

CHIEF   
EXECUTIVES'  
www.ceforum.org FORUM



ANNUAL REPORT **2009–2010**

Incorporated in 2003, the Chief Executives' Forum is the association of chief executive officers of public bodies in Northern Ireland.



## 'SUPPORTING THE DEMOCRATIC PROCESS AND THE TRANSFORMATION OF PUBLIC SERVICES'

The public services and how they can best be organised, modernised and managed to meet the needs of an evolving policy agenda and, ultimately, those of the people of Northern Ireland.

Our business aims and activities reflect both these concerns and the objects we have as a company. They are:

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

Wide in scope our activities mirror the interests and aims set out above. The nature of our interventions, the extents 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 2010 are set out in the report that follows.

Chief Executives' Forum is a company limited by guarantee registered in Northern Ireland.  
Registration Number: NI 45809    Registered Office: 50 Bedford Street, Belfast BT2 7FW



# CHIEF EXECUTIVES' FORUM

[www.ceforum.org](http://www.ceforum.org)

## ANNUAL REPORT 2009–2010

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## CHAIR'S MESSAGE

Last year I reported positive progress in implementing a revised strategy and business plan. Our strategy and plan have sought to create a more active and outwardly focused Forum centred on two of the Northern Ireland Executive's key aims: to grow the economy and provide high quality public services. In looking back over the year to 31 March 2010 I am pleased to report yet further progress; but such a narrow focus would ignore the Forum's broader purpose and the financial firestorm that has blackened the economic landscape.

Certainly we have continued to roll out our revised agenda. The look and weight of our programme for the year has been much enhanced. Several new partnership ventures have made important contributions to what we have to offer: with the Ulster Bank, PricewaterhouseCoopers, Deloitte and Barclays Corporate; and with the Institute of Directors, the Chartered Institute of Personnel Management and our sister body the [Irish] Association of Chief Executives of State Agencies (ACESA). In all 70 events were presented during the year. The economy and the vexed question of how to do more with less were the dominant themes as the extent of the fiscal gap and its implications for public expenditure here became clearer.

As most people now know only too well the global financial crisis of 2007 gave rise to a deep-seated recession and then fiscal crisis as western governments struggled to limit the damage. In the UK and Ireland the monetary and fiscal response was unprecedented; yet the crisis seems far from over. As our last event of the year, a joint North-South conference with ACESA in Armagh entitled 'The Road to Recovery – Transforming Public Services', anticipated: "The recovery is likely to be slow and a demanding journey is in prospect".

This is still very much the prognosis with fiscal stringency and its accompanying watchword 'affordability' likely to dominate the policy agenda for some time to come. Reduced circumstances will mean reduced and reducing budgets. There will inevitably be casualties in the quest for better, more affordable ways of providing services. The private and the third sectors are likely to be brought more into play as the Executive sets about the twin tasks of growing and rebalancing the Northern Ireland economy. However, I firmly believe that the Forum and its strategy of positive engagement with the private and third sectors are remarkably well placed to contribute to the debate we all need to have. It is a debate about how to rebalance the economy and produce imaginative solutions to the problems of providing and maintaining public services in a more austere age.

In closing I would again like to thank all those who have supported and who contributed to our agenda in the year under review. I would particularly wish to again acknowledge our partner organisations mentioned above and those individuals listed in the following pages—among them Dame Carol Black, Sir Clive Booth, Seán Dorgan, Brendan Keenan, Dermot McCarthy, Andrew MacKinlay MP, Nelson McCausland MLA, Professor Henry Patterson, Margaret Ritchie MP MLA, and Sammy Wilson MP MLA - whose insight and incisive comments contributed much to our thinking and what has been a productive year for the Forum.

Finally, I wish to pay tribute to Alvin McKinley, Roger Bradley and Kim McKnight for all their work on behalf of the Forum. We are blessed with an enthusiastic group of staff, who, under Alvin's excellent leadership, has delivered and contributed to a very creative programme of activities.

**JOHN HUNTER CB**  
**September 2010**

*"Leading in straitened times..."*



## EXECUTIVE DIRECTOR'S REPORT

The Forum's programme has always sought to reflect and on occasions anticipate what drives change and what gives rise to successful change management and good governance. So, it is no surprise that our programme for the year has continued to echo these staple themes while continuing to evolve.

