

CO³ Magazine

Chief Officers 3rd Sector

SUMMER 2019



SENATOR GEORGE MITCHELL RECEIVES AWARD FROM CO3

HONORARY AWARDS DINNER | P30

2019 LEADERSHIP CONFERENCE SUMMARY

PHOTOGRAPHS & SUMMARY | P10

MEET OUR 2019 AWARD WINNERS!

2019 LEADERSHIP AWARDS | P22



019



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CONTENTS

- 04** WELCOME, NORA SMITH, CEO, CO3
- 05** MEMBER BENEFIT REMINDER
- 06** UPCOMING EVENTS & TRAINING
- 08** NEW MEMBERS
- 09** NEW MEMBER PROFILES
- 10** CO3 LEADERSHIP CONFERENCE SUMMARY
- 18** CO3 NEWS! EXECUTIVE RECRUITMENT SERVICE
- 19** EIGHTEEN NI CHARITIES SCOOP ECCLESIASTICAL MOVEMENT FOR GOOD AWARDS
- 20** CO3 LEADERSHIP AWARDS SUMMARY
- 22** MEET THE 2019 AWARD WINNERS!
- 24** GET INVOLVED IN THE CO3 CONFERENCE & AWARDS
- 26** AWARD WINNER INTERVIEW: SR NUALA KELLY, DEPAUL
- 27** TRUSTEE NETWORK
- 29** "THE FUTURE OF WORK" DONAL LAVERTY, BAKER TILLY MOONEY MOORE
- 30** CO3 HONORARY AWARDS DINNER FOR SENATOR GEORGE MITCHELL
- 33** POEM | "AFFINITY" BY COLIN DARDIS
- 35** CO3 & SOCIAL ENTERPRISE ACADEMY
- 36** AWARD WINNER INTERVIEW: GARETH KIRK, ACTION CANCER
- 37** "CHARITES AND TRADING" CATHERINE COONEY, WORTHINGTONS SOLICITORS
- 38** AWARD WINNER INTERVIEW: MAIREAD MCGINN, DEPAUL
- 39** NEW CORPORATE MEMBER PROFILE | ELLIOT DUFFY GARRETT SOLICITORS



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sponsored by Media Design & Print

WELCOME



OUR SUMMER NEWSLETTER PROVIDES YOU WITH AN OPPORTUNITY TO REFLECT ON THE CO3 CONFERENCE, AWARDS AND THE INAUGURAL CO3 HONORARY AWARD DINNER WITH SENATOR GEORGE MITCHELL.

We look back on all three events with a huge sense of pride. Congratulations again to all of the Award winners and a special thank you to all of our sponsors.

Our membership continues to grow, we have a range of new Trustee, CEO and Senior Managers who have joined the CO3 community. Our mantra is that CO3 is its members, we take pride in the fact that we are membership-based and focussed.

We also have a range of leadership development training and networking events planned which we feature in the Newsletter. Given the backdrop of ongoing political, Brexit and funding uncertainty we recognise the challenges this places on members personally and on their organisations.

In the midst of these challenges, it is important that you build your personal resilience through our networking and training offerings. We have recently launched the cross-sectoral leadership exchange and Excelling in Leadership

programme, which may be of interest to you.

Thank you to each one of our members for their continued support, I hope you enjoy the Newsletter. As always, if you have any ideas for events or support that we could be providing we would love to hear from you.

Yours sincerely

Nora Smith
Chief Executive, CO3

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@co3updates



Chief Officers 3rd Sector, CO3

MEMBER BENEFIT REMINDER



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 Member 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, Restructuring, 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 info@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 info@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.
- ✓ Opportunity to submit a member profile and organisational news for publication in the CO3 Email briefing or the CO3 biannual magazine. Contact info@co3.bz
- ✓ Opportunity to use the member help member system via our Call for Help

UPCOMING EVENTS & TRAINING

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



The Renaissance Forum: Character Under Pressure

3 Sept 2019 | 10.00am - 12.00pm

Cost: Free



Understanding Financial Accounts

4 Sept 2019 | 10am - 3pm

Cost: £130



Interim Executive Training

11 - 12 Sept 2019 | 9am - 5pm

Venue: The Wheel, Dublin

Cost: €995



Treasures' Forum

12 Sept 2019 | 5.30pm - 7pm

Cost: Free



Share & Connect CEO Series

13 Sept 2019 | 2pm - 4pm

Cost: Free

*Full Members (CEO) level



Health & Social Care Group

17 Sept 2019 | 10am - 12 noon

Cost: Free

*Full Members (CEO) level



Chairs' Forum

18 Sept 2019 | 5.30pm - 7.00pm

Cost: Free



CO3 Annual Member Lunch Attitude, Mindset & Resilience

19 Sept 2019 | 12.00 - 2.30pm

Cost: Free

Venue: Skainos Centre



Cross- Sectoral Leadership Exchange Programme

Begins September 2019

Cost: £495



Strategic Planning with Roger Courtney
24 Sept 2019 | 9.30am - 4.30pm
Cost: £99



Digital Transformation Seminar
1 Oct 2019 | 12.30pm - 2.00pm
Cost: Free



Lessons learnt from statutory inquiries carried out by the Charity Commission for NI
1 Oct 2019 | 6pm - 7.30pm
Cost: Free



Excelling in Leadership Programme Begins October 2019
Cost: £1350



CO3 AGM
24 Oct 2019 | 4pm - 7pm
Cost: Free



The evolving role of the Charity Commission and its interaction with other regulators
13 Nov 2019 | 5.30pm - 7.00pm
Cost: Free



