objectives and aims of the Forum.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 April 2019 to the date of this report.

Mr Clark Samuel Bailie
Ms Anne Marian Donaghy
Mr Mark Kieran Hamilton
Mr Richard Brett Hannam
Mr Peter May
Mr William Mclvor
Mr Stephen Peover

Other changes in directors holding office are as follows:

Dr Evelyn Collins CBE - resigned 6 March 2020
Mr Kieran James Donnelly - appointed 6 June 2019
Mr Iain Charles Greenway - resigned 31 March 2020
Mr Noel Lavery - resigned 22 November 2019
Ms Frances McCandless - resigned 31 March 2020
Ms Roisin Anne McDonough - resigned 31 March 2020

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors 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), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

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

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The auditors, Baker Tilly Mooney Moore, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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

ON BEHALF OF THE BOARD:



David Sterling
Director

13 October 2020



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STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2020

		31.3.20	31.3.19
	Notes	£	£
TURNOVER		398,539	304,690
Cost of sales		<u>210,439</u>	<u>140,981</u>
GROSS SURPLUS		188,100	163,709
Administrative expenses		<u>194,823</u>	<u>189,735</u>
		(6,723)	(26,026)
Other operating income		<u>2,000</u>	-
OPERATING DEFICIT	4	(4,723)	(26,026)
Interest receivable and similar income		422	-
DEFICIT BEFORE TAXATION		(4,301)	(26,026)
Tax on deficit	5	<u>-</u>	<u>-</u>
DEFICIT FOR THE FINANCIAL YEAR		(4,301)	(26,026)
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u><u>(4,301)</u></u>	<u><u>(26,026)</u></u>

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BALANCE SHEET 31 MARCH 2020

		31.3.20	31.3.19
	Notes	£	£
CURRENT ASSETS			
Debtors	7	24,922	30,228
Cash at bank and in hand		<u>136,300</u>	<u>141,449</u>
		161,222	171,677
CREDITORS			
Amounts falling due within one year	8	<u>71,724</u>	<u>77,878</u>
NET CURRENT ASSETS		<u>89,498</u>	<u>93,799</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>89,498</u>	<u>93,799</u>
RESERVES			
Income and expenditure account		<u>89,498</u>	<u>93,799</u>
		<u>89,498</u>	<u>93,799</u>

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

The financial statements were approved by the Board of Directors and authorised for issue on 13 October 2020 and were signed on its behalf by:



David Sterling
Director



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1. **STATUTORY INFORMATION**

Chief Executives' Forum is a private company, limited by guarantee, registered in Northern Ireland. The company's registered number and registered office address can be found on the Company Information page.

2. **ACCOUNTING POLICIES**

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

Income is measured at the fair value of the consideration received or receivable excluding value added tax.

Intangible assets

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Development costs are being amortised evenly over their estimated useful life of five years.

Financial instruments

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

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

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

Basic financial assets

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

Classification of financial liabilities

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

Basic financial liabilities

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

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

Taxation

Taxation for the year comprises current tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Impairment

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

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

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

3. EMPLOYEES AND DIRECTORS

The average number of employees (excluding the directors) during the year was: 4 (2019:4).

4. OPERATING DEFICIT

The operating deficit is stated after charging:

	31.3.20	31.3.19
	£	£
Development costs amortisation	<u>-</u>	<u>2,582</u>

5. TAXATION

Analysis of the tax charge

No liability to UK corporation tax arose for the year ended 31 March 2020 nor for the year ended 31 March 2019.

Due to the Mutual Trading Adjustment the current tax charge for the year ended 31 March 2020 is £Nil (2019: £Nil).

6. INTANGIBLE FIXED ASSETS

	Other intangible assets £
COST	
At 1 April 2019 and 31 March 2020	<u>13,932</u>
AMORTISATION	
At 1 April 2019 and 31 March 2020	<u>13,932</u>
NET BOOK VALUE	
At 31 March 2020	<u>-</u>
At 31 March 2019	<u>-</u>

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.20 £	31.3.19 £
Trade debtors	16,842	21,077
VAT	6,308	7,102
Prepayments and accrued income	<u>1,772</u>	<u>2,049</u>
	<u>24,922</u>	<u>30,228</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.20 £	31.3.19 £
Trade creditors	11,563	774
Accruals and deferred income	<u>60,161</u>	<u>77,104</u>
	<u>71,724</u>	<u>77,878</u>

9. MEMBERS' LIABILITY

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.