As a Forum for chief executives and senior managers the year's central theme has been the economy: the public sector's role within it and, central to that, the implications of the banking crisis and the emerging fiscal crisis. As an association our main focus has been on developing corporate partnerships and supporting income streams to bolster contributions from member organisations and fee income.

There have been other developments too. Our partnership with PricewaterhouseCoopers produced several well-received commentaries - "Let's not waste a good crisis", "Doing More with Less" and "Doing Better with Less - Bridging the looming funding gap". In addition a joint exercise with Institute of Directors led to another well-received report on the Creative Industries, "Nurturing talent and harnessing ideas". And we have addressed such diverse issues

as workforce health, community policing, lottery funding, leadership development, communications futures and the Total Place Initiative. At a very practical and operational level we also moved office, from Linenhall Street to Waring Street, Belfast's old trading centre in the Cathedral Quarter and now the focus of the city's burgeoning arts and crafts scene - a move that in November neatly coincided with the publication of the Creative Industries report.

Developments and activities for the year to 31 March 2010 are reported more fully in the pages that follow. As a public interest company the business once again performed appropriately by returning a small profit. The profit on ordinary activities was £10.1k for the year which, as a not-for-profit company, is available to help fund future plans.

**ALVIN MCKINLEY**  
**24 September 2010**

*"Ringin' change"*

**A**gainst the backdrop of the unfolding economic crisis the Forum has continued to address issues that are both topical and of significant interest to chief executives and the public sector at large. The year to 31 March 2010 has again been a busy one and one that has seen some significant developments in terms of rolling out the Forum's agenda.

#### ***Our agenda...***

In total 70 events of various types were organised. These reflected the Forum's broad sphere of interest, notably the widening of its agenda to reflect the public sector's role in the wider economy, interests shared with several partner organisations and general concern about the implications of the global financial crisis and a significant economic downturn. While many of the topics addressed were familiar the pursuit of this more outwardly focused agenda centred on one of the Northern Ireland Executive's key priorities, growing the local economy. The result has been a significant re-alignment of the Forum's programme.

Still, progressive modernisation remains at the heart of our agenda. Now incorporating both chief executives and, as associates, other senior executives nominated by them, the Forum also sees the delivery of modern, high quality public services—another of the Executive's priorities—as being central to what we are about. In the year to March we continued to address those issues that drive change and which give rise to successful change management and good governance within the public sector.

#### ***Our programme...***

This agenda and the wide range of functional and professional interests represented in the Forum's membership were well reflected in the issues and topics addressed by the programme for the year: leadership and communications; the economy and the road to recovery; spending priorities and infrastructure investment needs; reflections on prospects for a change of government at Westminster; the Total Place Initiative; the building of strong and prosperous communities and policing those communities; intelligent funding, customer service excellence, doing better with less and making it happen; plus human resource and corporate strategy, promoting workplace health and data security.

Programme staples covered public accountability and governance, the Forum's highly successful Women's Leadership Initiative programme, public relations and the media, and dynamic reading.

We are, as always, indebted to our invited speakers and to others who contributed to our thinking and debates. Special thanks go to our corporate partners—to Barclays Corporate, Deloitte, PricewaterhouseCoopers (PwC), the Ulster Bank and to our other associates, the Association of Chief Executives of State Agencies (ACESA), the Chartered Institute of Personnel and Development (CIPD) and the Institute of Directors (IoD). A list of Acknowledgements is included in this report.

#### ***Developments...***

Partnership working has added an important extra dimension to our agenda and broadened significantly the range of interests and expertise that has been brought to bear. In these highly charged times with much uncertainty surrounding a local economy so heavily dependent on its public sector we have sought to provide safe spaces within which key players representing different sectors can come together to discuss issues arising. Our partnerships with PwC and the Ulster Bank concentrated on these issues by exploring different dimensions of the financial crisis and its implications for the local economy and public spending. With governments everywhere still wrestling with the crisis we ended the year with a three-way partnership event with Ulster Bank and our ACESA colleagues in the Republic when, meeting in Armagh, we reflected on views from north and south of the border on *The Road to Recovery – Transforming Public Services*. In effect on how on both sides of the border we might look to protect and improve services by getting more from a now parlous public purse.