Tender Writing Training
14 Nov 2019 | 9.30am - 4.30pm
Cost: £150



Register of Charities & Failed Compliance Checks - Lessons Learnt
27 Nov 2019 |
Cost: Free
Venue: CFNI Belfast



Save the Date! CO3 Leadership Conference & Awards 2020
26 March 2020



NEW MEMBERS

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

Abbeyfield Belfast
Advice Space
Alliance for Useful Evidence
Angel Eyes NI
Ashton Centre
Athletics Northern Ireland
Barnardo's
Brain Injury Matters
British Legion
British Red Cross
Business Eye
Camphill Community Trust
Camphill Clanabogan
Camphill Community Glenraig
Camphill Community Holywood
Camphill Community Trust NI
Camphill Glenraig
Camphill Mourne Grange
Camphill Social Fund (NI)
Cathedral Quarter Trust
Cedar Foundation
Centre for Independent Living NI
Christians Against Poverty
Citizens Advice
Community Advice Ards and North Down
Community Development and Health Network
Community Relations In Schools
Crime Stoppers NI
Croft Community
Deloitte
Developing Healthy Communities
DTNI
DVLNA
East Side Partnership
Extra Care
FM Coaching

Hummingbird Project
Include Youth
Jayne Murray PR
Keep Northern Ireland Beautiful
L'Arche Belfast
Lighthouse
Lisburn and Castlereagh Council
Mindwise
National Deaf Children's Society
New Life Counselling
NI Hospice
NI Housing Executive
NIACRO
NICIE
NICMA
NIFHA
North City Business Centre
North Coast Community Transport
Orchardville
Powered By Sport
Praxis Care
Purplebox Consulting
RCSLT
R-Space Gallery
RSPI
Share Discovery Village
SPACE- Supporting People and Communities Everyday
Specialisterne
Sported
Stroke Association
The Prince's Trust
Trócaire
Upper Springfield Sure Start
Young Foundation

NEW MEMBER PROFILE

DR PETER MCEVOY, CEO, SHARE DISCOVERY VILLAGE



LEADING OUTDOOR EDUCATION CHARITY SHARE DISCOVERY VILLAGE APPOINT DR PETER MCEVOY AS ITS NEW CHIEF EXECUTIVE.

Previously Director of Agriculture in the Isle of Man Government Dr McEvoy took

up his post in early May. He succeeds Robert Livingstone who retired from the charity at the end of 2018.

A Co. Down native, before moving to the Isle of Man, Peter was a Research Fellow at Queen's University and DARD as well as a consultant ecologist spending much of his time working in the Fermanagh countryside. He moved to the Isle of Man to be the Government ecologist, before being promoted to the position of Director of Agriculture with lead responsibility for agricultural policy and food promotion. In addition he has served as a Trustee of the Manx Wildlife Trust, Laxey Glen Mills Ltd and the Isle of Man Meat Company and has gained a unique mix of Government, commercial and charitable sector experience.

Peter said: "I've enjoyed living and working in the Isle of Man gaining experience in a wide range of sectors but after almost a decade away and now with a young family it felt time to come home and take on a new challenge.

I have fond memories of Share from my childhood. It's a fantastic resource that

provides significant local employment and charitable benefits across the island of Ireland with the potential to do even more. It will be an honour to join the trustees, staff and volunteers to take the charity forward."

Chair of Trustees at Share Discovery Village, Stewart Gracey, said:

"We had a very competitive recruitment exercise and I am confident that Peter will be a fantastic appointment. He will bring with him much valued experience and skills from his previous roles and help to grow the commercial and environmental aspects of the organisation in particular. The team at Share are excited to have him on board to develop the Organisation on the solid foundations that he will inherit following Robert Livingstone's retirement and the ongoing commitment of staff and volunteers. We are also very grateful to Dave McGeoghan, Finance Manager who has been acting CEO since Robert's departure."

Peter McEvoy took over as CEO at Share Discovery Village on 1st May 2019.

NEW CORPORATE MEMBER PROFILE

PADDY MURRAY, HEAD OF HR, WILLIS EMPLOYMENT SERVICES



WILLIS IRM IS DELIGHTED TO WELCOME PADDY MURRAY AS HEAD OF HR FOR THE EMPLOYMENT SERVICES DIVISION WITHIN THE GROUP.

Paddy is an experienced HR/OD expert with over 20 years in senior HR roles including Board level in complex, challenging organisations spanning financial services, utilities, engineering and public sector (local government).

Paddy has a proven career in delivering workforce transformation programmes and worked on numerous projects including organisational design / development; pay & grading; employee engagement; executive recruitment; industrial / employee relations; workforce management, performance management, L&D and payroll.

Willis Employment Services have a reputation for providing exceptional

service and insightful advice on employment related matters and take pride in the added value our experience and knowledge gives Third Sector leaders in Northern Ireland. We can help you stay compliant with advice and we'll also keep you up to date with new legislative and best practice developments through individual or group training.



Leadership Conference 2019



REGISTRATION & NETWORKING

The CO3 Leadership Conference 2019, sponsored by Ecclesiastical Insurance, was held on Thursday 7 March 2019 at the La Mon Hotel, Belfast.

Building on the success of previous years, the seventh 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.



INTRODUCTION & WELCOME

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



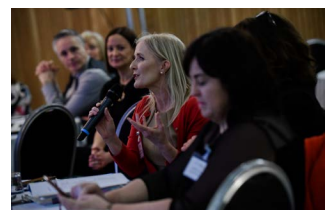
David Lane, Managing Director of Ecclesiastical Insurance, our principal sponsor, also welcomed everyone.