10. SUBSEQUENT EVENTS

Subsequent to the year end, Covid-19 has caused significant disruption to the economic activity worldwide and to many businesses and their operations. The Forum has set robust cost containment measures to enable the business to continue to operate. The Directors' position regarding the Covid-19 pandemic is also addressed in the Directors report.



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Boardroom Membership



David Sterling, Chair



**Clark Bailie, CEO,
NI Housing Executive**



**Anne Donaghy, CEO,
Mid & East Antrim Council**



**Kieran Donnelly CB,
Comptroller & Auditor
General**



**Brett Hannam, CEO
SIB**



**Gina McIntyre, CEO,
SEUPB**



**DCC Mark Hamilton,
PSNI**



**Mairead McCafferty, CEO,
NICCY**



**Richard Pengelly
Permanent Secretary**



**Jacqueline Irwin, CEO,
Community Relations
Council**



**Mike Brennan,
Permanent Secretary**



**Shane Devlin, CEO,
Southern Health & Social
Care Trust**



**Roger Wilson, CEO
Armagh, Banbridge &
Craigavon Council**

Appendix 2

Chief Executives' Forum Membership (as of 5 March 2021)

Agri-food & Biosciences Institute
Josephine Kelly

Ards & North Down Borough Council
Stephen Reid

Arts Council of Northern Ireland
Roisín McDonough

Belfast Health & Social Care Trust
Dr Cathy Jack

Business Services Organisation
Karen Bailey

Charity Commission for NI
Frances McCandless

Comhairle na Gaelscolaíochta
Ciarán Mac Giolla Bhéin

Commissioner for Older People for NI
Evelyn Hoy

Construction Industry Training Board NI
Barry Neilson

Council for Catholic Maintained Schools
Gerry Campbell

Criminal Justice Inspection NI
James Corrigan

Department for Infrastructure
Katrina Godfrey

Department of Agriculture, Environment & Rural Affairs
Denis McMahon

Department of Finance
Sue Gray

Department of Justice
Peter May

Antrim & Newtownabbey Borough Council
Jacqui Dixon

Armagh City, Banbridge & Craigavon Borough Council
Roger Wilson

Belfast City Council
Suzanne Wylie

Belfast Metropolitan College
Louise Warde Hunter

Causeway Coast & Glens Borough Council
David Jackson

Civil Service Charity Commissioners
Deirdre Toner

Commission for Victims & Survivors for NI
Andrew Sloan

Community Relations Council
Jacqueline Irwin

Consumer Council for NI
Noyona Chundur

Council for the Curriculum Examinations & Assessment (CCEA)
Justin Edwards

Department for Communities
Tracy Meharg

Department for the Economy
Mike Brennan

Department of Education
Mark Browne

Department of Health
Richard Pengelly

Derry City & Strabane District Council
John Kelpie

Driver Vehicle Agency
Jeremy Logan

Electoral Office
Virginia McVea

Fermanagh & Omagh District Council
Alison McCullagh

Forensic Science Northern Ireland
Gillian Morton

General Teaching Council for NI
Sam Gallaher

Health & Social Care Board
Sharon Gallagher

InterTradelreland
Aidan Gough

Labour Relations Agency
Don Leeson

Libraries NI
Jim O'Hagan

Local Government Staff Commission for NI
Helen Hall

Maze/Long Kesh Development Corporation
Bryan Gregory

Mid Ulster District Council
Adrian McCreesh

Newry, Mourne & Down District Council
Marie Ward

Northern Health & Social Care Trust
Jennifer Welsh

NI Assembly
Lesley Hogg

NI Blood Transfusion Service
Karin Jackson

NI Community Relations Council
Jacqueline Irwin

NI Co-ownership Housing Association Ltd
Mark Graham

Education Authority
Sara Long

Equality Commission for NI
Dr Evelyn Collins

Food Standards Agency in NI
Emily Miles

Forest Service
John Joe O'Boyle

Health & Safety Executive for NI
Robert Kidd

Independent Reporting Commission
Marie Patterson

Invest NI
Kevin Holland

Legal Services Agency NI
Paul Andrews

Lisburn & Castlereagh City Council
David Burns

Loughs Agency
Sharon McMahon

Mid & East Antrim Borough Council
Anne Donaghy

National Museums NI
Kathryn Thomson

North West Regional College
Leo Murphy

NI Ambulance Service
Michael Bloomfield

NI Audit Office
Kieran Donnelly

NI Commissioner for Children & Young People
Mairead McCafferty

NI Confederation for Health & Social Care
