

CO³

Chief Officers 3rd Sector

Magazine

SUMMER 2018

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CO3 HEALTH SIG

KATE FLECK ON STEPPING DOWN AS CO3 HEALTH SIG CHAIR | P 29

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CHAIRPERSON'S WELCOME:

KEEP GOING BY ANDREW MCCRACKEN, CHAIR, CO3



“IT IS AMAZING WHAT YOU CAN ACCOMPLISH IF YOU DO NOT CARE WHO GETS THE CREDIT” (HARRY TRUMAN)

I've always loved the book 'Good to Great' by Jim Collins, where he methodically plots out what causes great organisations to be great. It's full of wonderful nuggets of wisdom - for example, the idea that you start with the right people, and then set your strategy; or that change comes by gradually gaining faster and faster momentum, not in easy flashes.

One of his key findings was the kind of leaders that great organisations have. They are leaders who combine

two characteristics - personal humility, and fierce resolve. Resolve, not for personal gain, but to identify the most important things and see that they are achieved; and humility - recognising that, in the end, it's not about us.

One of the advantages that we have in the 3rd sector, that I can see from my roles both as chair of CO3 and CEO of the Community Foundation, is that our sector is packed full of leaders with those attributes. The grit, resolve, and passion that it takes to steer organisations through uncertain times and to deal with complex social issues is plainly visible; as is the willingness to let others take the credit. The desire for the beneficiaries we're all working with to have their voices heard shines through all of our work; and

is a testament to the humility of our organisations and leaders how often we get out of the way and make sure the right people are heard.

Part of CO3's role is to encourage and support that kind of highly effective leadership. But our role is also to sing the praises of the sector, even if that causes us as individuals to blush. We are a fundamental part of the fabric of Northern Ireland; and every day lonely people are visited, sick people are made well; and lives are changed as a result of the excellent leadership that we model. In the midst of uncertainty and crisis around us, we have a lot to be proud of; and the team at CO3 will make sure that message gets out.

And when it's hard, I hope that you can rely on other members of CO3, the staff team, and the fantastic events and resources that CO3 has to be one of the pillars of support that keep you going. I know I do.

Keep going.

A handwritten signature in black ink, appearing to read 'A McCracken'.

Andrew McCracken
Chairperson, CO3

CEO'S WELCOME

I read an article yesterday about a leadership exercise called 'Deep Fast Forwarding,' you are asked to envision your funeral and what people say about you in a eulogy. You are then asked is it what you want to hear.

It was an interesting, reflective piece that offered insights from a range of professionals in leadership roles. In addition, to offering time to consider my own leadership style the article also prompted a reflection on the support services that CO3 offers to our members.

One of the key services that we offer to our members is that opportunity for personal reflection and support through our networking events and leadership programmes.

Our membership has now grown to over 800 members, a community of leaders who operate at Board, Chief Executive and Senior Management within a range of Third Sector organisations. We also have a growing number of corporate partners who form part of our growing network.

We pride ourselves on being

membership led and driven.

The cross-sectoral leadership exchange with the Chief Executives Forum has proven to be a great way to deepen connections across the public sector. Our Health & Social Care Special Interest group was created as a result of a suggestion made by a member. (You can read thoughts from group Chairperson, Kate Fleck on page 29.)

As we step forward one of our main challenges is to ensure that we retain that personal service we offer to our members. We want to hear what you have to say about CO3 and more importantly how we can support you in your leadership role. Please take a look at the Member Benefits reminder on page 5 and get in touch with us if there is any additional support you feel we can provide.

In this edition of the magazine, we reflect on the success of CO3 Leadership Conference & Awards dinner. We also highlight our upcoming events, some of the new services we offer and thought pieces from a range of members.



May I take this opportunity to say thank you for your continued support as a valued CO3 member.

Nora Smith
Chief Executive, CO3

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Chief Officers 3rd Sector, CO3

MEMBER BENEFIT REMINDER

MAKING THE MOST OF YOUR CO3 MEMBERSHIP



As a member of CO3 you have access to a wide range of training and support services, many of which are completely free, so make sure that you take advantage of them all!

THEY INCLUDE:

- ✓ Attendance at a wide range of free networking events including the Annual Members Lunch. More details under Events section on co3.bz
- ✓ Access to business advisors on a wide range of areas including HR, Finance, Governance, Fundraising, Investment, Re-structuring, Insolvency, Research and Evaluation to name just a few. Visit Support Services under Member Benefits on co3.bz
- ✓ Free Counselling Service provided by New Life Counselling. CO3 Members can either ring a dedicated telephone number 028 9039 1630 during office hours and speak to a member of staff about a CO3 Referral or make an online self referral via the website noting that this is a CO3 referral: www.newlifecounselling.net/get-counselling
- ✓ Access to a highly successful Mentoring Programme and Executive Coaching service. See our Development section on co3.bz for further details or contact Tracey@co3.bz
- ✓ Access to accredited and sector specific training to build your skills and knowledge, including the Excelling in Leadership Programme and the Leading Edge Programme. Visit www.co3.bz to find out more.
- ✓ Chance to join one of the many CO3 special interest sub groups e.g. Health, Marketing and Comms, HR or Finance. Email rachel@co3.bz for further information.
- ✓ Special Negotiated Benefits With our Corporate Partners - e.g. Legal Island offer a 65% discount to CO3 members on their e-learning modules on GDPR Compliance or Equality and Diversity. Visit Member Discounts under our Member Benefits on co3.bz
- ✓ Chance to attend exclusive events with high level political and government leaders and key decision makers. See Events section for the next roundtable.
- ✓ Opportunity to submit a member profile and organisational news for publication in the CO3 Email briefing or the CO3 biannual magazine. Contact Sarah@co3.bz
- ✓ Opportunity to use the member help member system via our Call for Help

UPCOMING EVENTS

As a member of CO3 you have access to a wide range of training and events, many of which are complimentary as part of your membership.

To register for any upcoming training or events please email sarah@co3.bz or Tel: 028 90 245 356.