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

KEYNOTE SPEAKER - JENNY SEALEY, CEO, GRAEAE THEATRE

Our first keynote speaker was Jenny Sealey, CEO & Artistic Director of Graeae Theatre. Her talk entitled, "In Balance: Art, Community & Leadership" was high energy and left the room feeling inspired and uplifted.



PANEL DISCUSSION

“Embedding wellbeing in the Draft Programme for Government & working to an outcomes based approach”.

The panel was made up of: [Rolf Alter](#), experienced Economist & Senior Fellow at the Hertie School | [Simon Hamilton MLA](#) | [Aideen McGinley](#), Co-Chair, Carnegie Roundtable on Measuring Wellbeing in NI | [Máirtín Ó Muilleoir MLA](#) | [Jennifer Wallace](#), Head of Policy, Carnegie UK Trust



LUNCH & EXHIBITION VILLAGE

After the panel discussion we had a one hour break for lunch which provided lots of opportunity for networking in our Exhibition Village.



WORKSHOPS

After lunch delegates had the option of attending one of four workshops:

Understanding Cyber Security with Ecclesiastical Insurance



Embedding Wellbeing in NI with Carnegie UK Trust



Design Thinking with Workwest



The Future of Work in a Changing World with Baker Tilly Mooney Moore



KEYNOTE SPEAKER - JOSH LITTLEJOHN, FOUNDER, SOCIAL BITE

After the workshops it was time to hear from our second keynote speaker, Josh Littlejohn, Founder of Social Bite.



KEYNOTE SPEAKER - ANDREW CHUNILALL, CEO, COMMUNITY FOUNDATIONS OF CANADA

Following Josh Littlejohn it was time to hear from our third keynote speaker, Andrew Chunilall, CEO, Community Foundations of Canada.



AFTERNOON BREAK

Delegates had the chance to network as well as collect prizes as part of our Exhibition Village Competition.



KEYNOTE SPEAKER - AI EXPERT, CALUM CHACE

Last but not least, best-selling writer and sought-after speaker on artificial intelligence, Calum Chace, finished the conference with a intriguing talk on Artificial Intelligence and the Future of Work.



SPONSORS & SUPPORTERS

A final thank you to all of the supporters of the Leadership Conference & Awards 2019 led by Ecclesiastical Insurance, who have been so generous, enabling us to create this special occasion.



FEEDBACK



“The conference was well organised and a great opportunity to network with peers.”

Jonathan McAlpin

Chief Executive, East Belfast Enterprise



“A timely reminder of the energy and enthusiasm that exists within the sector and the diversity of activity. The conference provides an opportunity to re-balance and to feel.”

Gillian Creevy



“The first speaker Jenny Sealey was excellent inspirational and motivating. She wasn't what I expected but by far a great speaker. Excellent networking at the dinner. Overall good time out from the day-to-day to catch up with peers and recharge the thinking batteries.”

Alison McNulty

Chief Executive, Tiny Life

CONTACT

If you have any queries about the CO3 Leadership Conference 2019 or would like to get involved in 2020's event then please do not hesitate to get in touch with Nora Smith via the details below:

Email: nora@co3.bz
Tel: 028 90245 356
Web: www.co3.bz

CO3, Chief Officers 3rd Sector
 34 Shaftesbury Square
 Belfast, BT2 7DB

CO3 NEWS! EXECUTIVE RECRUITMENT SERVICE TO LAUNCH NEW BRANDING!

As you may be aware, CO3 offers an Executive Recruitment Service to members. We have been working hard on developing and growing this service and are proud of the positive feedback that we have received from members who have utilised the service to date.

In order to allow this growth to continue we have taken the decision to rebrand the service separately from CO3. This means that later in the year we will be launching our new

recruitment service with a separate name, brand and identity.

Watch this space for our new brand launch!



SAVE THE DATE!



EIGHTEEN NORTHERN IRELAND CHARITIES SCOOP ECCLESIASTICAL MOVEMENT FOR GOOD AWARDS

PHASE ONE OF ECCLESIASTICAL'S MOVEMENT FOR GOOD AWARDS HAS CLOSED WITH 18 NORTHERN IRELAND CHARITIES WINNING £1000 EACH

Ecclesiastical is doing things differently. As a specialist insurance company owned by a charity, Ecclesiastical has crafted a unique business model shaped around donating its distributable profits back into the charitable sector – and this is what has formed its ethos for the past 130 years.

Their latest initiative, Movement for Good, is perfectly aligned with this mission. These awards were set up to give away a total of £1 million to charities across the UK and Ireland this summer across two phases of nominations:



Phase 1: 500 charities won £1000 each
Phase 2: 10 charities will win £50,000 each (nominations open June 17-July 26)

500 winners of the first phase were announced in June, with 18 charities in Northern Ireland taking home £1000 each. Each charity

was nominated by members of the public, who were asked to vote for good causes close to their hearts.

More than 3,500 people nominated charities in Northern Ireland, voting for over 150 charities. In total, an amazing 98,000 people across the UK and Ireland nominated charities for the Movement for Good awards, with over 7,000 charitable causes receiving nominations. The 500 winning charities were picked at random from those nominated.

The 18 winning charities in Northern Ireland include the 27th Belfast Holy Family Scout Group, Aware Defeat Depression, Brunswick Accordion Band, Carnagat Area Community Association, Cavaliers in Need, Children's Heartbeat Trust,

Hope for Me & Fribro Northern Ireland, Incredible, Journey Community Church, Lisburn Downtown Centre, Mid-Ulster Women's Aid, Northern Ireland Hospice, Rathmore Parent Teacher Association, the Adsum Foundation, Air Ambulance Northern Ireland, Leprosy Mission, the Michaela Foundation and Transforming Lives and Communities.

