



Department of  
**Culture, Arts  
and Leisure**

[www.dcalni.gov.uk](http://www.dcalni.gov.uk)

AN ROINN

**Cultúr, Ealaíon  
agus Fóillíochta**

MÁNNYSTRIE O

**Fowkgates, Airts  
an Aisedom**

**Date: 12 November 2015**  
**Our ref: SECCOR413/2015**

Michaela Boyle  
Chairperson  
Public Accounts Committee  
Room 371  
Parliament Buildings  
Ballymiscaw  
BELFAST  
BT4 3XX

Causeway Exchange  
1-7 Bedford Street  
Belfast BT2 7EG  
Tel: +44 (0) 28 9025 8825  
email: [dcalni@dcalni.gov.uk](mailto:dcalni@dcalni.gov.uk)

Dear Chairperson

**PUBLIC ACCOUNTS COMMITTEE (PAC) EVIDENCE SESSION – REQUEST FOR FOLLOW-UP INFORMATION**

Thank you for your letter of 20 October in which you request follow-up information on the Northern Ireland Events Company. I have provided further information at Annex A.

In November 2008 the Company Inspectors were appointed by the Department of Enterprise, Trade and Investment (DETI) under Article 425 of the Companies (Northern Ireland) Order 1986 (the Order) to investigate the affairs of the Northern Ireland Events Company (NIEC).

The Inspectors work included the identification, capture, organisation and review of documentation seized under powers contained in Article 427 of the Order.

I would appreciate if you could redact the application form of Ms McAleese at Appendix 10.

Yours sincerely

**DENIS McMAHON**  
Permanent Secretary



INVESTORS  
IN PEOPLE

- ***Confirmation of when the Department's whistleblowing guidance was issued to NIEC;***

Guidance on Public Interest Disclosure (Whistleblowing) was supplied to the NIEC Chief Executive as part of the Financial Memorandum in January 2004. This was presented to the Board on 13 January 2004 by the Chief Executive.

- ***The tender details in relation to the appointment of Parity in respect of the recruitment of the Chief Executive of NIEC;***

The tender in relation to Parity Training was conducted by the NIEC and as such the Department does not have a record of this procurement. The Company Inspectors report noted a letter from the NIEC to Bell Recruitment Services dated 7 October 2003, which thanked them for submitting a proposal and advised that the job was awarded to Parity Training. A note also indicated that the same letter was sent to Spengler Fox, Lynn Recruitment and Apple Recruitment.

- ***Available documentation in relation to the appointment of the Chief Executive of NIEC from the sifting process through to the appointment of the Chief Executive including details of those candidates that met the essential criteria and those that did not;***

The Department holds correspondence with NIEC which is attached at Appendices 1- 5. Information held by the Company Inspectors has been made available and is attached at Appendices 6 - 10.

- ***Clarification on whether candidates that met the essential criteria were 'sifted out' during the sifting stage of the process;***

The letter of 9 December 2003, at Appendix 1, outlines the process which was followed to recruit the Chief Executive. This included an initial "sift" of 15 applicants down to 9, which the Department took to mean the "sifting out" of those who did not meet the essential criteria.

The Company Inspectors requested that Parity provide "all documentation relating to the recruitment process with particular reference to the background of candidates called to interview".

Parity was unable to locate the relevant documents.

- ***All correspondence between NIEC and DCAL in relation to the recruitment process;***

The following correspondence exists:

A letter to Carol Moore from Mervyn Elder dated 9/12/03 Appendix 1;  
A letter to Mervyn Elder from Carol Moore dated 9/12/03 Appendix 2;  
A letter to Janice McAleese from Mervyn Elder dated 29/12/03 Appendix 3;  
A letter to Janice McAleese from Aideen McGinley dated 4/12/04 Appendix 4.

- ***The application and CV of Ms Janice McAleese;***

The Company Inspectors have provided the application form submitted by Ms McAleese, attached at Appendix 10. I would appreciate if this Appendix could be redacted as it contains personal information.

- ***The submission to the Minister in relation to the appointment of the Chief Executive of NIEC;***

Ms McAleese was appointed during a period of Direct Rule and no submission was required. A submission was sent to the Permanent Secretary and has been attached at Appendix 5.

- ***The letter of appointment from the Board to DCAL informing the Department of the selection of Ms Janice McAleese;***

Letter attached at Appendix 1.

- ***Details on what due diligence checks were undertaken by the former Accounting Officer, Ms Aideen McGinley on Janice McAleese;***

The letter of 9 December 2003, Appendix 1, outlined the recruitment process which included initial screening. The Department expected the professional recruitment firm would comply with its own processes. It is not practice to undertake additional diligence over and above the appointment process.

- ***A copy of the letter dated 9 December 2003 to Ms Carol Moore, DCAL from the Chair of NIEC on which candidates had come through the process;***

This letter was issued to Ms Carol Moore from Mr Mervyn Elder and is attached at Appendix 1.