Webinar: Fundraising Workshop

8 Aug 2018 | 6.30pm - 8.00pm

Cost: Free



Showcasing Good Governance

23 Aug 2018 | 5.30pm - 7pm

Cost: Free

Venue: CO3 offices



New-to-post CEO Forum

24 Aug 2018 | 12.00 - 2.00pm

Cost: Free

Venue: Groundwork NI offices



Chairs' Forum

5 Sept 2018 | 5.30pm - 7pm

Cost: Free

Venue: CO3 offices



CO3 Annual Member Lunch

6 Sept 2018 | 12.00 - 2.30pm

Cost: Free

Venue: Belfast Harbour Commission



Finance for Trustees

6 Sept 2018 | 5.30pm - 7.00pm

Cost: Free

Venue: Belfast Venue TBC



Fundraising Workshop

11 Sept 2018 | 11.30am - 1.00pm

Cost: Free

Venue: Foyle Hospice



Excelling in Leadership Programme

Begins September 2018

Cost: £1350

6 Day Residential Programme for CEOs



Treasurers' Forum

13 Sept 2018 | 5.30pm - 7pm

Cost: Free

Venue: CO3 offices



Courageous Conversations

20 Sept 2018 | 10.00am - 12.00

Cost: Free

Venue: CO3 offices



Webinar: Annual Reporting

20 Sept 2018 | 5.45pm - 7.30pm

Cost: Free



Strategic Planning

21 Sept 2018 | 9.30am - 4.30pm

Cost: £99

Venue: CO3 offices



The Effective 3rd Sector Chair

September - November 2018

Cost: £75 per session or £280 for all five sessions



Action Cancer BIG BUS

27 Sept 2018

Cost: Free

Venue: CFNI Belfast



Interim Executive Training

3- 4 October 2018

Cost: €995

Venue: Dublin



Share & Connect CEO Network

5 October 2018

Cost: Free

Venue: Belfast Venue TBC



A Taxing Affair

16 October 2018

Cost: Free

Venue: Belfast Venue TBC



Conducting Employment Investigations

17 October 2018 | 10am - 12.30pm

Cost: Free

Venue: Labour Relation Agency offices



Reporting a Serious Incident to CCNI

7 November 2018 | 7.30pm - 9.00pm

Cost: Free

Venue: Enniskillen



Understanding the Implications of Financial Pressure

14 November 2018 | 5.30pm - 7.00pm

Cost: Free

Venue: Belfast Venue TBC



CO3 Leadership Conference & Awards 2019

7 March 2019

La Mon Hotel, Castlereagh, Belfast

NEW MEMBERS



This year we have welcomed new members from the following organisations:

Action MS
Addiction NI
Adoption Routes
Age NI
Ardmonagh Family & Community Group
Ark Housing Association
Belfast Charitable Society
Belfast Healthy Cities
Camphill Community Glencraig
Cancer Fund for Children
Cats Protection
Cedar Foundation
Christian Aid Ireland
Community Arts Partnership
Compass Advocacy Network Ltd
Connswater Homes
Corrymeela Community
Dalriada Rural SureStart
Diabetes UK
Every Day Harmony
Guide Dogs NI
Home-Start North Down

Lisburn Young People's Int Lit Festival (CIC)
Lynagh Consulting
NI Hospice
NIACRO
NICMA
North City Business Centre
North Down CFC
OCN NI
Ortus Group
Premier Wealth Management (NI)
Relate NI
Sandy Row Community Forum
St James's Place Wealth Management
STC LTD
The Playhouse
Transport Training Services
Ulster Hockey
Upper Springfield Development Trust
Victim Support NI
Voice of Young People in Care
Youthbank International

NEW MEMBER PROFILE: TINA MCCROSSAN, CEO, BSR



Tina has recently taken up post as CEO of BSR. She is a social worker by profession and, for most of the past 25 years, has worked in the Voluntary Sector. This has been a deliberate choice as she believes this is where she can best use her skills, experience and influence to

have most impact. She has worked in health and social care in both small community organisations and large voluntary organisations. Prior to taking up post as CEO she has worked for over 15 years at senior manager level within large Third Sector organisations - the thread

throughout her career has been her focus on working with vulnerable children and young people and their families. What drives her is the potential to support people to find their voice and have it heard.

Tina became a member of CO3 as soon as she took up her post as CEO. She saw this as an opportunity to access practical training, advice and support and at the same time to be able to share her own experiences and skills through the network. She has found CO3 to be a really helpful way of keeping connected and up to date with happenings within the Sector at a time when she needs to have a strong focus within her own organisation. One thing she is particularly excited about is the New to Post CEO forum.

EXCELLING IN LEADERSHIP PROGRAMME

A RESIDENTIAL PROGRAMME FOR CHIEF OFFICERS

6 DAYS | 2 RESIDENTIALS | BEGINS SEPTEMBER 2018

- Strengthen your leadership resilience
- Recharge your thinking
- Learn from fellow Chief Executives
- Benefit from peer coaching and peer-led learning approach
- Raise your emotional intelligence
- Engage in a 360 degree reflection process

**LIMITED
PLACES
REMAINING**

6 DAYS | BELFAST | SEPTEMBER 2018 - DECEMBER 2018

For full details on the programme please visit the CO3 website, www.co3.bz or email sarah@co3.bz for a copy of the programme brochure.

Need a hand?

For over 37 years, Supporting Communities has been an independent champion for community development and active citizenship in Northern Ireland.

We can help your group make positive change to address the needs of your community through training, information and hands-on support.

**Get in touch to find out how we can help
you empower your community!**



www.supportingcommunities.org



**Supporting™
Communities**
Empowering Society



The CO3 Leadership Conference 2018, sponsored by Ecclesiastical Insurance, was held on Thursday 1 March 2018 at the La Mon Hotel, Belfast.

Building on the success of previous years, the sixth CO3 Leadership Conference had over 250 delegates registered to attend and over twenty contributors listed on the programme.

The event provided an unrivalled opportunity to network with a range of leaders from across the Third, Public and Private sectors.

Despite the date being the first day of the meteorological spring, we unfortunately had an uninvited guest, "The Beast From the East" which caused problems for some of our speakers and panel contributors who were travelling in from other parts of the UK.



INTRODUCTION & WELCOME

The day was opened by Nora Smith, Chief Executive of CO3, who welcomed everyone and gave a brief overview of the programme.



David Lane, Managing Director of Ecclesiastical Insurance, our principal sponsor, also welcomed everyone.



We were delighted to have Wendy Austin, voice of the award winning BBC Radio Ulster programme "Talkback", as our conference compère this year.

MORNING PANEL DISCUSSION

In our first panel session, "[Leadership and the Third Sector - a Funder's Perspective](#)" we heard from some of the funders who support the Third Sector here in Northern Ireland.



Left to right: Nick Acland, Director, The Henry Smith Charity | Andrew McCracken, CEO, Community Foundation NI | Dawn Austwick, CEO, Big Lottery Fund | Harry McDaid, CEO, UCIT

EXHIBITION VILLAGE

Throughout the day we provided lots of opportunity for networking in our [Exhibition Village](#).