Our focus on the economy and the unfolding fiscal crisis was given added impetus mid year when Finance Minister Sammy Wilson MP MLA addressed the Forum's Annual General Meeting. While growing the economy remained the Executive's top priority, it would struggle against powerful headwinds for some time to come and there would be difficult choices ahead for government.

# REVIEW

In November the Forum and the IoD published a joint commentary on the Creative Industries—on realising their potential and on how support for these industries could be given extra impetus: “Nurturing Talent; Harnessing Ideas”. The commentary received a warm welcome from government and helped stimulate fresh thinking on this important but undervalued sector of the economy. While in the final quarter of the year together with partners Barclays Corporate we turned our attention to long-run infrastructure investment needs and questions about how they might be financed in the years ahead.

The series of meetings hosted jointly with PwC give rise to a number of commentaries reflecting the nature of those debates: “Let’s not waste a good crisis”, “Doing More with Less” and “Doing Better with Less – Bridging the Looming Funding Gap”.

Two events were organised in co-operation with Deloitte. Both of these centred on the Total Place Initiative and, in effect, a conflation of several highly topical themes: a shrinking public purse and making more efficient use of resources available overall; more cohesive government and effective collaboration between different agencies of government; and finding better ways to meet the differing sets of needs and priorities that local communities have.

## Membership

With more than 130 civil and wider public service organisations represented the Forum continues to enjoy widespread support across the public sector. In addition to the 133 chief executive officers who constitute the Forum, there are 275 associate members creating a disparate but close-knit network of the sector’s professional leaders and senior executives.

### *New Member organisations...*

- Business Services Organisation
- Commission for Victims and Survivors
- General Teaching Council for Northern Ireland
- Health and Social Care Board
- Ilex URC Ltd
- Libraries NI
- Northern Ireland Commissioner for Children and Young People
- Northern Ireland Screen
- Patient Client Council
- Public Health Agency

### *Member organisations who left during the course of the year...*

- Arc 21
- Comhairle Na Gaelscholaicohta
- Northern Health and Social Care Trust

### *New chief executive officers took over at...*

- Action Renewables
- British Council Northern Ireland
- Consumer Council for Northern Ireland
- Department for Employment and Learning
- Department for Social Development
- Department of Culture, Arts and Leisure
- Department of Education
- Department of Enterprise, Trade and Investment
- Department of Finance and Personnel
- Department of the Environment
- Down District Council
- Driver and Vehicle Agency
- Invest NI
- Northern Ireland Audit Office
- Northern Ireland Council for Integrated Education
- Northern Ireland Environment Agency
- Northern Ireland Legal Services Commission
- Northern Ireland Water
- Police Service of Northern Ireland
- South Eastern Health and Social Care Trust

## Events Programme

A digest of the year’s programme:

1 April	Date Security Briefing
2 April	Debating Public Service Issues
8 April	Making the Sound Bite Count
5 May	Leading and Inspiring Lasting Change
6 May	Making the Sound Bite Count
19 May	The Northern Ireland Economy
19 May	Public Accountability for Members of Audit Committees 1
19 May	Public Accountability for Members of Audit Committees 2
20 May	Public Accountability for Members of Audit Committees 1
20 May	Public Accountability for Members of Audit Committees 2
21 May	Public Accountability for Members of Audit Committees
26 May	Debating Public Service Issues
27 May	Working for a Healthier Tomorrow

“a rich set of connections”







# DIRECTORS' REPORT AND FINANCIAL STATEMENTS

## DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2010

The directors present their report and financial statements for the year ended 31 March 2010.

### Principal activities

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

### Directors

The following directors have held office since 1 April 2009

Mr John Hunter CB  
Ms Roisin McDonough  
Mr John McGrillen (resigned 31 March 2010)  
Mr Paddy McIntyre  
Mr Peter McNaney  
Mr Paul Priestly  
Mr William McKee CBE

### Auditors

FGS McClure Watters were appointed auditors to the company and in accordance with section 487 (2) of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at the General Meeting.