- ***Clarification on whether Ms Aideen McGinley or Mr Nigel Carson knew that Janice McAleese did not meet the essential criteria;***

Ms McGinley has confirmed that she was not aware that Janice McAleese did not meet the essential criteria.

While Mr Carson does not recollect the specifics of the appointment process, he concluded, in light of the process detailed in the letter attached at Appendix 1, that he could not have known that Janice McAleese did not meet the essential criteria. He also confirmed that, had he known that Janice McAleese had not met the criteria, he would have taken appropriate action.

- ***Clarification on whether the Accounting Officer training was a requirement and whether Ms McAleese attended the training; and***

Accounting Officer training was a requirement. Janice McAleese was expected to attend the Accounting Officer training at the earliest opportunity, as outlined in her letter of appointment (Appendix 4). Ms McGinley was not informed to the contrary and had no reason to believe she did not.

- ***Confirmation that DCAL has verified whether Mr Meryvn Elder's signature is on the overdraft approval letter falsely submitted to DCAL and the outcome of this verification.***

Following the PAC hearing we have verified that a signature reading "SM Elder" is on the second overdraft approval letter. However, the Company Inspectors, working with forensic accountants and forensic technology specialists, have determined that the signature is considerably different when compared with the signature on the resolution for the first overdraft.

Appendix 1

SME/PD

M Elder



9 December 2003

Mrs Carol Moore  
Deputy Secretary  
Department of Culture, Arts & Leisure  
Interpoint, 2-24 York Street  
BELFAST BT15 1AA

Dear Carol

**RECRUITMENT OF CHIEF EXECUTIVE FOR NIEC**

By now, I hope that Nigel Carson has briefed you on the outcome of the final interviews in connection with the above post. The procedure and sequence of events for the post was as follows:-

- In September Recruitment Consultants were asked to quote for the consultancy work connected with the recruitment of the post.
- In October Parity Training were selected from a number of firms who replied (assessment details of firms submitted available on request.)
- On October 24 John Walker and I met with Parity to agree the process to be applied in the recruitment process.
- The post was advertised in the Belfast Telegraph on Friday 31 October and was also on Parity's 'on line' facility. Closing dates for applications to be 14 November.
- 15 applications were received from which 9 people were called for initial screening interview conducted by Parity (lead consultant was Mr Pat O'Kane, head of Executive Recruitment).
- After these interviews and at a follow up meeting between Parity and myself the candidates were reduced to 3 who were invited to go forward to the second stage, a half day assessment exercise.
- The assessment exercise took place at Parity's headquarters at Antrim Technology Park on 25 November. I was in attendance during the assessment exercise.
- All three candidates were invited to attend for final interview on 8 December at Malone House. Because one of the candidates was to leave for

Northern Ireland Events Company, 3rd Floor, Interpoint, 20 - 24 York Street, Belfast, BT15 1AQ  
T. 028 9025 8868 F. 028 9025 8969 W. www.nievents.co.uk E. nievents@dcalni.gov.uk

Company Limited by Guarantee (NI 32391). Registered Address: Thomas House, 14 - 16 James Street South, Belfast, BT2 7GA

an extended holiday on 8 December we held her interview at your office on the evening of Friday 5 December. The other 2 candidates were interviewed yesterday afternoon at Malone House.

You will have heard that as a result of the final interview, which included a 10min presentation (15 marks) followed by 7 individual questions ( $7 \times 5 = 35$  marks) to which assessment centre marks (40 marks) were added the decision of the panel was that Janice McAleese should be offered the position of Chief Executive of the NIEC. Ms McAleese received the first preference of Jan Lee and myself and the joint first preference of Nigel Carson. Pat O'Kane who sat in as an observer only at the final interview was happy to state that he fully endorsed that decision.

The panel were happy that the other two candidates would also have been acceptable and therefore would place them as reserves. The marks indicated that Andrew Kyle was second and Hilary McGrady third in order of preference. Pat O'Kane has all the detailed mark sheets and panel notes and is currently formalising and finalising the panel's deliberations and marks.

In the interests of expediency and in fairness to all three candidates I would hope to have Parity conclude the procedure by formally informing all the candidates of the outcome and would therefore ask for your approval that that be now done. To facilitate this I hope you forgive me faxing this letter to you in the first instance (hard copy follows). Perhaps you would be good enough to respond to me in the first instance by telephone or fax.

If it is agreed that Janice McAleese be offered the position I would intend to do so at the minimum or starting point on the salary scale (£50k - 60k) with a review at the end of each year of the fixed three year contract.

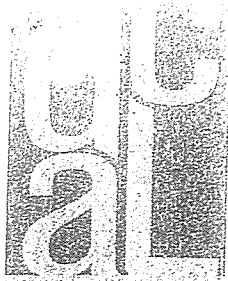
Yours sincerely



S M ELDER

Appendix 2

Mr Carson  
The Sanddram.