Thanking supporters across Northern Ireland, David Lane, Managing Director of Ecclesiastical Ireland, said:

"Here at Ecclesiastical, our core purpose is to contribute to the greater good of society, so charitable giving is at the heart of our business. We know that £1,000 can make a huge difference to the incredible work that charities do and we're looking forward to seeing how this financial boost will change lives for the better."

Later this summer, ten charities will be chosen by a panel of judges to receive £50,000 each from Ecclesiastical to be put towards the advancement of education, skills, arts, culture and heritage, as well as citizenship or community development.

The successful charities will be announced from Monday, 30th September 2019.

For further information on the Movement for Good Awards, visit: www.ecclesiastical.ie.





Leadership Awards 2019



Over 400 guests joined us for a fabulous night of entertainment, a four course meal and to discover the winners of our 11 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 2019. L-R front row: Deirdre McCloskey, Mid & East Antrim Agewell Partnership, Lynn Carvill, Women's Tec, Isobel Loughran, Footprints Women's Centre, Alison McCullough MBE, RCSLT, Sr Nuala Kelly, Depaul. L-R back row: Gareth Kirk, Action Cancer, Eric Randall, Bryson Recycling, Mairead McGinn, Depaul, John McMullan, Bryson Charitable Group, Audrey Allen, Action Mental Health



L-R: Rolf Alter, Andrew McCracken, Chair, CO3, Tina & John McMullan



L-R: Louise McAloon, Worthingtons Solicitors, Heather Monteverde, Macmillan Cancer Support, Paula Jennings, Stepping Stones, Audrey Allen, Action Mental Health



Guests taking a selfie



L-R Jim Hughes, Premier Wealth Management NI, Wendy Austin, Nora Smith, CO3



BBC journalist and broadcaster Wendy Austin hosted the sparkling ceremony at the La Mon Hotel.



L-R: Brenda Maguire, Barry Macaulay, Ursula Ferguson, Paul Montgomery, all from Stroke Association



Guests of Open College Network NI

MEET THE CO3 LEADERSHIP AWARD WINNERS 2019!



Leadership Awards 2019



Trustee of the Year

Sr Nuala Kelly, Depaul



sponsored by Premier Wealth Management

Social Entrepreneurial Leader

Eric Randall, Bryson Recycling



sponsored by Department for Communities

Social Innovation

Isobel Loughran, Footprints Women's Centre



sponsored by UCIT

Leading People Award

Audrey Allen, Action Mental Health



sponsored by Worthingtons Solicitors

Leading Organisation Change

Lynn Carvill, Women's Tec



sponsored by Baker Tilly Mooney Moore

Leading a Smaller Organisation

Kirsten Kearney, ESC Films



sponsored by Halifax Foundation for NI

Best Newcomer

Kerry Boyd, Autism NI



sponsored by OCN NI

One to Watch

Mairead McGinn, Depaul



sponsored by Social Enterprise Academy

Leading Forward in Transformation Across Health & Social Care

Deirdre McCloskey, MEAAP



sponsored by the Department of Health

Inspiring Leader of the Year

Gareth Kirk, Action Cancer



sponsored by Ecclesiastical Insurance

Lifetime Commitment to the Third Sector

John McMullan



Alison McCullough MBE



As part of their prize, the 2019 Leadership Award Winners will have the opportunity to participate in a three-day Leadership Exchange to Sweden.

GET INVOLVED IN THE CO3 CONFERENCE & AWARDS

Our next CO3 Conference and Leadership Awards will take place on Thursday 26 March 2020 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 info@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 2019, 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 find out more about how to get involved please email nora@co3.bz or Tel: 02890 245 356.



INTERVIEW:

SR NUALA KELLY, DEPAUL, WINNER OF THE TRUSTEE OF THE YEAR 2019 AWARD

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

Winning Trustee of the Year came as a great surprise to me. I had been on the Depaul Board for many years and was also a volunteer with them in their homeless hostels in Belfast. During those years I met many amazing people and I feel this award was in recognition of the work my colleagues and I did for the most vulnerable in society – the homeless. It was an acknowledgement that people on the margins really matter and it helps to bring their plight into the public domain. The homeless in turn have taught me humility and gratitude and our dependence on each other.

Would you recommend entering the CO3 Leadership Awards?

I certainly would recommend entering CO3 Leadership Awards. The Chairperson, Andrew McCracken, in his Welcome on the night of the Awards, stated “we are driven by the desire to see the individuals and causes we care about to rely on “strong and stable “organisations – where they can depend on us to be there”. The CO3 Leadership awards support the essential work going on in the Third Sector to bring help to those who need it most as outlined by David Lane, Managing Director, Ecclesiastical. In 2019 and going into the next century, organisations need the support, encouragement and professionalism of CO3.

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

I would encourage leaders to keep their organisation in the public eye, to keep educating the policy makers about what they do, to be clear about the vision, mission and values of their organisation, to empower their staff and recognise the contribution of volunteers.



What do you think makes a good leader?

A good leader has to have a vision, be able to communicate that vision with their entire staff, empower them to make that vision a reality, while helping them reach their potential. Every member of staff must feel part of the organisation and know they are contributing to its overall success.

What's a little known fact about you?

This is a difficult one! Perhaps it is that I love watching soccer matches even though I do not support any particular team..... it's also a good ice-breaker in my chats with the residents. (Of course I love Gaelic too).

TRUSTEE NETWORK

“As a trustee I value the opportunity to develop the knowledge and skills necessary to run a charity effectively. Good corporate governance is essential and the events/courses organised by CO3 help Trustees understand their roles and responsibilities in providing leadership for their organisation/charity.”