### Statement of directors' responsibilities

The directors are responsible for preparing 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). The financial statements are required by law to 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 those financial

statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to 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. Accordingly, 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

**John Hunter CB**

**25 June 2010**

## INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF CHIEF EXECUTIVES' FORUM

We have audited the financial statements of Chief Executives' Forum for the year ended 31 March 2010 which comprise the Profit and Loss Account, the Balance Sheet and the related notes. These financial statements have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), under the historical cost convention and the accounting policies set out therein.

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

### **Respective responsibilities of the directors and auditors**

As described in the statement of directors' responsibilities, the company's directors are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 2006. We also report to you if, in our opinion, the directors' report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors'

remuneration and transactions with the company is not disclosed.

We read the directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

### **Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### **Opinion**

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities, of the state of the company's affairs at 31 March 2010 and of its profit for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 2006; and
- the information given in the directors' report is consistent with the financial statements.

**DS Watters** (Senior Statutory Auditor)

For and on behalf of

**FGS McClure Watters**  
Statutory Auditor

24 September 2010

Chartered Accountants

Number One, Lanyon Quay, Belfast BT1 3LG

**PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2010**

	2010	2009
	£	£
<b>Turnover</b>	244,755	268,381
Cost of sales	(65,824)	(77,930)
	.....	.....
<b>Gross Profit</b>	178,931	190,451
Administrative expenses	(167,979)	(175,403)
	.....	.....
<b>Operating profit</b>	10,952	15,048
Other interest receivable and similar income	555	5,558
	.....	.....
<b>Profit on ordinary activities before Taxation</b>	11,507	20,606
Tax on profit on ordinary activities	(1,362)	(1,167)
	.....	.....
<b>Profit for the year</b>	10,145	19,439
	.....	.....

**BALANCE SHEET**  
**AS AT 31 MARCH 2010**

	2010		2009	
	£	£	£	£
<b>Fixed assets</b>		2,500		
Intangible assets				
<b>Current assets</b>				
Debtors	17,745		41,061	
Cash at bank and in hand	168,391		132,881	
	.....		.....	
	186,136		173,942	
<b>Creditors: amounts falling due within one year</b>				
	(59,173)		(54,623)	
	.....		.....	
<b>Net current assets</b>		126,963		119,319
<b>Total assets less current liabilities</b>		129,463		119,319
		.....		.....
<b>Capital and reserves</b>				
Profit and loss account		129,463		119,319
		.....		.....
Members' funds		129,463		119,319
		.....		.....

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board on 24 September 2010.

JOHN HUNTER CB  
 Director

## 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 outside the ranks of the Forum—to the following individuals and organisations for their contributions, help and support:

- Derek Alcorn OBE
- David Armstrong
- John Armstrong
- Wendy Austin
- Stuart Bailie
- Mike Balmer
- Steve Beet
- Esmond Birnie
- Clarke Black
- Professor Dame Carol Black
- Sir Clive Booth
- Ms Pat Brand
- Maurice Buckley
- Chris Buttress
- David Clements
- Graham Craig
- Brian Cawley
- Hugh Crossey
- Helen Dawson
- Cllr Dr Josephine Deehan
- Adrian Doran
- Sean Dorgan
- Henry Elvin
- Dr Jo Farrar
- Dan Fenn
- Professor Yvonne Galligan
- Norrie Gilliland
- Julie Anne Graham
- Dame Joan Harbison DBE
- Ray Hayden
- Richard Haynes
- Deborah Heenan
- Jackie Henry
- Rick Hill
- Felicity Huston
- Brendan Keenan
- Dolores Kelly MLA
- Iain Lees
- Sheila Lock
- Bill Manson
- Margaret Mayne
- Dermot McCarthy
- Michael McKernan
- Andrew MacKinlay MP
- Shirley McCaughey
- Nelson McCausland MLA
- Laura McGillivray
- Tim McKane
- Baroness Julia Neuberger DBE
- Professor Henry Patterson
- David Peacock
- Mike Philpott
- Martin Pitt
- Angela Prober
- Dawn Purvis MLA
- Margaret Ritchie MLA
- Davy Simms
- Nigel Smyth
- Roy Stevenson
- James Stewart
- Steve Stewart
- Joanne Stuart
- Paul Terrington
- James Thickett
- Dr Don Thornhill
- Chris Watt
- Brian Whalley
- Sammy Wilson MP MLA
- Vicky Wright
- Aon Risk Services
- Association of Chief Executives of State Agencies
- Barclays Corporate
- Bridgend County Borough Council, Wales
- Cabinet Office
- Centre for Competitiveness
- CIPD
- Citizens Advice
- CO3
- Confederation of British Industry
- Construction Employers Federation
- Deloitte
- Federal Executive Institute
- Glasgow Community Planning Partnership
- IIR Management Ltd
- Institute of Directors
- Institute of Public Administration [Ireland]
- Information Commissioner's Office
- Infrastructure UK
- King's Fund
- Leicester City Council
- National School of Government
- Northumberland County Council
- Ofcom
- Oh Yeah Music Centre
- Podiem Ltd
- PricewaterhouseCoopers
- Public Accountability Training Ltd
- SOLACE
- Queen's University Belfast
- Ulster Bank Group
- Ulster Farmers Union
- University of Ulster
- US Consulate General, Belfast
- Wrexham County Council



## APPENDIX 1: COMPANY INFORMATION

### CHIEF EXECUTIVES' FORUM

Directors	Mr John Hunter CB Ms Roisin McDonough Mr Paddy McIntyre Mr Peter McNaney Mr Paul Priestly Mr William McKee CBE
Secretary	Cypher Services Limited
Company number	NI 45809
Registered office	50 Bedford Street Belfast BT2 7FW
Auditors	FGS McClure Watters Number One Lanyon Quay Belfast BT1 3LG
Bankers	Northern Bank Limited Donegall Square West Belfast BT1 6JS
Solicitors	Cleaver Fulton Rankin 50 Bedford Street Belfast BT2 7FW