An Roinn Cultúir, Ealaíon agus Fóillíochta  
Máinnystrie o Fowkgates, Airts and Aisedom

Department of Culture, Arts & Leisure

Interpoint, 20-24 York Street, Belfast BT15 1AQ

Tel: +44 (0)28 9025 8825 Fax: +44 (0)28 9025 8883

Direct Line: 02890-258848

Fax Number: 02890-258951

E-mail: carol.moore@dcalni.gov.uk

9/12

<sup>ps</sup>  
I assume the Accounting  
office appointment can now  
be changed to permanent.

Mr M Elder  
Director  
NI Events Company  
Belfast City Council  
BELFAST

9 December 2003

Dear Mervyn

**CHIEF EXECUTIVE - NIEC**

Thank you for your letter of today's date regarding your recent recruitment competition for Chief Executive. I have noted the points you made regarding the recruitment process you followed.

I am content to formally give approval to Janice McAleese's appointment as Chief Executive and wish the company continued success.

Yours sincerely

*CP Moore*

**C P MOORE (MRS)**  
Deputy Secretary

DATE 9.12.03.
NO DC 43.13.





Appendix 3



1. Old room - ✓ to be 5/1

2. New file,

29 December 2003

Ms Janice McAleese  
Acting Chief Executive  
Northern Ireland Events Company  
Redwood House  
66 Newforge Lane  
BELFAST BT9 5NW

Dear Janice

May I take this opportunity of congratulating you on the success of your application for the post of Chief Executive of the Northern Ireland Events Company. May I also, on behalf of the Board, take this opportunity to formally offer you the position.

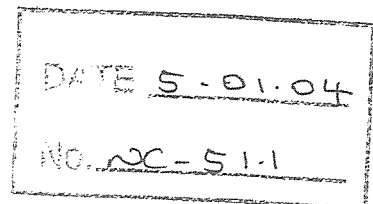
As you know the position currently is on a fixed term contract of 3 years, with a salary of between £50,000 - £60,000. I would like to offer you the position at the starting salary of £50,000 a review of which, with the Board's concurrence, I would intend to undertake at the end of the first year.

May I also take this opportunity of thanking you most sincerely for the outstanding effort you made in the position of acting up as Chief Executive, since the retirement of John Walker in September. The Board and I are very appreciative of the extremely difficult time and trogan work which you put in on behalf of the Company.

May I wish you and all your family a healthy, happy, prosperous and peaceful 2004 and, in the hope that you will accept this offer, I look forward very much as Chairman to working with you.

Yours sincerely

  
S M ELDER  
CHAIRMAN



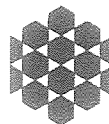
Northern Ireland Events Company, 3rd Floor Interpoint, 20 - 24 York Street, Belfast, BT15 1AQ

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FROM THE PERMANENT SECRETARY



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AN ROINN  
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agus Fóillíochta**

MÁNNYSTRIE O  
**Fowkgates, Airts  
an Aisedom**

Appendix 4

Your reference

Our reference SecSub25-04

Date 4 February 2004

Ms Janice McAleese  
Northern Ireland Events Company  
Redwood House  
66 Newforge Lane  
BELFAST  
BT9 5NW

Interpoint  
20-24 York Street  
Belfast BT15 1AQ  
Tel: +44 (0) 28 9025 8825  
Fax: +44 (0) 28 9025 8906  
email: [perm.sec@dcalni.gov.uk](mailto:perm.sec@dcalni.gov.uk)

Dear Janice

**APPOINTMENT AS ACCOUNTING OFFICER :  
NORTHERN IRELAND EVENTS COMPANY**

I am writing to designate you formally as Accounting Officer for the Northern Ireland Events Company (NIEC) with effect from 2 January 2004. The purpose of this letter is therefore to set out the relationship between your responsibilities in that capacity and mine as principal Accounting Officer for the Department of Culture, Arts and Leisure.

My responsibilities as principal Accounting Officer are (i) to satisfy myself that the financial and other management controls applied by the Department are appropriate and sufficient to safeguard public funds and more generally that those being applied by NIEC conform with the requirements both of propriety and of good financial management; (ii) to ensure the conditions attached to the grant to NIEC conform with the terms of the Estimate and (iii) to monitor compliance with those conditions by NIEC. These arrangements are formally set out in the Financial Memorandum.

As principal Accounting Officer for the Estimate on which NIEC's expenditure falls, I sign the departmental Annual Resource Account and complete the departmental 'Statement of Internal Control'. I must, therefore, satisfy myself that the resources authorised are used only for the purposes intended by Parliament/the Assembly and that there is proper accounting for these funds and any associated receipts.