Edith Shaw, Trustee, OCN NI

The Trustee Network is a unique support service. We facilitate a range of themed networking events for Trustees (also known as Directors) on a monthly basis, to share information and experiences amongst their peers. We bring in a range of experts to speak on a variety of topics that sit under the broad theme of corporate governance. The purpose of the Third Sector Trustee Network is to inform, support and connect Trustees.

THE BENEFITS OF MEMBERSHIP:

- Peer Support
- Advice and guidance
- Networking
- Capacity building and skills development
- Advertising board vacancies

As a member of the CO3 Trustee Network you will have access to a free consultation on corporate governance issues.

CHAIRS' FORUM & TREASURERS' FORUM

Within the Trustee Network we have created a Chairs' Forum and a Treasurers' Forum. We offer opportunities for Chairs and Treasurers to come together and share experiences and learning at a range of events.

THE CO3 GUIDE TO GREAT GOVERNANCE

In October 2018 we launched “The CO3 Guide to Great Governance”. The guide, written by Dr Roger Courtney, aims to provide organisations with the principles, behaviours and guidelines of what great governance looks like. Thank you to Cleaver Fulton Rankin for sponsoring the guide. A complimentary copy of this guide is available to all members of the Trustee Network. If you would like a copy of this guide please email info@co3.bz.

JOIN US! MEMBERSHIP OF THE TRUSTEE NETWORK IS £60 PER ANNUM.

(Complimentary access to the Network is available for CO3 members.) Discount is available for organisations that would like to sign up more than two Trustees. For further information and to register for the Trustee Network, please contact:

CO3, Chief Officers 3rd Sector Nora Smith
nora@co3.bz 028 90 245 356 www.co3.bz



Qualifications to suit your business needs



The Open College Network Northern Ireland (OCN NI) is an independently regulated and recognised Awarding Organisation based in Northern Ireland. OCN NI qualifications range from Entry Level to Level 5 and cover a wide variety of subject areas, such as Essential Skills, Employability Skills, ICT and Management Skills.

How Can We Help You?

Training and Development is an essential part of helping your staff grow and develop so that your business can operate more efficiently and become more profitable. If your business currently delivers 'in-house' training or you are thinking of upskilling your workforce then contact us to see how your business can benefit from delivering OCN NI Qualifications.

Benefits to becoming an OCN NI Centre

- Access to over 500 nationally recognised qualifications
- Tailored qualifications to suit your business needs
- Recognition for your in-house training
- Dedicated OCN NI Business Development Adviser
- Flexible delivery methods using unitised approach
- 24/7 learner registration and awards system

If you are interested in offering nationally recognised qualifications give one of our business team a call today on 028 90 463 990, or email mmccormick@ocnni.org.uk

Get in touch with us today
Web: www.ocnni.org.uk
Email: info@ocnni.org.uk
Tel: 028 90 463 990



INVESTORS
IN PEOPLE



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THE FUTURE OF WORK

DONAL LAVERTY, CONSULTING PARTNER, BAKER TILLY MOONEY MOORE



AS WE ENTER THE FIFTH INDUSTRIAL REVOLUTION, THE PACE OF CHANGE IS 300 TIMES FASTER AND 3000 TIMES THE IMPACT OF THE FIRST INDUSTRIAL REVOLUTION.

Automation and artificial intelligence are replacing human tasks and jobs, and changing the skills that organisations are looking for in their people.

Change of course happens, but business as usual is no longer an option as disruption is forcing organisations to re-examine the established rules of engagement, producing a new rhythm of organisational life and employment.

New and emergent business models are beginning to make impact. The concept of the 'gig economy' is taking hold regardless of recent legal issues. The new business leaders in the pack are disrupting traditional rules of business and altering their relationship with their employees, suppliers and contractors.

Furthermore the way organisations do business is under intensifying scrutiny with increased pressure from government, customers and campaigners to be more accountable - there are increased expectations of ecological sustainability and social conscience.

The shape that the workforce of the future takes will be the result of these complex and competing forces. Whilst some of these forces are certain, the speed at which they will unfold is hard to predict. The development of automation enabled by technologies including robotics and artificial intelligence brings the promise of higher productivity, increased efficiencies and convenience. But these technologies also raise difficult questions about the broader impact of automation on jobs, skills and the nature of work itself.

We do not subscribe to the frenzy that millions will lose their jobs to automation, but we do recognise that the biggest challenge for business will be finding the skills they need to remain relevant and sustainable. Technological advances requires new skills in robotics and automation. Key softer skills organisations will require include problem-solving, adaptability, collaboration, leadership, creativity and innovation. We believe these are the skills that will leverage the competitive advantage.

Broadly the future of work will result in;

- Increased entrepreneurship and self-employment
- Break down of traditional employment contracts
- Increasing virtual and remote workforces
- Increasing inter-connectivity and collaborative approach to work

In this changing world employers and individuals will have to adapt to survive.

The key messages for employers are;

- Provide leadership and direction in developing the skills needed for future work
- Develop organisational resilience to withstand the pace of change
- Drive innovation and collaboration as a new business model



Honorary Awards Dinner

ON 14 MAY 2019 AMERICAN STATESMAN GEORGE MITCHELL WAS HONOURED FOR HIS CONTRIBUTION TO THE PEACE PROCESS

Senator Mitchell, who brokered the Good Friday Agreement, was presented with the award for leadership and peacebuilding by Andrew McCracken, Chair of CO3.

Mr McCracken said: "George Mitchell is someone who has given sacrificially to many causes but possibly none more so than peace in our own community; his listening ability, his patience, and his courage to take risks for peace are now woven into the tapestry of the society that we are now able to live in."