WORKSHOPS

Delegates had the option of attending one of four workshops:

The Changing Face of Risk with Ecclesiastical Insurance



Attracting Funding & Identifying Key Business Risks with UCIT



The Future of the VCSE Sector in NI with Building Change Trust



Change Leadership with Baker Tilly Mooney Moore



FRINGE SESSION “BREXIT & THE THIRD SECTOR”

Delegates were able to attend the Fringe Session, “Brexit & The Third Sector”.



Left to right: David McCann, Deputy Editor, Slugger O'Toole | Caron Bradshaw, CEO, Charity Finance Group | Anthony Soares, Deputy Director, CCBS | Michael King, Director, Dispute Resolution Team, Cleaver Fulton Rankin

KEYNOTE SPEAKER - JEHANGIR MALIK, CEO, MUSLIM AID

Jehangir is the CEO of Muslim Aid, a faith-based, British, humanitarian charity, whose work is governed by the social justice teachings of Islam, such as compassion, empathy, generosity and helping others in need.



AFTERNOON PANEL DISCUSSIONS

Delegates had the choice of two different panel discussions, “Regulation and Leadership” or “Culture, Change and Collaboration”.



Left to right: Michael King, Director, Dispute Resolution, Cleaver Fulton Rankin | Walter Rader, Representative Board member for NI, Fundraising Regulator | Frances McCandless, CEO, Charity Commission for NI | Caron Bradshaw, CEO, Charity Finance Group



Left to right: John McMullan, CEO, Bryson Charitable Group | Heather Weir, CEO, NI Hospice | Dr Tony Stevens, CEO, NI Health & Social Care Trust | Dr John Brothers, President, T. Rowe Price Foundation | Donal Laverty, Partner, Baker Tilly Mooney Moore

KEYNOTE SPEAKER - LEADERSHIP EXPERT, DR SAM COLLINS

Internationally bestselling author and leadership expert, Dr Sam Collins, took to the stage to give an uplifting and interactive talk about how to draw strength through adversity. Sam's style was extremely interactive and provided great opportunity for discussion in the room.



SPONSORS & SUPPORTERS

A final thank you to all of the supporters of the Leadership Conference & Awards 2018 led by Ecclesiastical Insurance, who have been so generous, enabling us to create this special occasion.



FEEDBACK



"It is a great place to engage with other organisations across the third sector, hear interesting presentations and strengthen networks".

Jonathan McAlpin

Chief Executive, East Belfast Enterprise



"Great networking and some inspirational speakers - good feeling!"

Olwen Lyner

Chief Executive, NIACRO



"Good opportunity to network, excellent, different speakers that you wouldn't normally get a chance to hear from."

Karen Gallagher

Karen Gallagher Consulting

CONTACT

If you have any queries about the CO3 Leadership Conference 2018 or would like to get involved in 2019's event then please do not hesitate to get in touch with Corporate Services Manager, Tracey McCreanor, via the contact details below:

Email: tracey@co3.bz

Tel: 028 90245 356

Web: www.co3.bz

CO3, Chief Officers 3rd Sector

34 Shaftesbury Square

Belfast, BT2 7DB

CONTINUED PARTNERSHIP WITH CO3

DAVID LANE, MANAGING DIRECTOR, ECCLESIASTICAL INSURANCE

Ecclesiastical Insurance was delighted to sponsor the 'Inspiring Leader of the Year' award in conjunction with CO3. This award



recognises the value of developing others and the incredible work it takes to lead change for the benefit of all. We appreciate and admire the vital contribution that strong, inspiring leadership makes to the Third Sector in Northern Ireland, and supporting the CO3 Leadership Awards reminds us of the essential work going on in the Third Sector. This year's winners bring help to those who need it most, and it is inspiring to see the amazing change happening year on year to strengthen your sector. We wish to congratulate the award winners who have worked tirelessly to make a valuable contribution to society, and extend our thanks to every person

working in the Third Sector today striving to make the world a better place for us all.

We would also like to thank everyone who attended our 'Changing Face of Risk' workshop at the CO3 Leadership Conference 2018.

The workshop provided us with a great opportunity to engage with CO3 members and present some feedback from the pulse survey we carried out in January. As part of our workshop we touched on a variety of risks facing the Third Sector today and how prepared many of you are to face them, with topics including cyber threat, reputational risk, Brexit, GDPR and the benefits of preparing a risk register.

Following on from our workshop, later this year we will be working with CO3 to provide further insights into what makes an inspiring leader and how trustees can mitigate against the risks they face. By being involved in these events, we get an opportunity to listen to you and better understand how we can continue to advise and protect you in these matters. We are owned by a charity ourselves, so we truly understand the needs of the Third Sector. Our aim is that we continue not only to protect you against traditional risks, but that we understand and address the emerging risks such as cyber, reputational damage, and the ever-

increasing exposure to your Trustees.

Finally, we would like to acknowledge the team at CO3 and their continuing efforts to support and recognise the great work and needs of the Third Sector. We have already committed to our support into 2019 and look forward to meeting with you again and answering any questions you may have about how best to manage your charity's risks.





Leadership Awards 2018



Over 350 guests joined us for a fabulous night of entertainment, a four course meal and to discover the winners of our ten award categories. Each Award winner has won a place on a Leadership Exchange to Sweden in September to share learning, network and explore new ideas with Swedish projects. This is organised along with our Swedish counterparts, Ideell Arena.



The CO3 Leadership Award Winners 2018. L-R back row - Martin Flynn, Jim McShane, Colm McDaid, Aidan Byrne, Conal McFeely, Seamus O'Prey . L-R front row - Nora Smith, Heather Monteverde, Gillian Creevy, Norman Carson & David Lane



David Lane, Managing Director, Ecclesiastical Insurance and Tom McGrath, Chief Charity Commissioner, CCNI



Nora Smith, Chief Executive, CO3 and Nigel Crawford, Head of Belfast Office, Quilter Cheviot



Guest enjoying the jazz entertainment at the drinks reception prior to the Gala Dinner.



Gillian Creevy, Cancer Fund for Children, approaching the stage to collect the Inspiring Leader Award.



CO3 Awards dinner. The Awards are commissioned by Women's Tec. Table settings at the dinner including the Awards guide and sponsor branding.



Conal McFeely, Creggan Enterprises, winner of the Lifetime Commitment award with CO3 Chairperson, Andrew McCracken



Guests enjoying the Drinks Reception before the formal dinner begins

MEET THE 2018 LEADERSHIP AWARD WINNERS!