As Accounting Officer for NIEC, you are responsible to DCAL for NIEC's use of resources in carrying out its statutory duties. To carry out your responsibilities you need a thorough understanding of propriety and accountability issues as they affect those in public service. I enclose a copy of the DFP Memorandum entitled "The Responsibilities of a NDPB Accounting Officer" and a copy of the Handbook, "Regularity and Propriety". You should ensure you understand the contents of these documents and meet the requirements therein.

If you have not already done so you should take advantage as soon as possible of the Civil Service College (CSC) course “An Introduction to Public Accountability for Chief Executives”. The College can also provide a fuller training package specifically tailored to your experience and needs. This is normally held at the CSC in London or Sunningdale. The respective telephone numbers are 0207 834 6644 and 0134 463 4000. Occasionally the Business Development Service (BDS) or the Chief Executives Forum (CEF) organises courses here. You may wish to contact Alan McManus (BDS), Tel. 9052 7496 or Alvin McKinley (CEF) Tel. 9054 2961.

I will ensure that all relevant DFP guidance to Accounting Officers is copied to you.

You are responsible for all the matters listed in paragraphs 7 and 18 of the DFP Memorandum. Specifically, you must: -

- sign the accounts and in doing so accept personal responsibility for their proper presentation as prescribed in legislation or by the Department;
- conform with the requirements of the Financial Memorandum and ensure that accounts are drawn up in accordance with any conditions set out in legislation, Accounts Directions and relevant guidance from the Department of Finance and Personnel;
- ensure that proper financial procedures are followed and that accounting records are maintained in a form suited to the requirements of management as well as in the form prescribed for published accounts;
- ensure that the public funds for which you are responsible as Accounting Officer are properly and well managed and safeguarded with independent and effective checks of cash balances in the hands of any official;
- ensure that assets for which you are responsible such as land, buildings or other property, including stores and equipment, are controlled and safeguarded with similar care, and with checks as appropriate;
- ensure that conflicts of interests are avoided, whether in the proceedings of the Board or in the actions or advice of its staff, including yourself; and
- ensure that, in the consideration of policy proposals relating to the expenditure for which you are responsible as Accounting Officer, all relevant financial considerations, including any issues of propriety, regularity or value for money, are taken into account and brought to the attention of the Board.

You have a responsibility for ensuring compliance with Parliamentary requirements regarding the control of expenditure and the requirements set out in the Financial Memorandum. Your

judgement, as Accounting Officer, on the matters for which you are responsible may be overridden only by the Department.

You also have a responsibility to see that appropriate advice is tendered to the Board on all matters of financial propriety and regularity and more broadly as to all considerations of prudent and economical administration, efficiency and effectiveness. The Board should act in accordance with the requirements of propriety or regularity. However, should the Board or the Chairman contemplate a course of action, or a transaction, which would infringe these requirements, you must take the formal action specifically covered in paragraphs 14 and 18 of the DFP Memorandum.

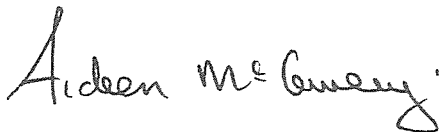
The designation of you as Accounting Officer may be withdrawn if I conclude that you are no longer a fit person to carry out the responsibilities of an Accounting Officer or that it is otherwise in the public interest that your designation is withdrawn.

As Accounting Officer, you may be asked to appear before the Public Accounts Committee to give evidence on the discharge of your responsibilities as Accounting Officer for NIEC. In such circumstances, the Committee may wish to take evidence from both me as the principal Accounting Officer and yourself. It will be for me to answer on those matters concerning NIEC which fall within my responsibility. In giving evidence to the Committee, you should be guided as appropriate by paragraphs 19 -24 of the DFP Memorandum.

I am copying this letter without the enclosures to (i) the NI Comptroller and Auditor General, (ii) the Clerk of the Public Accounts Committee (iii) the Northern Ireland Treasury Officer of Accounts.

I should be grateful if you would acknowledge receipt of this letter and the accompanying DFP Memorandum.

Yours sincerely



**AIDEEN MCGINLEY**

may I take this opportunity to congratulate  
you on your appointment.



# Appendix 5

## Memo

**From:** Martin Ingram  
Accountability Branch

**Your ref:**

**Our ref:**

**Tel:** 028 90254223

**cc:**

**Date:** 3 February 2004

**To:** The Departmental Accounting Officer

### **NORTHERN IRELAND EVENTS COMPANY : APPOINTMENT OF ACCOUNTING OFFICER**

**Issue:** Janice McAleese was appointed interim Accounting Officer, with effect from 1 October 2003 to fill the vacancy created by the retirement of John Walker, the former Chief Executive and Accounting Officer of Northern Ireland Events Company (NIEC).

Janice has now been appointed Chief Executive for NIEC, with effect from 2 January 2004 and it is necessary to appoint her as Accounting Officer in a permanent capacity from this date.