Senator Mitchell responded: "I'm an American, proud of it and always will be, but a very large part of my heart and emotions are in Northern Ireland. This is a great place, with great people, its energetic and productive."

"I am deeply honoured to be recognised by you and can say to you in all sincerity that it was a labour of love." During the evening there were warm tributes from two former politicians who took part in the talks process that led to the 1998 agreement. Baroness May Blood and Dawn Purvis praised him for his extraordinary patience and courtesy during the fraught and fractious negotiations that preceded the settlement.



Senator Mitchell shared reflections on his leadership style and the importance of cultivating patience, humility and listening skills.

poet Colin Dardis read a poem he had been specially commissioned to write in George Mitchell's honour. (see page 33)

Before he was presented with his award,



L-R: Sir John Elvidge, Carnegie UK Trust, Aideen McGinley, Carnegie UK Trust, Paul Donaghy, OCN NI, Roisin McDonough, Arts Council, Ian Walters, OCN NI



Group of guests from Women's Tec



L-R: John Devitt, Ecclesiastical Insurance, Nora Smith, CO3, Senator George Mitchell, David Abrahams, Marsh, Andrew McCracken, Chair, CO3



Senator Mitchell shared reflections on his leadership style and the importance of cultivating patience, humility and listening skills.



L-R: John Devitt, Ecclesiastical Insurance, Tom McQuillan, Marsh, Mike McClean, Friends in Action



L-R: Erskine Holmes, UCIT, Kevin Roland, Teneo, Alan Money Penny, UCIT, Sir Ronald Weatherup, Belfast Charitable Society



L-R: Anne-Marie McClure, Start360, Celine McStravick, NCB NI, Cara Cash-Marley, Groundwork NI



L-R: Tracey McCreanor, CO3, Sr Nuala Kelly, Depaul, Deirdre Canavan, Depaul



L-R: John McMullan, Social Enterprise NI, Dame Judith Hill



L-R: Brenda McMullan and Courtney Girvin of Halifax Foundation for NI



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Funded by the Arts Council of Northern Ireland, CO3 commissioned Colin Dardis to write a poem that reflected on Senator Mitchell's contribution to leadership in Northern Ireland.

Affinity

for George J. Mitchell

For listening to all that were gathered,
certain that every voice we have mattered.

For walking the line between North and South,
a land big enough to hold every truth.

For seeing where past and present conjoin,
that we are all the sides of the same coin.

For displaying patience when we had none,
believing in words, instead of the gun,
we thank you.

★

For your wisdom when we were quick to blame
the other side and add fuel to the flame.

For friendship offered when met with tempers,
a smile tapering fires down to embers.

For telling us a simple principle:
once dreams spark, they're inextinguishable.

For persistent light when times were darkest,
courage far away, a breakthrough farthest,
we thank you.

★

For looking forward when others looked back
and doubted themselves, ready to retract.

For staying here, knowing hope could outweigh
the hard moments when life calls you away.

For understanding that true unity
is not *us* or *them*, but everybody.

For being the one who took up the pen
and drew 'peace' across every town and glen,
we thank you.

- Colin Dardis



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CO3 & SOCIAL ENTERPRISE ACADEMY

DELIVERING LEARNING & DEVELOPMENT TO STRENGTHEN NORTHERN IRELAND'S THIRD SECTOR

PEOPLE STEPPING UP TO CHANGE THE WORLD NEED SUPPORT.

The Social Enterprise Academy (SEA) exists to support these individuals and organisations develop the skills, mindsets and behaviours needed to build sustainable social enterprises and achieve greater social impact.

SEA's learning programmes are participative and active, and use a practitioner-led, peer-learning model, bringing people together with a common interest or motivation to develop their enterprise, social impact measurement or leadership skills. Our skilled Learning Facilitators are themselves social entrepreneurs or senior leaders from within the sector, meaning they drive learning and discussions by sharing their own experiences and encouraging learners to do the same.

In 2014, SEA and CO3 partnered on a leadership development programme in Belfast for Senior Managers, called Leading Edge: Strengthening our Future. The programme was created to support

senior managers within CO3's network to become the 'Leaders of tomorrow'. With the Leading Edge programme being successfully delivered for two years, CO3 and SEA designed a powerful new learning experience for CEOs of third sector organisations called Excelling in Leadership as Chief Officers - A Framework for Leadership Excellence. This six-day Residential programme gives Senior Leaders the time and space to reflect on their leadership skills and learn from their peers in a 'High Support, High Challenge' environment. The programme also focuses on new ideas and perspectives on social enterprise leadership from outside of Northern Ireland. SEA works with social enterprise leaders across the globe - Excelling in Leadership shares this learning from some of our International Hub partners.

CO3 and SEA recognise the importance of contemporary leadership skills for the future of the sector in Northern Ireland. By allowing leaders time and space to develop the skills necessary to innovate and collaborate, we are increasing their capacity to build resilient organisations and better support the communities they serve.

The Excelling in Leadership 2019 programme begins on the 8th and 9th of October, at La Mon Hotel in Belfast. To find out more about the programme, or to discuss collaborating on a learning programme for your own teams, please get in touch with Jess Kemp at jessica@socialenterprise.academy

The Leading Edge: Strengthening our Future 2019 programme will take place in early 2020.



INTERVIEW:

GARETH KIRK, ACTION CANCER, WINNER OF THE INSPIRING LEADER OF THE YEAR AWARD 2019

What did winning the Inspiring Leader of the Year Award mean to you?

I was truly surprised but equally delighted. It is always lovely to receive recognition and its even nicer when it is from your peer group. However, and I know everyone says it, but I genuinely see the award as being for Team Action Cancer and not for me personally. I would not have received it if it wasn't for the superb staff, volunteers and trustees at Action Cancer who deliver day in and day out lifesaving and supporting services and who ensure that we are well governed, managed and financially sound.