As of 31 March 2010

## APPENDIX 2: BUSINESS COMMITTEE<sup>1</sup>

Mr John Hunter CB  
Chair

Mr David Bingham  
Chief Executive, Business Services Organization

Mr Kieran Donnelly  
Comptroller & Auditor General

Dr Tom Frawley CBE  
Assembly Ombudsman

Mr David Gavaghan  
Chief Executive, Strategic Investment Board Limited

Ms Roisín McDonough  
Chief Executive, Arts Council of Northern Ireland

Mr Iain Greenway  
Director, Land and Property Services

Dr Aideen McGinley OBE  
Chief Executive, Ilex URC Ltd

Mr Paddy McIntyre  
Chief Executive, Northern Ireland Housing Executive

Mr William McKee CBE  
Chief Executive, Belfast Health and Social Care Trust

Mr Peter McNaney  
Chief Executive, Belfast City Council

Mr Barry Mulholland  
Chief Executive, Western Education & Library Board

Mr Liam Nellis  
Chief Executive, InterTradeIreland

Mr Paul Priestly  
Permanent Secretary, Department for Regional Development

Mr David Small  
Chief Executive, Forest Service

## APPENDIX 3: MEMBERS & AUTHORITIES REPRESENTED<sup>2</sup>

Action Renewables	Mr Michael Doran
Antrim Borough Council	Mr David McCammick
Ards Borough Council	Mr Ashley Boreland
Armagh City and District Council	Mr John Briggs
Armagh Observatory	Professor Mark Bailey
Armagh Planetarium	Dr Tom Mason MBE
Arts Council of Northern Ireland	Ms Roisin McDonough
Association of Northern Ireland Colleges	Mr John D'Arcy
Ballymena Borough Council	Mrs Anne Donaghy
Ballymoney Borough Council	Mr John Dempsey
Banbridge District Council	Mr Liam Hannaway
Beeches Management Centre	Mr Seamus Carey*
Belfast City Council	Mr Peter McNaney
Belfast Health and Social Care Trust	Mr William McKee CBE
Belfast Visitor and Convention Bureau	Mr Gerry Lennon
Big Lottery Fund	Mr Walter Rader
British Council Northern Ireland	Ms Shona McCarthy
Business Services Organisation	Mr David Bingham
Carrickfergus Borough Council	Mr Alan Cardwell
Castlereagh Borough Council	Vacant
Centre for Applied Learning	Mr Steve Hare
Coleraine Borough Council	Mr Roger Wilson
Community Relations Council	Dr Duncan Morrow
Compensation Agency	Mr Robert Crawford
CITB-ConstructionSkills Northern Ireland	Mr David Cooper*
Consumer Council for Northern Ireland	Mrs Antoinette McKeown
Cookstown District Council	Mr Michael McGuckin MBE
Council for Catholic Maintained Schools	Mr Donal Flanagan OBE
Council for the Curriculum, Examinations and Assessment	Mr Neil Anderson*
Craigavon Borough Council	Mr Michael Docherty*
Criminal Justice Inspection Northern Ireland	Mr Brendan McGuigan
Department for Employment and Learning	Mr Alan Shannon
Department for Regional Development	Mr Paul Priestly
Department for Social Development	Mr Will Haire
Department of Agriculture and Rural Development	Dr Malcolm McKibbin
Department of Culture, Arts and Leisure	Ms Rosalie Flanagan
Department of Education	Mr Paul Sweeney
Department of Enterprise, Trade and Investment	Mr David Sterling
Department of Finance and Personnel	Mr Stephen Peover
Department of Health, Social Services and Public Safety	Dr Andrew McCormick

*\*As at 31 March 2010*

Department of the Environment  
Derry City Council  
Down District Council  
Driver and Vehicle Agency  
Dungannon and South Tyrone Borough Council  
Economic Research Institute of Northern Ireland  
Electoral Office for Northern Ireland  
Equality Commission for Northern Ireland  
Fermanagh District Council  
Foods Standard Agency Northern Ireland  
Forensic Science Northern Ireland  
Forest Service  
General Teaching Council for Northern Ireland  
Health and Social Care Board  
Ilex Urban Regeneration Company Ltd  
Institute of Public Health in Ireland  
InterTradelreland  
Invest Northern Ireland  
Labour Relations Agency  
Land and Property Services  
Larne Borough Council  
Libraries NI  
Limavady Borough Council  
Lisburn City Council  
Livestock and Meat Commission for Northern Ireland  
Local Government Staff Commission for Northern Ireland  
Loughs Agency  
Magherafelt District Council  
Moyle District Council  
National Museums Northern Ireland  
Newry and Mourne District Council  
Newtownabbey Borough Council  
NI-CO  
North Down Borough Council  
Northern Ireland Assembly  
Northern Ireland Audit Office  
Northern Ireland Authority for Utility Regulation  
Northern Ireland Blood Transfusion Service  
Northern Ireland Commissioner for Children and Young People  
Northern Ireland Co-ownership Housing Association

Mr Leo O'Reilly  
Mrs Valerie Watts  
Mr John Dumigan  
Mr Stanley Duncan  
Mr Alan Burke \*  
Mr Victor Hewitt  
Mr Douglas Bain CBE TD  
Ms Evelyn Collins CBE  
Mr Rodney Connor  
Mr Geoff McCurdy  
Mr Stan Brown  
Mr David Small  
Mr Eddie McArdle  
Mr John Compton  
Dr Aideen McGinley OBE  
Dr Jane Wilde CBE  
Mr Liam Nellis  
Mr Alistair Hamilton  
Mr Bill Patterson  
Mr John Wilkinson  
Mrs Geraldine McGahey  
Mrs Irene Knox  
Mr Liam Flanigan  
Mr Norman Davidson  
Mr David Rutledge  
Mr Adrian Kerr MBE  
Mr Derick Anderson  
Mr John McLaughlin  
Mr Richard Lewis  
Mr Tim Cooke  
Mr Thomas McCall  
Mr Norman Dunn  
Mr Graeme McCammon  
Mr Trevor Polley  
Mr Trevor Reaney  
Mr Kieran Donnelly  
Mr Iain Osborne  
Dr Kieran Morris\*  
Mr Gerard Campbell  
Mr Alan Crowe