Best Newcomer

Dawn Purvis, Victoria Housing Estates



sponsored by OCN NI

Leading People

Colm McDaid, Supporting Communities



sponsored by Personnel & Training Services

Social Innovation

Aidan Byrne, Street Soccer NI



sponsored by Building Change Trust

Trustee of the Year

Norman Carson, Action Cancer



sponsored by Quilter Cheviot

Leading Forward on Health & Social Care Reform

Heather Monteverde, Macmillan



sponsored by Department of Health

Leading for Impact

Jim McShane, Ark Housing Association



sponsored by Inspiring Impact NI

Leading Organisational Change

Martin Flynn, Open College Networks



sponsored by Baker Tilly Mooney Moore

Social Entrepreneurial Leader

Seamus O'Prey, Ortus Group



sponsored by Department for Communities

Inspiring Leader of the Year

Gillian Creevy, Cancer Fund for Children



sponsored by Ecclesiastical Insurance

Lifetime Commitment to the Third Sector

Conal McFeely, Creggan Enterprises



sponsored by CO3

SAVE THE DATE!



Chief Officers 3rd Sector

LEADERSHIP CONFERENCE & AWARDS 2019

**2019 DATE TO BE
ANNOUNCED SOON**
La Mon Hotel &
Country Club, Belfast

**CO3
LEADERSHIP
CONFERENCE &
AWARDS 2019**

THE CO3 LEADERSHIP CONFERENCE & AWARDS ARE KINDLY
SUPPORTED BY ECCLESIASTICAL INSURANCE.



INTERVIEW:

DAWN PURVIS, CEO VICTORIA HOUSING ESTATES, WINNER OF THE BEST NEWCOMER AWARD 2018

What did winning the Best Newcomer Award mean to you?

I was delighted to be recognised by those in the sector, some of whom I have worked very closely with during my time in politics and independent healthcare.

Would you recommend entering the CO3 Leadership Awards?

Definitely! I think the awards are a great way to recognise the great work and the great leadership shown by those who work in the sector.

If there was one piece of advice you would offer to another Third Sector leader what would it be?

Build yourself a great team. The more skilled and talented your team, the more productive you are.

What motivates you?

The people we provide services for.

What do you think makes a good leader?

Having lots of empathy, integrity and passion.

The ability to connect with people at every level.



GET INVOLVED IN THE CO3 CONFERENCE & AWARDS

Our next CO3 Conference and Leadership Awards will take place in Spring 2019 at the La Mon Hotel Belfast and we want you to be there!

This is one of the most popular occasions in the Third Sector events calendar, bringing together over 400 leaders from across Northern Ireland.

The Conference and Leadership Awards will provide a space to listen to new thinking, to showcase the value of the Third Sector and to address some of the complex challenges that we face as we step forward in the year ahead.

The programme for the Conference and Leadership Awards promises to be highly interactive, engaging, thought provoking and fun! We will have a number of high profile local and international speakers who will bring together views and lessons for the entire audience. In addition we will have a series of interactive workshops and discussion panels that will provide lively and informed debate.

Who will attend?

This conference will bring together a wide range of charity leaders from Chief Executives/MDs, Chairs, Trustees, Finance Directors, Fundraising Directors, and other key

management of registered charities as well as those from across the Public and Private sectors.

Why attend?

The CO3 Annual Conference provides a space for Chief Executives, Directors, Senior Managers and Trustees to come together.

As a participant you will have the opportunity to:

- Invest in your leadership and hear from a range of international and local speakers bringing innovative and inspirational thinking to the Sector
- Network with peers from across the Public, Private and Third Sector, creating opportunities for new partnerships
- Discover new products and services at our interactive network village showcasing a range of valuable services on your doorstep
- Share your expertise and learn from your peers' experiences during interactive workshops and Q&A sessions
- Take Time out to have fun, re-energise and celebrate the creativity and excellence of the Third Sector at our Leadership Awards Gala Dinner

Why Get Involved as a Sponsor or Exhibitor?

The CO3 conference will be the most exciting, engaging and inspirational event here in Northern Ireland. We have a wide menu of opportunities to allow the corporate sector, big and small, to become a partner in the crucial work of the charity sector across Northern Ireland, also giving direct access to the leaders and decision makers of £618 million annual turnover!



Register your interest today!

Email rachel@co3.bz

BENEFITS OF WORKING WITH CO3

Build Brand Awareness

Hundreds of Third Sector delegates and public sector officials attend our CO3 Conference. We reach hundreds more through our dedicated email briefings. What better way to launch your service, demonstrate your products, build awareness and make important contacts in the Voluntary, Community and Social Enterprise Sector.

Stand Out from the Crowd

Raise your profile by sponsoring an award, sponsoring a workshop or investing in a stand as part of our exhibition networking village.

Develop your Reputation as a Thought Leader

Ally your organisation with the latest developments and thinking. A speaking slot at a workshop or as a panel member enables you to convey key messages and raise your profile amongst industry leaders.

Attend our Events

All sponsorship packages include guest places. Invite your most important clients, or use our events as internal training and networking.

Online and Direct Marketing

Benefit from an extensive marketing campaign to attract your ideal customers and prospects. All events are advertised through our brochure and email campaigns reaching over 800 Third Sector Leaders.

Media Coverage

We work to develop media partnerships to raise awareness and provide great PR opportunities. We use a range of Media Partners to maximise our coverage on traditional and social media. For example in 2018, in addition to our own promotional campaign to members, we were featured in the Irish News, Belfast Telegraph, Ulster Tatler, and by Slugger O'Toole on Twitter.

High-Traffic Exhibition Venues

Exhibitors benefit from prime position in the high-traffic catering and registration areas.

Flexible Packages

Chair a plenary session, sponsor a drinks reception, deliver an exclusive workshop. We adapt our sponsorship packages to ensure they meet your requirements.

Help to Shape Event Content

Got an event idea? We can work with you to deliver a professional event in a topic area of your choice that is relevant to our audience.

To view the CO3 Sponsorship Brochure showing you exactly how you can get involved with the event, please email tracey@co3.bz.



INTERVIEW:

NORMAN CARSON, CHAIRPERSON, ACTION CANCER WINNER OF THE TRUSTEE OF THE YEAR 2018 AWARD

What did winning the Trustee of the Year Award mean to you?

After I recovered from the genuine shock when my name was read out, the impact of what had happened became a true reality. I was delighted, considering the extent of the total charity sector and number of trustees throughout the sector. What an honour to be named as one worthy of the title but also a great appreciation of the staff and for the staff who “believe in me.”

Would you recommend entering the CO3 Leadership Awards?