Would you recommend entering the CO3 Leadership Awards?

Yes, totally, the Awards work so well on at least two levels. Personal recognition is so positive and reaffirming for the individual concerned. Leading and managing in the Third Sector isn't easy and, having worked in senior positions in both the Public and Private Sectors, I can only conclude that the challenges and pressures on leaders are greatest within our sector. An award that says, very well done, keep going, keep making a difference is lovely to receive. Secondly, it is excellent exposure and recognition for the organisation concerned and after all reputation is a major brand strength and its loss the greatest risk to the organisation's continuation.

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

Believe in yourself, know your values and those of your organisation and consistently live them out in everything you and the organisation do, there is no scope for compromise.



What motivates you?

Making a difference, clichéd I know, but it is true. There is nothing more satisfying to making a tangible difference to the lives of others.

What do you think makes a good leader?

Being open, honest, consistent, approachable, visible, listening, respecting and appreciating others, putting others and the organisation before yourself.

What's a little known fact about you?

Sorry, none – I am an open book.

CHARITIES AND TRADING

CATHERINE COONEY, CORPORATE, COMMERCIAL & CHARITY, WORTHINGTONS SOLICITORS



TRADING BY CHARITIES IS A TOPIC THAT HAS CAUSED DEBATE WITHIN THE SECTOR FOR A NUMBER OF YEARS ESPECIALLY WITH THE CONTINUED DOWNWARD PRESSURE ON FUNDING.

Charities are striving to innovate and self-generate income where possible.

Currently charities do not pay tax on profits from 'primary purpose trading', or if the level of trade that is not primary purpose falls below the small trading tax exemption limit, or if they trade through a subsidiary trading company.

Charity trustees must carefully consider whether setting up a trading subsidiary is necessary and what legal form it should take. The most common legal structure for a charitable trading subsidiary is a company limited by shares. There are several issues that charity trustees must consider before undertaking any trading

activity and expert legal and financial advice should be sought in advance.

Some considerations include: -

- Does the charity have the power to trade?
- Will the trading undertaken further the charity's primary purpose?
- What control has the charity over the subsidiary?
- Have conflicts of interest been managed?
- Does a loan agreement need to be put in place?
- Do the parties need a resource sharing agreement?

A report published by The Charity Tax Commission on 17th July 2019 considered tax reforms for charities in general and said in terms of charities and trading, "...we believe that this area merits further consideration and consultation, possibly extending the primary purpose trades tax exemption to all trades so long as the profits of the trade are applied for a charity's objects." One recommendation in the report stated that the government should consult on whether to roll out rates relief to all wholly owned charity

subsidiaries.

Another paper written in July 2019 by accountancy firm Crowe (supported by the Charity Finance Group and ACEVO) argues that separate trading bodies bring increased costs and administrative burdens (Charities and trading: Time for a rethink July 2019). Commentary within the sector has consistently discussed whether charities should be allowed to undertake trading without the need of setting up a separate trading entity.

Ultimately if the charity trustees decide it is necessary to set up a trading subsidiary the board will have to weigh the additional administrative burden and risk against the potential tax reliefs and additional income generation. There is also the additional risk to charity trustees who do not understand that their responsibilities extend to the activities of the trading company.

The charity trustees must be able to demonstrate good governance between the charity and the trading entity. This means that record keeping and robust documentation governing the relationship is important. As always, the overarching responsibility for charity trustees is to ensure their decisions are taken in the best interests of the charity and its beneficiaries.



INTERVIEW:

MAIREAD MCGINN, DEPAUL, WINNER OF THE ONE TO WATCH AWARD 2019

What did winning the One to Watch Award mean to you?

Honestly when my name was called out I couldn't believe it. Winning the One to Watch Award felt like a huge reward and recognition from the sector. It's a great honour to be nominated by our CEO and to be recognised amongst incredibly dedicated peers. I have always worked really hard in anything that I do, always hoping that I can make a difference to someone's life in a way that I know how. Winning the award was a lovely celebration of that hard work, not just for me but for Depaul.

Would you recommend entering the CO3 Leadership Awards?

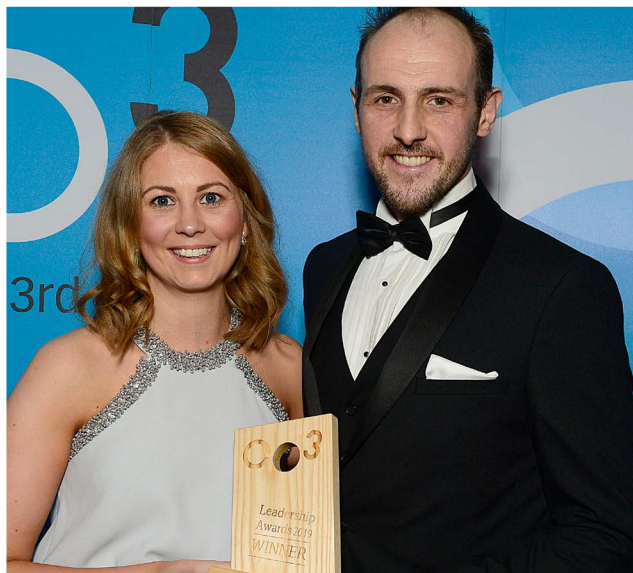
Definitely. They are one of my favourite awards ceremonies of the year and the conference always has such worthwhile workshops and speakers. I think it's important, in our very busy jobs where there are often very challenging situations that we stop and celebrate the great work that goes on. I also think that it's positive for the organisation themselves to highlight all the different areas of achievement and to take the time to appreciate staff and volunteers at a variety of levels.