Heather Moorhead

NI Council for Integrated Education
Roisin Marshall

NI Courts & Tribunals Service
Anthony Harbinson

NI Fire & Rescue Service
Michael Graham

NI Guardian Ad Litem Agency
Peter Reynolds

NI Human Rights Commission
Dr David Russell

NI Local Government Association
Derek McCallan

NI Police Fund
Ronnie Pedlow

NI Practice & Education Council for Nursing
& Midwifery
Angela McClernon

NI Public Services Ombudsman
Margaret Kelly

NI Social Care Council
Patricia Higgins

NI Transport Holding Company/Translink
Chris Conway

Pharmaceutical Society of Northern Ireland
Trevor Patterson

Police Rehabilitation & Retraining Trust
Norry McBride

Probation Board for NI
Cheryl Lamont

Public Prosecution Service for NI
Stephen Herron

Roads & Rivers Agency
Andrew Murray

South Eastern Regional College
Ken Webb

Southern Health & Social Care Trust
Shane Devlin

NI Environment Agency
Tracey Teague

NI Fishery Harbour Authority
Kevin Quigley

NI Housing Executive
Clark Bailie

NI Judicial Appointments Commission
Tonya McCormick

NI Local Government Officers' Superannuation
Committee
David Murphy

NI Office
Madeline Alessandri

NI Policing Board
Amanda Stewart

NI Prison Service
Ronnie Armour

NI Screen
Richard Williams

NI Statistics & Research Agency
Siobhan Carey

Northern Regional College
Terri Scott

Police Ombudsman for NI
Olwen Laird

Police Service of NI
Simon Byrne

Public Health Agency
Olive MacLeod

Regulation & Quality Improvement Authority
Tony Stevens

South Eastern Health & Social Care Trust
Seamus McGoran

South West College
Michael McAlister

Special European Union Programmes Body
(SEUPB)
Gina McIntyre

Southern Regional College
Brian Doran

Strategic Investment Board Ltd
Brett Hannam

Sport NI
Antoinette McKeown

The National Lottery Community Fund
Kate Beggs

The Executive Office
Jenny Pyper

Ulster Supported Employment Ltd
Bill Atkinson

Tourism Northern Ireland
John McGrillen

Utility Regulator for NI
John French

Ulster-Scots Agency
(Tha Boord o Ulstèr-Scotch)
Ian Crozier

Visit Belfast
Gerry Lennon

Victims & Survivors Service
Margaret Bateson

Western Health & Social Care Trust
Anne Kilgallen

Waterways Ireland
John McDonagh

Youth Justice Agency of NI
Declan McGeown



Company Information

Company Number: NI045809

Registered Office: 303 Airport Road West, Belfast, BT3 9ED

Executive Director: Anne Dickson
Business Manager: Pamela Carson
Administrative Support: Ross Quinn

Auditors: Baker Tilly Mooney Moore
17 Clarendon Road
Clarendon Dock
Belfast, BT1 3BG

Accountants: GMcG Belfast
Alfred House
19 Alfred Street
Belfast, BT2 8EQ

Banking: Danske Bank Limited
Donegall Square West
Belfast, BT1 6JS

Solicitors: Cleaver Fulton Rankin
50 Bedford Street
Belfast, BT2 7FW

Business Address: Clare House
303 Airport Road West
Belfast, BT3 9ED
T: 028 9081 6440
E: mail@ceforum.org
W: www.ceforum.org

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Acknowledgements

We are immensely grateful to the Forum's members and the staff in their organisations who contribute 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.

In addition to the ongoing support from our members, we are particularly grateful to the range of individuals and organisations with whom we work in partnership for their for their contributions, help and support:

Alex Aiken, Cabinet	NI Public Sector Chairs' Forum
Baker Tilly Mooney Moore	Nick Garbutt
British Psychological Society	NICON
BT NI	NICSHR
Cleaver Fulton Rankin	Noel Lavery
CO3	Northern Ireland Assembly
Construction and Procurement Delivery	Northern Ireland Audit Office
Consult NB1	Professor Charis Rice
Cora Robinson, CreateExpress	Professor Jo Silvester
Dearbhail McDonald	Professor Joan Ballentine, UU
Dept of Foreign Affairs	Professor Ros Searle
Gartner	PWC
Gavin Boyd	RM Technology
GmcG Accountancy	Ruth Flood Associates
Grant Thornton	Sir George Hamilton
HSC Leadership Centre	SOLACE
Michael Dunlop, OR Training & Development	Steve Mungavin
Mike Philpott	The Centre for Effective Services
National Cyber Security Centre	The Institute for Government