**Recommendation:** That the Secretary sends a letter along the lines of the attached draft with the attachments to Janice McAleese

Martin Ingram





Department Of Culture, Arts & Leisure  
Financial Branch - Accountability  
Interpoint  
20 – 24 York Street  
Belfast  
BT 15 1AQ

Janice McAleese  
Northern Ireland Events Company  
Redwood House  
66 Newforge Lane  
BT9 5NW

3 February 2004

Dear Janice

**APPOINTMENT AS ACCOUNTING OFFICER :  
NORTHERN IRELAND EVENTS COMPANY**

I am writing to designate you formally as Accounting Officer for Northern Ireland Events Company (NIEC) with effect from 2 January 2004. The purpose of this letter is therefore to set out the relationship between your responsibilities in that capacity and mine as principal Accounting Officer for the Department of Culture, Arts and Leisure.

My responsibilities as principal Accounting Officer are (i) to satisfy myself that the financial and other management controls applied by the Department are appropriate and sufficient to safeguard public funds and more generally that those being applied by NIEC conform with the requirements both of propriety and of good financial management; (ii) to ensure the conditions attached to the grant to NIEC conform with the terms of the Estimate and (iii) to monitor compliance with those conditions by NIEC. These arrangements are formally set out in the Financial Memorandum.

As principal Accounting Officer for the Estimate on which NIEC's expenditure falls, I sign the departmental Annual Resource Account and complete the departmental 'Statement of Internal Control'. I must, therefore, satisfy myself that the resources authorised are used only for the purposes intended by Parliament/the Assembly and that there is proper accounting for these funds and any associated receipts.

As Accounting Officer for NIEC, you are responsible to DCAL for NIEC's use of resources in carrying out its statutory duties. To carry out your responsibilities you need a thorough understanding of propriety and accountability issues as they affect those in public service. I enclose a copy of the DFP Memorandum entitled "The Responsibilities of a NDPB Accounting Officer" and a copy of the Handbook,

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- conform with the requirements of the Financial Memorandum and ensure that accounts are drawn up in accordance with any conditions set out in legislation, Accounts Directions and relevant guidance from the Department of Finance and Personnel;
- ensure that proper financial procedures are followed and that accounting records are maintained in a form suited to the requirements of management as well as in the form prescribed for published accounts;
- ensure that the public funds for which you are responsible as Accounting Officer are properly and well managed and safeguarded with independent and effective checks of cash balances in the hands of any official;
- ensure that assets for which you are responsible such as land, buildings or other property, including stores and equipment, are controlled and safeguarded with similar care, and with checks as appropriate;
- ensure that conflicts of interests are avoided, whether in the proceedings of the Board or in the actions or advice of its staff, including yourself; and
- ensure that, in the consideration of policy proposals relating to the expenditure for which you are responsible as Accounting Officer, all relevant financial considerations, including any issues of propriety, regularity or value for money, are taken into account and brought to the attention of the Board.

You have a responsibility for ensuring compliance with Parliamentary requirements regarding the control of expenditure and the requirements set out in the Financial Memorandum. Your judgment, as Accounting Officer, on the matters for which you are responsible may be overridden only by the Department.

You also have a responsibility to see that appropriate advice is tendered to the Board on all matters of financial propriety and regularity and more broadly as to all considerations of prudent and economical administration, efficiency and effectiveness. The Board should act in accordance with the requirements of propriety or regularity. However, should the Board or the Chairman contemplate a course of action, or a transaction, which would infringe these requirements, you must take the formal action specifically covered in paragraphs 14 and 18 of the DFP Memorandum.

The designation of you as Accounting Officer may be withdrawn if I conclude that you are no longer a fit person to carry out the responsibilities of an Accounting Officer or that it is otherwise in the public interest that your designation is withdrawn.

As Accounting Officer, you may be asked to appear before the Public Accounts Committee to give evidence on the discharge of your responsibilities as Accounting Officer for NIEC. In such circumstances, the Committee may wish to take evidence from both me as the principal Accounting Officer and yourself. It will be for me to answer on those matters concerning NIEC which fall within my responsibility. In giving evidence to the Committee, you should be guided as appropriate by paragraphs 19 –24 of the DFP Memorandum.

I am copying this letter without the enclosures to (i) the NI Comptroller and Auditor General, (ii) the Clerk of the Public Accounts Committee (iii) the Northern Ireland Treasury Officer of Accounts.

I should be grateful if you would acknowledge receipt of this letter and the accompanying DFP Memorandum.