I would highly recommend to all appropriate leaders in various categories - enter the awards! It gives staff in organisations an opportunity to recognise the leader but, through publicity, it is an opportunity for the 3rd sector, supported by CO3 to demonstrate how strong the sector is and the high calibre of staff it employs to carry out its vast array of services for the public benefit.

If there was one piece of advice you would offer to another Third Sector leader what would it be?

I firmly believe that the best asset an organisation can have, is its staff. They are vital to the running of whatever charity. I therefore contend that all organisations should VALUE STAFF and treat them in a dignified and mature manner. This will help give loyalty by staff and ensure they perform at the highest level.

What motivates you?

My present concentration of voluntary effort is applied via Action Cancer. In it I have had various roles from trustee to acting Chief Executive to Trustee/Chairman. I have stayed with Action Cancer as I believe in its objectives and services it delivers for the population of Northern Ireland. It is being able to ensure services are provided and staff are encouraged and recognised, that keeps me motivated.



What do you think makes a good leader?

I believe that those in leadership need to understand the objectives of the organisation and something of its culture. When that is understood by leaders and “followers” i.e. staff in all roles, then the job of leadership becomes easier. The leader’s job is to go out in front, knowing that all involved understand the targets/tasks. This could be quantified in for example, a corporate/strategic plan which has been agreed with achievable objectives.

What’s a little known fact about you?

In my early professional life, I was appointed as a Commissioner of Inland Revenue. I Know!! A long time ago - over 30 years.

LEADERSHIP & GOOD GOVERNANCE AWARDS 2018 ARE NOW OPEN!

GO TO WWW.CO3.BZ/GOOD-GOVERNANCE-AWARDS TO NOMINATE ONLINE OR EMAIL SARAH@CO3.BZ



The VSB Foundation and Investec are pleased to announce the launch of the 2018 Good Governance Awards for Northern Ireland. Delivered in partnership with CO3, Volunteer Now and the Developing Governance Group, the Good Governance Awards will shine a light on the amazing work that Trustees and Boards do.

The awards were established in 2016 as a result of a key recommendation in the Giving Leadership, Giving Time research published in December 2015 by the VSB Foundation and Volunteer Now.

The Good Governance Awards will showcase how good governance and driving social change are essentially interlinked and will provide an opportunity to celebrate what is best in the sector.

This is your opportunity to raise the profile of your board and be awarded £1000 to further invest into your

governance development. Each nomination received also receives two complimentary places for their Trustees on the CO3 Trustee Network.

We will be presenting the Awards on 22 November 2018 at a special event in Stormont to which all nominees will be invited.

If you think your organisation has great governance in place you can apply for the 2018 Leadership and Good Governance Awards. There will be three awards this year, one for smaller organisations with an income of under £500,000, one for medium sized organisations with an income of £501,000 - £999,999 and one for larger organisations with an income of over £1m. All three winning organisations will receive £1,000. Each nomination received also receives two complimentary places for their Trustees on the CO3 Trustee Network.



Go to www.co3.bz/good-governance-awards to nominate online or email sarah@co3.bz



THE EFFECTIVE THIRD SECTOR CHAIR

September - November 2018

In partnership with Virtus Consultancy, we are delighted to offer our popular five-part series of training specifically tailored for the needs of the Third Sector Chair.

1. THE ROLE OF A CHAIR IN ENSURING AN EFFECTIVE BOARD

26 September 2018 | 5.30pm – 8.00pm

The Chair holds responsibility for leading the Board and setting its agenda. This session will focus on the governance role, the Board cycle of business, preparation and conduct before, during and after meetings.



2. ANNUAL PERFORMANCE APPRAISAL – THE CASE FOR APPRAISING THE CHAIR, CEO, BOARD AND INDIVIDUAL TRUSTEES

3 October 2018 | 5.30pm – 8.00pm

Utilising performance appraisals to enhance and enable Board improvement. Do you appraise your CEO and Board? Is there a formal appraisal of the Chair?



3. EFFECTIVE RELATIONS BETWEEN THE CHAIR AND CEO

24 October 2018 | 5.30pm – 8.00pm

This session will consider the essential ingredients needed to cultivate strong Chair- CEO relationships.

4. BUILDING AN EFFECTIVE BOARD

7 November 2018 | 5.30pm – 8.00pm

Building relationships among Board members is crucial for successfully navigating difficult decisions.

5. STRATEGIC DIRECTION AND FINANCIAL OVERSIGHT OF THE CHAIR - GETTING THE RIGHT INFORMATION

21 November 2018 | 5.30pm – 8.00pm

This session will focus on:

- Balancing operations and governance
- Managing change
- Financial reporting – reports you need and questions you should be asking
- Building Stakeholder relationships.

“The course was excellent - very informative and practical with plenty of tips and resources on the role of the Chair, the relationship with the board and CEO and how to ensure good governance. The course leader is engaging and enables plenty of time for discussion with other Chairs to learn from their experiences as well. As a result of the training, I feel more confident in my role and have been able to implement a number of improvements to our governance and board interactions which have benefitted the charity”.

Wendy McCulla
Chair, Cancer Fund for Children

HAVE YOU OR YOUR TRUSTEES JOINED THE TRUSTEE NETWORK YET?

In March 2015 CO3 responded to feedback and established the Third Sector Trustee Network in Northern Ireland. The first network, dedicated to Trustees, already has over 300 members who meet regularly to network, learn and share experiences.

CO3 facilitates regular themed networking sessions allowing the Trustees to learn from experts in the field of Governance and we have the endorsement and support of the Charity Commission NI. Staff at the Charity Commission are active participants at our networking events.

For only £60 per annum for each Trustee (group rates are available for 3+), Trustees can gain access to:

- a network of peers
- a one hour free consultation on Corporate Governance from Virtus Consultancy
- advertise and receive adverts for Board Members
- be kept up to date on any policy/legislation changes etc affecting the Third Sector
- building their own and their peers capacity and developing skills.

We are delighted to have received great feedback on the Network from our Members

“I joined CO3’s Trustee Network two years ago and attend its workshops and seminars whenever I can. I have not come away from any one of these events without learning something new or being reminded of something I had forgotten. At a time when trustees are expected to apply very high standards of governance and risk being held to account if they fail, membership of CO3’s Trustee Network is invaluable.”

Ian Walters

OCN NI & Arthritis Care

For further information on how to join the Trustee Network, please contact [Rachel Cooley](#):

rachel@co3.bz or Tel: 028 90 245 356



To see our upcoming Trustee Network events, please go to page 6.