Northern Ireland Council for Integrated Education  
Northern Ireland Court Service  
Northern Ireland Environment Agency  
Northern Ireland Fire and Rescue Service  
Northern Ireland Fishery Harbour Authority  
Northern Ireland Housing Executive  
Northern Ireland Human Rights Commission  
Northern Ireland Judicial Appointments Commission  
Northern Ireland Law Commission  
Northern Ireland Legal Services Commission  
Northern Ireland Local Government Association  
Northern Ireland Local Government Officers' Superannuation Committee  
Northern Ireland Museums Council  
Northern Ireland Office  
Northern Ireland Ombudsman  
Northern Ireland Policing Board  
Northern Ireland Practice and Education Council for Nursing and Midwifery  
Northern Ireland Prison Service  
Northern Ireland Science Park  
Northern Ireland Screen  
Northern Ireland Social Care Council  
Northern Ireland Statistics and Research Agency  
Northern Ireland Tourist Board  
Northern Ireland Transport Holding Company / Translink  
Northern Ireland Water  
Ofcom  
Office of the First Minister and Deputy First Minister  
Office of the Police Ombudsman for Northern Ireland  
Omagh District Council  
Parades Commission  
Patient Client Council  
Planning Service  
Police Rehabilitation and Retraining Trust  
Police Service of Northern Ireland  
Probation Board for Northern Ireland  
Public Health Agency  
Regulation and Quality Improvement Authority  
Rivers Agency

Mrs Noreen Campbell  
Mr David Lavery CB  
Mr John McMillen  
Mr Louis Jones\*  
Mr Chris Warnock  
Mr Paddy McIntyre  
Mr Peter O'Neill  
Mr Edward Gorringe  
Mrs Judena Goldring  
Mr Paul Andrews  
Ms Heather Moorhead  
  
Mr Deane Morrice  
Mr Mark Bailey  
Mr Anthony Harbinson  
Dr Tom Frawley CBE  
Mr Adrian Donaldson MBE DL  
  
Miss Frances McMurray  
Mr Robin Masefield CBE  
Dr Norman Apsley  
Mr Richard Williams  
Mr Brendan Johnston  
Dr Norman Caven  
Mr Alan Clarke  
Ms Catherine Mason  
Mr Laurence MacKenzie  
Mr Denis Wolinski  
Mr Bruce Robinson  
Mr Sam Pollock OBE  
Mr Daniel McSorley  
Mr Ronnie Pedlow  
Ms Maeve Hully  
Mrs Cynthia Smith  
Mr Eddie Gaw  
Mr Matt Baggott CBE QPM  
Mr Brian McCaughey  
Dr Eddie Rooney  
Mr Glenn Houston  
Mr John Clarke

*\*As at 31 March 2010*

Roads Service  
Social Security Agency  
South Eastern Health and Social Care Trust  
Southern Health and Social Care Trust  
Special EU Programmes Body  
Staff Commission for Education and Library Boards  
Strabane District Council  
Strategic Investment Board Limited  
The Commission for Victims and Survivors  
The Electoral Commission for Northern Ireland  
Ulster-Scots Agency  
Ulster Supported Employment Limited  
Western Education and Library Board  
Western Health and Social Care Trust  
Youth Council for Northern Ireland

Mr Geoff Allister  
Mr Bryan Davis  
Mr Hugh McCaughey  
Mrs Mairead McAlinden\*  
Mr Pat Colgan  
Mrs Patricia Weir  
Mr Philip Faithfull  
Mr David Gavaghan  
Mrs Anne Dorbie  
Mr Seamus Magee  
Mrs Hazel Campbell\*  
Mr Sam Humphries  
Mr Barry Mulholland  
Mrs Elaine Way  
Mr David Guilfoyle

<sup>2</sup>As at 31 March 2010

\*Interim / Acting

## APPENDIX 4: SUPPORT STAFF

### **Executive Director**

Alvin McKinley

### **Deputy Executive Director**

Roger Bradley

### **Executive Officer**

Kim McKnight

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Longbridge House  
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## ANNUAL REPORT 2009–2010

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