Yours sincerely

**AIDEEN MCGINLEY**  
**Permanent Secretary**  
**Department of Culture, Arts and Leisure**



# Appendix 6

- Reduction in experience

## Northern Ireland Events Company Chief Executive - Job Specification

### MAIN DUTIES AND RESPONSIBILITIES

- Responsible for:
  - Developing and maintaining efficient and effective financial and personnel management systems
  - Preparation of corporate and business plans
  - Monitoring and evaluation of NIEC performance
  - Supporting the Departmental Accounting Officer at Public Accounts Committee and other Parliamentary or local administrative bodies
  - Advising and supporting the NIEC Board on the strategic direction and management of the company
  
- Negotiating with national and international governing bodies and with event promoters/organisers to secure relevant events for Northern Ireland
- Developing links and establishing partnerships with local and national Private Sector Companies, to secure sponsorship for events
- Maintaining a rolling 6-8 year major events programme
- Developing and maintaining working links with relevant statutory bodies and with organisations managing major events programmes in other countries
- Generating a work culture within NIEC that will motivate staff and develop their capabilities to the fullest extent
- Represent the Company at selected conferences and seminars
- Act as the chief spokesperson for the Company with the Media

### Essential Criteria/Experience

- At least 2 years Senior Management experience in both public and private sectors
- Current knowledge of the key elements of a successful major events strategy
- Direct experience of/involvement with the organisation and running of major events
- Wide knowledge of national and international cultural and sporting networks
- Experience of working with the media
- Experience of forging links with the private sector
- Demonstrable capacity for strategic thinking and strategic planning
- Experience of leading and motivating a small and highly flexible team
- Experience of negotiating with top management in the public and private sectors
- Political awareness
- Proven record in delivering results

reduced from 6 to 2 or perhaps increased to 4

### **Desirable Criteria/Experience**

- Knowledge of current trends/best practice in management systems
- Knowledge of Company Law
- Knowledge of the NI Public Expenditure system
- Knowledge of local political institutions and the NI Programme for Government.

### **Competencies**

- Highly developed interpersonal skills
- High levels of articulacy and communication skills
- Negotiating skills and techniques
- Capacity for decision making
- Integrity
- Strategic thinking and planning
- IT

Appendix 7  
- Parity Advert

## Chief Executive

**NORTHERN IRELAND EVENTS COMPANY**  
**3 Year Fixed Term (Renewable). Salary Range (£50 - £60,000)**

Our client, The Northern Ireland Events Company is a Government funded Limited Company, whose role is to develop and implement a major events strategy for Northern Ireland. To facilitate the continual development of the corporate strategy and realisation of the company's objectives the NIEC wish to recruit a Chief Executive to drive the business forward.

### Key responsibilities:

- As designated Accounting Officer for NIEC the Chief Executive is responsible for maintaining sound personnel and financial management policies and procedures;
- Negotiating with national and international governing bodies and with event promoters/organisers, to secure relevant events for N.I.
- Developing links and establishing partnerships with local and national private sector companies, to secure sponsorship for events,
- Maintain a rolling 6-8 year major events programme;
- Developing and maintaining working links with relevant statutory bodies and with organisations managing major events programmes in other countries;
- Generating a work culture within the NIEC that will motivate staff and develop their capabilities to the fullest extent.
- Represent the company at selected conferences and seminars.
- Act as the chief spokesperson for the company with the media

### Essential:

- At least 4 years combined Senior Management experience gained in both public and private sectors
- Current knowledge of the key elements of a successful major events strategy,
- Direct experience of/involvement with the organisation and running of major events,
- Wide knowledge of national and international cultural and sporting networks,
- Experience of working with the media and forging links with the private sector.
- Proven capacity for strategic thinking and planning,
- Experience of leading and motivating a multi-disciplined team,
- Experience of influencing decision making at Senior/Board level in the public and private sectors
- Political Awareness,
- Assertiveness, diplomacy and a track record of delivering results

### Desirable:

- Third level qualification in Business, Marketing or a related subject;
  - Knowledge of current trends/best practice in management systems,
  - Knowledge of Company Law;
  - Knowledge of the N.I. Public Expenditure System,
  - Experience of reporting to and working with NDPBs,
  - Knowledge of the local political institutions and the N.I. Programme for government.
- All applicants will be expected to be committed and flexible in terms of working hours with excellent interpersonal, communication and I.T. skills.

### For further information contact:

Mr Pat O'Kane, Executive Recruitment Manager, Parity, Blackstaff Chambers,  
2 Amelia Street, Belfast, BT2 7GS. Tel: (028) 90 260408.  
e-mail: [irelandcareers@parity.net](mailto:irelandcareers@parity.net)

Closing Date is: 5.00pm 14th November 2003.