NEW MEMBER PROFILE:

ANNE WALSH, CEO, EVERYDAY HARMONY



Anne has recently been appointed as CEO at Everyday Harmony and before that she was Chief Operations Officer for East Belfast Mission (EBM). Anne has also worked as a business advisor for the Invest NI Social Entrepreneur Programme (SEP) and during that time provided mentoring, coaching and business planning support to dozens of voluntary organisations including idea generation, mentoring, tender readiness, business growth, performance management, improvement strategies and business plans.

With nearly 30 years' experience working in the voluntary/ community sector Anne is committed to driving and developing the Voluntary Sector within Northern Ireland and has worked with and supported many organisations develop sustainable strategies using the social economy model. Anne has a First Class Honours Degree in Business Management, an Advance Diploma in Systems Management, and MSc in Leadership in the Voluntary Sector and is also a graduate of Common Purpose. Her work has been recognised both personally and organisationally and she has received multiple awards for her contribution to the sector including the UK Social Enterprise of the Year award in 2012. In 2016 she was awarded an MBE in recognition of her work developing Social Enterprises and creating 45 jobs in East Belfast.



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REFLECTION PIECE:

CHAIRING THE CO3 HEALTH SIG

BY KATE FLECK, DIRECTOR, ARTHRITIS CARE



I have been involved as a member with CO3 for many years, in fact, as far back as when it was ACOVO to the present day. I have seen CO3 develop into a strong representative organisation for 3rd sector leaders, promoting the expertise and experience that exists within the voluntary and community sector.

Over the last five years I have been a CO3 board member and chaired the Health Special Interest Group (HSIG). A role I took on for a short interim period in 2013. It has been a privilege to have been chair and watch the HSIG grow into becoming a more effective vehicle promoting change.

During the five years the HSIG members have worked collaboratively to advance the sector's role in the

health and social care arena. The HSIG has provided opportunities for its members to add their input to several transformation agendas. Representatives from HSIG attended meetings with the Bengoa team and more recently met with members of the Departmental team taking the lead on the transformation of primary and community care.

At the regular meetings of the HSIG, a range of individuals were invited to engage with members. These included representatives from PHA, HSC Leadership Centre, HSC ICP Directorate, NISCC to name but a few.

A series of roundtables with government ministers were organised by CO3 and those various Ministers of Health provided opportunities to engage in both the political and policy level ensuring the voice of 3rd sector leaders were being heard on the issues and challenges facing the sector in health and social care.

HSIG also enabled members to share learning, experiences and information while providing a platform for discussions. The network provided by HSIG at the regular meetings of other events has been invaluable for members to develop a strong voice and will continue to do so.

As I ride off into the sunset, I leave the CO3 board under Andrew's leadership, the HSIG chaired by Kevin Doherty and the organisation led by Nora, in really good shape. It has been a privilege to be involved in an organisation that has collaboration and partnership at its core. While I am leaving CO3 as a full member, I will maintain my relationship wearing my other hat as part of the Trustee Network.

I look forward to keeping in touch with the many colleagues I have met during my time as chair of the HSIG.

To join the Health SIG please contact rachel@co3.bz or Tel: 028 90 245 356.

REFLECTION PIECE:

CAREER MANAGEMENT, SOME THOUGHTS

BY DONAL LAVERTY, PARTNER, BAKER TILLY MOONEY MOORE



In an age of increasing meritocracy and the de-construction of traditional working patterns, employers need to recognise and understand the fundamental shift taking place in how employees view both them and their work.

There is no sound motivation to expect a job for life – the focus today is on variety, experience and career self-management.

Employees (and particularly younger employees) want control of their own careers – and typical career paths are not being directed by the organisation any more, as attitudes and behaviours to work change. Younger generations coming into the

workplace, regardless of the sector are typically now more interested in an organisation's brand, its social impact and how working there can leverage their own career prospects. As a result, their expectations of what employers offer has become more sophisticated and is based upon an open communication model underpinned by constant and regular feedback and an environment where social media has driven perceptions and behaviours.

Younger generations coming into the workforce want to progress quickly. It is of course another matter whether they have the skills and experience to progress, however their expectation is that in return for their skills and knowledge, they will be provided with experience, opportunity and career progression – that is the new deal. It is estimated that 48% of employees plan to change jobs in 2018. With 38% of employers planning to increase recruitment, this will lead to increased competition for new recruits. The demography of the workforce indicates that with an aging population, the recruitment, engagement and retention of workers is a critical organisational success factor.

Against this backdrop of increasing expectation and demands from an increasingly opinionated workforce, there are some lessons for organisations to consider;

- Employees want to contribute meaningfully to an organisation; they want to feel challenged in their roles and be valued and recognised accordingly
- Whilst upward progression is most employees' focus, retention and career development is about being able to move around an organisation; it is about feeling that you are making the best contribution.

Career development is an aspect of organisational culture and life that management ignores at their peril. The future is all about Generation Me. Whilst economic recessions will come and go, with a decreasing worker pool to select from in the future, the employee of the present and future will hold more cards than the employer.



Bridging the Skills Gap in Northern Ireland



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“Our mission is to recognise and reward learning so that people of all ages achieve their goals in life and work.”

Martin Flynn, Chief Executive, OCN NI



OCN NI is a leading Awarding Body in Northern Ireland. Based locally, we work closely in partnership with education and training providers to develop and award professional and technical (vocational) qualifications, from Entry Level to Level 5 across a wide range of subject areas.

As a registered charity, our purpose is to advance education and ensure learners of all ages and abilities maximise their potential. Over the past 20 years we have developed economically relevant and learner engaging curricula, which have benefited the lives of over 400,000 students throughout NI.

Our qualifications cater for a variety of learner abilities, from improving levels of literacy/numeracy to upskilling people in employment and developing pathways to Further and Higher Education.

Through our recognised centres we provide access to meaningful, accessible and affordable qualifications, which play a key role in improving life opportunities. This empowers learners to realise their full potential and make a positive contribution to our society. Our flexibility and responsiveness to economic need ensures our qualifications are tailored to the needs of education and training providers, employers and learners. We aim to support the work of the NI Executive by tackling educational underachievement and helping create a skilled workforce to meet the needs of the NI economy.”



ARTICLE: TELLING YOUR STORY, FINANCIAL REPORTING BY CHARITIES

BY CLAIRE THOMSON, MANAGER, GRANT THORNTON



Northern Ireland's charity sector comprises almost 4,000 registered charities. All are unique, and many have to 'up their competitive game' in order to attract the attention of donors and grant awarding bodies. How a charity tells its own story can be extremely helpful in raising awareness, as well as funds, to support the charitable activities that it undertakes.