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

On the days that it feels like you are having no impact go and visit one of the services that you work for. It reminds you why you are doing what you do and re-energises you.

What motivates you?

Making money for causes really motivates me! There is nothing more motivating than hitting and exceeding targets! I know that I don't just want to survive in this world. I want to make some sort of difference to others.



What do you think makes a good leader?

Someone who is authentic in themselves, someone who is fair in all areas of their work and someone who has a clear vision and can communicate it makes a great leader.

What's a little known fact about you?

I am a trained ballroom dancer and competed in competitions for years, before 'Strictly Come Dancing' made it cool!

NEW CORPORATE MEMBER PROFILE

CATHY MARTIN, PARTNER, ELLIOTT DUFFY GARRETT SOLICITORS



CATHY IS A PARTNER IN THE CORPORATE AND COMMERCIAL DEPARTMENT OF ELLIOTT DUFFY GARRETT.

Established in 1973, Elliott Duffy Garrett remains a locally owned independent firm which enjoys an excellent reputation as one of Northern Ireland's leading law firms.

EDG provides a full charity law service to its many and varied clients, including housing associations and large third sector organisations. It offers expertise in all aspects of law affecting charitable organisations, from company law to corporate governance, litigation, Judicial Review, employment and real estate.

EDG is pleased to have joined as a new corporate member of CO3 and looks forward to engaging with other members. The opportunity to share expertise and experiences with CO3 members will inevitably provide the firm with a greater understanding of the challenges faced by the sector which will in turn assist EDG in continuing to advise and protect its clients to the highest standard.

DELIVERING EFFECTIVE INDEPENDENT OVERSIGHT OF POLICING

Our Work...

The Policing Board is responsible for ensuring that the Police Service of Northern Ireland is effective, efficient, impartial, representative and accountable to the community it seeks to serve. This means holding the Chief Constable to account for all his actions and those of his staff.

Independent police oversight is essential for public confidence in the Service and the Board is committed to ensuring that it is open and transparent in how it conducts its business.



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"Without doubt I would recommend this programme, you will definitely gain new skills and ways of working."

Brendan McAleer
CEO, Dún Uladh

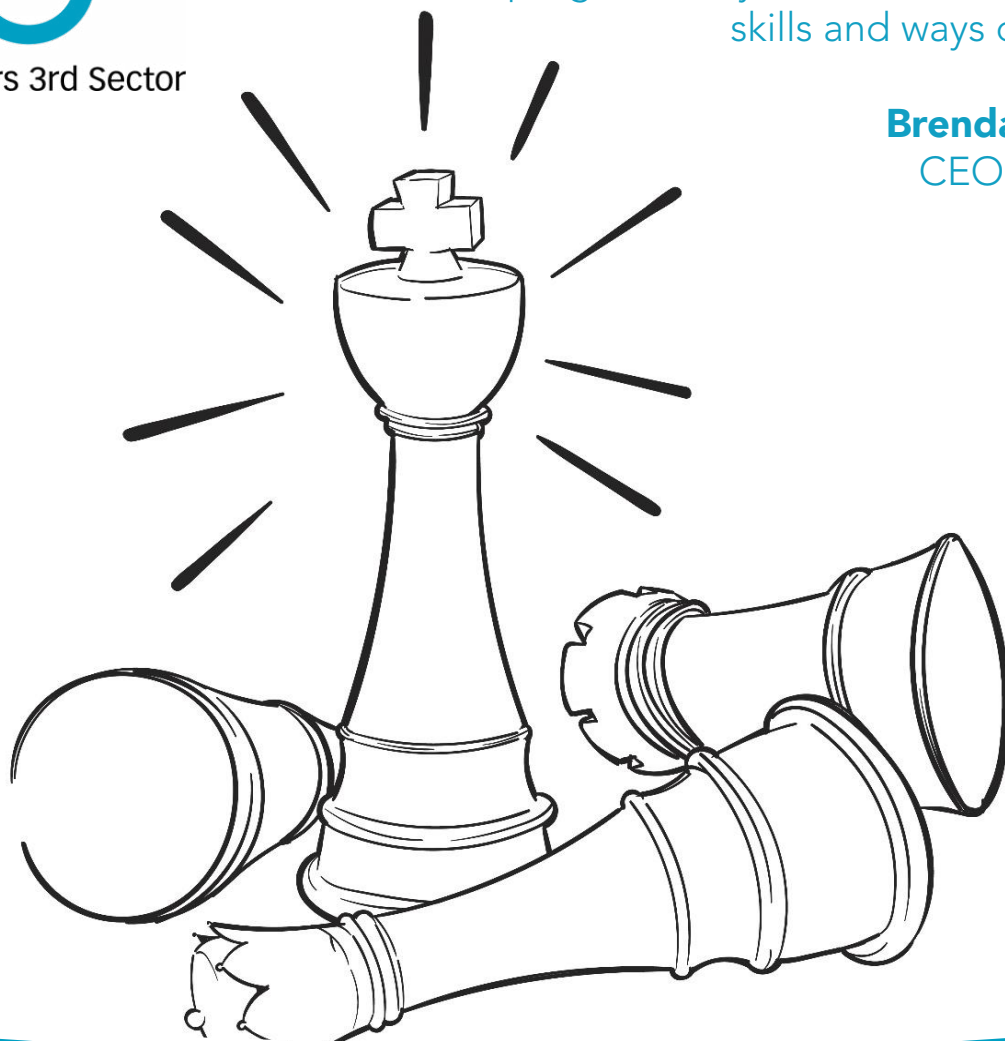


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