Parity is an Equal Opportunities Employer

**Parity Ltd**

Blackstaff Chambers, 2 Amelia Street, Belfast BT2 7GS





1360



To: Janice McAteese  
 Chief Executive, NIEC

From: Mervyn Elder  
 Chairman, NIEC

Date: January 2004

Ref: Authorisation of Fees to be paid to Parity Training Ltd  
 in respect of Recruitment of Chief Executive Post

a) I confirm that the following fees shall be paid to Parity Training Ltd:-

Invoice No 560023 dated 12<sup>th</sup> December 2003 for:-

Fees for Franche 1:	£1,500	
for Advertisement in Belfast Telegraph:	£2,705	
<b>Total:</b>	<b>£4,205 + VAT</b>	<b>= £4,940.88</b>

Invoice 560026 dated 12<sup>th</sup> December 2004 for:-

Fees for Franche 2:	£1,500	
Assessment Centre:	£3,000	
<b>Total:</b>	<b>£4,500 + VAT</b>	<b>= £5,287.50</b>

Invoice 560156 dated 23 December 2003 for:-

Fees for Franche 3:	£1,500 + VAT	= <b>£1,762.50</b>
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This is in accordance with agreed fee structure in Parity's Proposal (Paragraph 6 - 'Cost')

Fixed fee of:	£4,500
together with fee for Assessment Centre:	£3,000
(agreed verbally between Parity and me)	
Placing of Advertisement	£2,705
<b>TOTAL:</b>	<b>£10,205 + VAT</b>

£11,990.88  
To be PAID

I have signed the invoices and authorised for payment

Mervyn Elder  
 MERVYN ELDER

Janice McAteese  
 Paid 9/1/04  
 Janice McAteese



## STATEMENT OF MAIN TERMS OF EMPLOYMENT

This Statement, together with the Employee Handbook, forms part of your Contract of Employment and sets out particulars of the main terms on which

**Northern Ireland Events Company,  
Redwood House, 66 New Forge Lane, Belfast, BT9 5NW.**  
employs

Janice McAleese

This fixed term contract will come to an end on 31<sup>st</sup> December 2006 unless otherwise terminated by either party giving notice of one month at any time during the contract.

**JOB TITLE** Chief Executive

### PLACE OF WORK

You will normally be required to work at Redwood House, 66 New Forge Lane, Belfast, BT9 5NW. You may be required to work outside the United Kingdom.

### HOURS OF WORK

Your normal hours of work are 37½ per week, 9.00 am. to 5.00 pm. Monday to Friday with a 30 minute break each day. You may be required to work additional hours when authorised and as necessitated by the needs of the business.

### REMUNERATION

Your salary is currently £ 50,000 per annum payable monthly by electronic transfer as detailed on your pay statement. An annual increment will be in line with performance.

### ANNUAL HOLIDAYS

Your holiday year begins on 1st April and ends on 31st March each year. You will receive a paid holiday entitlement of 25 working days during a complete holiday year. For part years of service your entitlement will be calculated as 1/12th of the annual entitlement for each completed month of service during that holiday year.

Conditions relating to the taking of annual holidays are shown in the Employee Handbook to which you should refer.

## **PUBLIC/BANK HOLIDAYS**

In addition to the annual holiday entitlement you are allowed the following public/bank holidays each year with pay or alternative days as decided by us:-

New Year's Day	12th July
17th March	13th July
Easter Monday	The last Monday in August
Easter Tuesday	Christmas Day
The first Monday in May	Boxing Day
The last Monday in May	

## **SICKNESS PAY AND CONDITIONS**

We have a contractual sick/injury pay scheme which, on completion of \_\_\_\_\_ months service, provides payment during periods of certificated sickness for two working weeks in any 12 month period.

Conditions relating to the above are shown in the Employee Handbook to which you should refer.

## **DISCIPLINARY RULES AND PROCEDURES**

The disciplinary rules and procedures that apply to your employment are shown in the Employee Handbook to which you should refer.

## **DISCIPLINARY APPEAL PROCEDURE**

The disciplinary rules and procedures, which form part of the Contract of Employment, incorporate the right to lodge an appeal in respect of any disciplinary action taken against you. If you wish to exercise this right, you should apply either verbally or in writing to the Chairperson within five working days of the decision you are complaining against. Further information can be found in the Employee Handbook.

## **GRIEVANCE PROCEDURE**

It is important that if you feel dissatisfied with any matter relating to your work you should have an immediate means by which such a grievance can be aired and resolved. If you feel aggrieved at any such matter during the course of your employment you should raise the grievance with your immediate Supervisor either verbally or in writing. Further information can be found in the Employee Handbook.

## **NOTICE OF TERMINATION TO BE GIVEN BY EMPLOYER**

Under 1 months service - Nil.

1 month up to successful completion of your probationary period - 1 week.

On successful completion of probationary period but less than 5 years service - 1 month.

5 years service or more - 1 week for each completed year of service to a maximum of 12 weeks after 12 years.

**NOTICE OF TERMINATION TO BE GIVEN BY EMPLOYEE**

Under 1 months service - Nil.

1 month to successful completion of your probationary period - 1 week.

On successful completion of your probationary period - 1 month.

**PENSION AND PENSION SCHEME**

There is a stakeholder pension scheme applicable to your employment of which the company will contribute 5% of your gross salary. We do not hold a contracting out certificate.

Any amendments to this statement will be agreed with you and confirmed in writing within one month.