The charity's Annual Report affords a great opportunity to do so. The introduction of the Charities (Accounts and Reports) Regulations (Northern Ireland) 2015 meant that those charities with income over £250,000 are now required to apply the Statement of Recommended Practice (or "the SORP") "Accounting and Reporting by Charities" as the basis for preparing their Annual Report. Those who fall outside that threshold requirement may choose to voluntarily adopt the SORP. The SORP has been designed

to improve the quality of financial reporting by charities, as well as enhancing the transparency, understandability and quality of information presented in the charity's financial statements. As a result, the SORP requires more comprehensive and detailed disclosures than the charity may have previously reported.

Financial statements produced under the SORP will contain a narrative report, referred to as the Trustees' Annual Report. The primary purpose of this Report is to ensure that the charity is publicly accountable to its stakeholders for the stewardship and management of the funds it holds. It can be easy for Trustees to dismiss the preparation of this report as a laborious exercise purely to meet the various legislative and financial reporting framework requirements, however, this was certainly not the intention of the SORP writers. The Trustees' Annual Report is a chance for the Trustees to "tell the story" of their charity – celebrating their achievements and demonstrating the difference that the charity is making among its beneficiaries. The Report is a perhaps unique opportunity to reach both the charity's existing supporters and the wider general public, and provides a platform to highlight the good work the carried out.

A strong Report also ensures that the charity can demonstrate its governance arrangements and allow the organisation to be publicly accountable to its stakeholders for the funds it receives, and the activities and expenditures it carries out. The full picture cannot always be easily obtained from the financial information, and so the Report is key in addressing the more qualitative, non-financial results of the charity – the impact it has made, the objectives it has for the future and its overall strategy and aims.

The Report does not need to be lengthy, nor does it have to be purely narrative. Photographs, quotations from service users and bold design can all be used to develop an attractive and informative document. The responsibility for the Report ultimately lies with the charity's Trustees. They have the opportunity to make the most of that unique platform to tell the charity's story to the world.



ARTICLE:

DEVELOPMENTS IN THE LAW DEALING WITH CHARITY LAND IN NORTHERN IRELAND

BY SARAH BURROWS, HEAD OF CHARITY DEPARTMENT, CLEAVER FULTON RANKIN



Previously in Northern Ireland charities regulation was governed by Department for Social Development (now the Department for Communities) (the "Department"), the High Court and the Office of the Attorney General. With the enactment of the Charities Act (Northern Ireland) 2008 (the "Act") major reform to the sector was introduced including the establishment of a formal regulator, the Charity Commission for Northern Ireland ("CCNI").

Whilst enacted in 2008, the legislation is not yet fully enforce. Following enactment it is vital that Charities have strong governing structures in place and that trustees are aware of their responsibilities both under the new and existing legislation - especially in respect of the operation of the charity and charity land.

THE CURRENT POSITION IN NORTHERN IRELAND

The law currently in force relating to the acquisition and disposal of charitable land is found in the Charities Act 1964 (the "1964 Act").

Under the 1964 Act, where a charity's governing documents give express power to dispose of land and if the title documentation to the land does not

prohibit disposal then the trustees of a charity are permitted to sell charitable land provided that the sale is in the best interests of the charity.

If the trustees do not already have the power to sell the charities land under the title documents then they must comply with Section 18 of the 1964 Act and apply to the Department to confer power to sell, exchange or mortgage any land belonging to a charity and surrender any lease held by a charity. The Department must satisfy themselves that the sale is for the benefit of the charity selling the property.

Following the enactment of the Charities Act 2011, the position in England and Wales is markedly different than in Northern Ireland. In most cases there is no obligation for trustees to obtain an order of the Charity Commission for England and Wales (the Commission) in respect of the disposal of land. Furthermore, in England and Wales trustees are permitted to buy land and use it as security for a loan or to offer land which the charity owns as security for a loan. Trustees have the ability to grant a mortgage over charity land as security for money they wish to borrow provided that they have the power to do so in their constitution and the can meet the requirements contained in the Charities Act 2011.

THE FUTURE POSITION IN NORTHERN IRELAND UNDER THE ACT

Section 7 of the Act sets out future provisions relating to the acquisition and disposal of property. Once Section

7 is in force the CCNI will be the only regulator. However, due to the current political instability in Northern Ireland it is uncertain when this may occur.

Section 57 of the Act provides that in the future land held by or on behalf of a charity will not be able to be disposed of without an order of the Court or of the Commission subject to certain exceptions.

Section 58 of the Act sets out supplementary provisions which relate to the dispositions of land whereby any contract for the sale, or for a lease or other disposition of land which is held by or in trust for a charity; and any conveyance, transfer, lease or other instrument effecting a disposition of such land is required to state that the land is held by or in trust for a charity; and that the land is land to which the restrictions and disposition imposed by Section 57 apply.

The proposed changes to the current regime relating to the disposal of charity land will ease the administrative burden on the Department, however, it could be said that the converse is true for the charities themselves and the CCNI. Nevertheless, charity trustees may welcome the changes as it will minimise the risk of charity trustees incurring personal liability relating to property transactions or the financing of such transactions.



Special Exhibition Package for third sector organisations at WHO 2018 International Healthy Cities Conference, 1 - 4 October 2018 'Changing Cities to Change the World'

Belfast Healthy Cities is delighted to announce a dedicated day to promote the work of the third sector, at the forthcoming international conference which will provide organisations the opportunity to meet with delegates, speakers and other key figures through exhibiting the work of the organisation.

To allow for prime access to delegates and opportunities to view your stand, exhibitions will be within the same area of the lunch and refreshment breaks. Exhibitors will have 'Access all Areas' attendance at the Conference's Finale on Thursday 4 October. The day will begin with a Breakfast Meeting on the third sector for delegates, which exhibitors are encouraged to participate in along with the conference sessions to network with delegates.

The package includes

- A large space in the exhibition area to accommodate 2 pull up stands
- Use of the space for the duration of Thursday 4 October 2018
- Teas/ coffees and lunch for one person for the duration of the day
- Listing within the 'Day Pack', including contact details

This package does not include accommodation or attendance at the Farewell Dinner. As space is limited, Belfast Healthy Cities cannot guarantee a space until your booking and payment is received and confirmed. Spaces will be allocated on a first come first served basis in the available area.

COST £300

Packages are also available, should you wish to exhibit for the four days of the conference. Please contact Julie McAllister directly, if you are interested.

Bookings and payment must be received at the Belfast Healthy Cities office by Tuesday 31 July 2018. Further information and a booking form is available via Julie -
T: 02890 328811 or E: julie@belfasthealthycities.com

INTERVIEW:

HEATHER MONTEVERDE, HEAD OF SERVICES, MACMILLAN CANCER SUPPORT NI, WINNER OF THE LEADING FORWARD ON HEALTH & SOCIAL CARE AWARD 2018

What did winning the “Leading Forward on Health and Social Care Reform” Award mean to you?

The Award was a fantastic surprise! It was a privilege to be shortlisted and to win was very special. I was delighted to play a part in Northern Ireland’s Transforming Cancer Follow Up (TCFU) programme and to have the impact of the programme highlighted at the Awards Ceremony.

Would you recommend entering the CO3 Leadership Awards?

Absolutely! It’s been a wonderful experience and I’m looking forward to accompanying winners from other categories on the leadership exchange network to Stockholm later in 2018.

If there was one piece of advice you would offer to another Third Sector leader what would it be?

Be true to yourself and act with integrity.

What motivates you?

Seeing positive change really motivates me. In the last three years, Macmillan has invested £14 million in cancer services across Northern Ireland and we’ve been able to achieve so much, from building invaluable support services like the new Macmillan Support Centre at Altnagelvin Hospital, to increasing the number of Macmillan Clinical Nurse Specialists across NI. Sometimes change can take time, and while it can be frustrating, the impact of what we all do within the voluntary sector never ceases to motivate and inspire me.



What do you think makes a good leader?

I think good leadership is about compassionate and collective leadership. It’s about building relationships, acting with kindness and fairness, putting people at the heart of all you do and having the self-belief to know that you are doing the right thing.

What’s a little known fact about you?

I’m part of the Ballygowan Community Voices Choir which meets on Friday evenings - it’s such a positive opportunity to meet new people and sing all our cares away at the end of the week!

NEW CORPORATE MEMBER PROFILE: JIM HUGHES, MANAGING DIRECTOR, PREMIER WEALTH MANAGEMENT (NI)



Jim is MD of Premier Wealth Management (NI), a Partner Practice of St. James's Place Wealth Management. Jim has been in Financial Services since 1999, and launched his own Practice in 2002. He has managed his firm through a changing regulatory environment and

is a Partner Practice within a FTSE 100 company, St. James Place, who manage £90bn of client funds.

Supported by his experienced team which includes

Your home may be repossessed if you do not keep up repayments on your mortgage.

The Partner Practice represents only St James's Place Wealth Management plc (which is authorised and regulated by the Financial Conduct Authority) for the purpose of advising solely on the Group's wealth management products and services, more details of which are set out on the Group's website www.sjp.co.uk/about-st-james-place/our-business/our-products-and-services. The 'James's Place Partnership' and the titles 'Partner' and 'Partner Practice' are marketing terms used to describes James's Place representative. Premier Wealth Management (NI) is a trading name of ARDU Ltd.

Chartered Financial Planners, Jim has built a successful business with offices in Belfast, Antrim and Omagh. The firm works closely with a wide range of clients and other professionals delivering solutions, including retirement planning, mortgages, investment planning and tax planning, for corporate, private and third sector clients. The Practice is built on a philosophy of putting clients at the centre of everything they do, delivering an ongoing service to ensure changing client circumstances are reflected in any Financial Plan that has been agreed. Premier WM NI has recently become a corporate member of CO3 and would like to offer an initial consultation to any members or their families to discuss their personal financial planning needs.

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BETTER

CO3 EXECUTIVE RECRUITMENT SERVICE



CO3 is ideally placed to provide this service given its strong network base of Third Sector Chief Executives. This is the first Third Sector recruitment service provided by a Third Sector Organisation which specialises in Chief Officer and Senior Management recruitment in Northern Ireland. We feel that given the breadth of our networks, coupled with our experience, we are ideally placed to offer this tailored recruitment service.

WHAT MAKES THIS RECRUITMENT SERVICE DIFFERENT?

- We are an established Third Sector Organisation with an excellent reputation centred on leadership development.
- We have deeply embedded relationships with Chief Officers and senior management teams throughout the Third Sector. This is complimented by our Private and Public Sector relationships and reach.
- Over our 30 year history we have established relationships with our members, with insight into their areas of expertise and skills. This is enhanced by the deployment of world class research and recruitment methodologies which ensures that you have access to a closely aligned pool of suitable candidates.
- The recruitment service is tailored to suit each customer's needs. We will work closely with the Third Sector Organisation to ensure that we have a detailed understanding of the role. It is important that we understand the culture and values of the Organisation to ensure that you have access to the right candidates.
- Once appointed through the CO3 recruitment service the candidate will automatically receive a year's membership to CO3 allowing them to access ongoing leadership development, mentoring support and a range of other services, in order to ensure a smooth transition for new Chief Officers.
- We have a proven track record in the delivery of successful executive recruitment campaigns for Third Sector organisations across N. Ireland.

If you would like to find out more about CO3's Executive Recruitment services, please do not hesitate to contact us on Tel: 028 90 245 356 or recruitment@co3.bz to organise a coffee and a chat.



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CO3 BOARD RECRUITMENT SERVICE



CO3 offer an executive search service dedicated to Board Appointments. We feel that given the breadth of our networks coupled with 30 years' experience in leadership within the Third Sector we are uniquely placed to offer this highly tailored and niche service.

The Third Sector is an environment of change. As an Organisation focussed on leadership, we are acutely aware of the challenges and opportunities prevalent within both the micro and macro environments, through which Board members must successfully navigate.

Through this deep sector knowledge and the application of world class recruitment and search methodologies we are able to engage with, and select leaders with the right blend of skills and experience, cultural and value based alignment coupled with a connection to your cause.

How we understand and anticipate your needs

CO3 offer a blended Board Advisory approach to our recruitment services which aligns to developing long term relationships as a key partner within the sector.

Our mix comprises of;

1. Board advisory and effectiveness consultation
2. Succession and diversity planning
3. Board Appointments

Why engage us for Board Appointments:

- Leadership is at the core of our Organisation. Quite simply we understand the demands of modern day Boards
- Our networks stretch beyond the Third Sector into both the Private and Public Sectors
- Our research and recruitment processes are robust and comprehensive, fully utilising all available mediums and networks to ensure exposure to the widest pool of appropriate talent as possible
- The majority of our prospective Board applicants are not actively seeking opportunities. They engage with us on a strictly confidential basis, confident that we align their fit to opportunities.
- We take a key role in the effective on-boarding of new Board members and offer ongoing support and development opportunities through our dedicated Trustee Network.

If you would like to find out more about CO3's Executive Recruitment services, please do not hesitate to contact us on Tel: 028 90 245 356 or email recruitment@co3.bz to organise a coffee and a chat.



019



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