*J. E. Ede*  
..... (Signature)

*9 April 2004*  
..... (Date)

For and on behalf of the Employer

I acknowledge receipt of this statement and agree that, for the purpose of the Working Time Regulations, any applicable entitlements and provisions constitute a Relevant Agreement.

*J McAleese*  
..... (Employee)      *09/04/04* (Date)

Janice

Form DRP1

**AMENDMENT TO  
STATEMENT OF MAIN TERMS OF EMPLOYMENT**  
(for existing employees)

To: **Janice McAleese**

Date: 8<sup>th</sup> March 2005

This is to confirm to you that, with effect from 3rd April 2005, the following changes are made to your Statement of Main Terms of Employment:

- 1) The paragraph headed "**DISCIPLINARY RULES AND PROCEDURES**" is deleted and replaced by the following paragraphs:

**PROCEDURES FOR DEALING WITH CAPABILITY ISSUES**

The procedures that will apply when dealing with capability issues that may arise during the course of your employment, including dismissal on the grounds of capability, are shown under the heading "CAPABILITY" in the Employee Handbook to which you should refer. For the avoidance of doubt, these procedures will also incorporate (on a non-contractual basis) the procedures shown under the heading "GENERAL DISMISSAL AND APPEAL PROCEDURES" where legally required.

**DISCIPLINARY AND DISCIPLINARY DISMISSAL PROCEDURES**

The disciplinary rules that form part of your contract of employment and the procedures that will apply when dealing with disciplinary issues and disciplinary dismissals are shown under the heading "DISCIPLINARY RULES AND PROCEDURES" in the Employee Handbook to which you should refer. For the avoidance of doubt, these procedures will also incorporate (on a non-contractual basis) the procedures shown under the heading "GENERAL DISMISSAL AND APPEAL PROCEDURES" where legally required.

- 2) The paragraph headed "**DISCIPLINARY APPEAL PROCEDURE**" is deleted and replaced by the following paragraphs:

**CAPABILITY/DISCIPLINARY APPEAL PROCEDURE**

Should you be dissatisfied with any decision to take action or dismiss you on capability/disciplinary grounds, you should apply, either verbally or in writing, to: **The Chairman** within five working days of the decision you are complaining against. Further information can be found in the Employee Handbook under the heading "DISCIPLINARY APPEAL PROCEDURE" to which you should refer.

**GENERAL DISMISSAL AND APPEAL PROCEDURES**

The procedures that will apply, where legally required, when dealing with dismissals, other than capability/disciplinary dismissals are shown below:

*Step 1: Statement of grounds for action and invitation to meeting.*

- Your alleged conduct or characteristics, or other circumstances, which lead us to contemplate dismissing or taking disciplinary action against you, will be set out in writing.
- This statement, or a copy of it, will be sent to you and you will be invited to attend a meeting to discuss the matter.

Form DRP1

*Step 2: Meeting.*

- The meeting will take place before action is taken, except in the case where disciplinary action consists of suspension.
- The meeting will not take place unless:
  - (a) you have been informed what the basis was for including in the statement, under Step 1, the ground or grounds in it; and
  - (b) you have had a reasonable opportunity to consider your response to that information.
- You must take all reasonable steps to attend the meeting.
- After the meeting, you will be informed of the decision and notified of the right to appeal against the decision if you are not satisfied with it.

*Step 3: Appeal.*

- If you wish to appeal, you must inform us.
- If you inform us of your wish to appeal, you will be invited to attend a further meeting.
- You must take all reasonable steps to attend the meeting.
- The appeal meeting need not take place before the dismissal or disciplinary action takes effect.
- After the appeal meeting you will be informed of the final decision.

*General Requirements:*

The following requirements will be adhered to in respect of the above procedures (so far as applicable):

- Each step and action under the procedure will be taken without unreasonable delay.
- Timing and location of meetings will be reasonable.
- Meetings will be conducted in a manner that enables both parties to explain their cases.
- In the case of appeal meetings, which are not the first meeting, we will, so far as is reasonably practicable, be represented by a more senior manager than attended the first meeting (unless the most senior manager attended that meeting).

These procedures are set down by statute and do not form part of your Contract of Employment. Should there be any change to the relevant statutory procedures or to the circumstances in which they apply then such changes will be taken into account. Additional procedures may be followed where appropriate to the circumstances of any particular case. Should you be dissatisfied with any decision to dismiss you under these procedures, you should apply, either verbally or in writing, to within five working days of the decision you are complaining against.

This is a formal variation to your existing terms and conditions of employment. Your other terms and conditions remain unchanged.

Please sign and date both copies of this form and return one copy to as soon as possible.

Signed *Sharon Katt*

For and on behalf of Northern Ireland Events Company (Employer)

I acknowledge receipt of the above amendments to my Statement of Main Terms

Signed *J McAleese* (Employee)

Date 08/03/05

