

Winter 2020



Member Profile P8

Thought Piece: Action Mental Health P20

CO3 Leadership Conference & Awards P11-P17



019



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Foreword



CO3 Chief Officers 3rd Sector

31 Bruce Street
Belfast BT2 7JD
Tel: 029 9024 5356

 /CO3ChiefOfficers3rdSector

 @co3updates

 CO3 Chief Officers 3rd Sector

The New Year brings resolutions with a sense of purpose of the potential opportunities in our personal lives and in our working lives. Although amongst this optimism is a sense of the uncertainty and unknowns that sit in front of us.

Financial sustainability to deliver key services to our beneficiaries will be front and centre of leader's priorities. In the midst of navigating through those leadership challenges it will be important we look after ourselves. One thing I have noticed in my five odd years with CO3 is that we are not particularly good at the self-care piece.

We have organised a series of events focused on mental health and well-being in 2020. We have established our CEO coffee and brunch sessions that will be facilitated by CO3 Board members. My one ask of you all is that you avail of this support and be kinder to yourself in 2020.

We also have our Annual Conference & Awards dinner on 26 March to look forward too. We have an impressive line-up of speakers including Amb. Samantha Power who was part of the Obama Administration. The Awards provide us with the platform to pay homage to the 43 leaders who have been shortlisted and to celebrate the overall winner of each category. This edition includes thoughtful insights from a range of members as well as highlighting some key training and events that we have planned over the next 12 months.

May I say thank you again for your continued support as a valued CO3 member.

Warm wishes

Nora Smith
CEO



Nora Smith, CEO

Chief Executive of CO3 since March 2014, Nora established and developed the executive recruitment services which in 2019 evolved into Engage Executive Talent. Nora's background in HR coupled with her extensive networks and strategic connections provide unrivalled access to leaders across the third, private and public sectors. Nora's focus is on building a community of leaders offering support and development through the services that CO3 provides.



Suzanne Courtney, Member Service Manager

Suzanne has over 20 years' experience in sales management within the private sector and prides herself on building and maintaining relationships. Suzanne oversees all elements regarding CO3's member base, be it recruitment, support, communications, introductions and development. When not working, Suzanne enjoys spending time with her husband Scott and two sons Will and Max, which usually involves standing in the freezing cold watching them play football!



Jonny Bell, Marketing And Events Officer

Jonny has worked within the marketing and events sector for over ten years, gaining experience in the software, market research, marketing agency, hospitality and tourism industries. Jonny develops and manages CO3's distinct marketing presence, implementing a fully integrated communications approach while satisfying his passion and drive for effective and ethical communication.



Louise Cahoon, Events And Admin Officer

Louise has chosen event management as her career path and has been successfully working within the sector for over three years. Our clients benefit from her genuine passion, acute organisational skills and great eye for detail. Louise has in depth experience managing small seminar type events up to and including large corporate events.



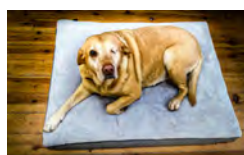
Patrick Minne, Director Of Business Development

Patrick has worked as a Chief Executive, Senior Manager and Trustee in Northern Ireland's third sector since 2007, establishing a strong network of contacts who are as passionate as he is himself about the sector's ability to change society for the better. His previous experience at Senior Management level in the private sector, working with a range of public sector clients, gives these networks strength and depth. He particularly enjoys identifying organisations and individuals who, like him, combine 'a social heart with a business head'.



Con Collins, Executive Recruitment Consultant

Con has a strong commercial background with 19 years of business development, having run his own successful business for 12 years. He has brought his business acumen and interpersonal skills to bare on successful CO3 search assignments for several Chief Officer and Board positions encompassing the third, public and private sectors.



Kandi, Office Dog/Wellbeing Officer

Duties include chilling, sleeping, walking the staff at lunchtime, eating treats, greeting members at the CO3 office and hugs to help support the health and wellbeing of staff and members. In her spare time, Kandi enjoys playing fetch and barking at other dogs.

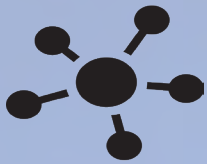
Member Benefits



**Training &
Development**



**Roundtables
with Senior
Political & Public
Sector Figures**



**Networking
Opportunities**



Counselling



Peer Events



Calls For Help



Trustee Network



**Consultancy
Support**



**Cross Sectoral
Leadership
Programme**



**Member
Directory**



Mentoring



**Representation
On Key Strategic
Groups**

To find out more about the full benefits of becoming a CO3 member contact our Member Service Manager Suzanne Courtney via email suzanne@co3.bz or call 028 9024 5356



Need Help?

CO3 Calls For Help

If you are in need of a recommendation, have a query that you feel other members could help you with why not use our **Calls For Help** service?

We encourage our members to share their knowledge and experience by responding to our weekly **Calls for Help** facility

Members can simply email the CO3 team who will share their question with the CO3 Network via our weekly **Calls for Help** email and through the members news section of the CO3 website

All questions and responses are handled anonymously. Contact details are only shared with the express permission of both parties

If you would like to offer any assistance through our network, look out for our weekly **Calls For Help** email or visit www.co3.bz/news

If you have a query you think our members network can help you with please email your question in 100 words or less to jonny@co3.bz

February

- 5 Steering Through Chaos
- Roundtable with Richard
- 11 Pengelly
- 12 The Effective Third Sector
- Chair Series
- 13 New Member Lunch
- 25 Leading Edge Programme
- 26 Leaders On Leadership
- Breakfast
- 26 The Effective Third Sector
- Chair Series

March

- 11 HR Management Network
- The Effective Third Sector
- 11 Chair Series
- 11 Roundtable with Derek Baker
- 12 Interim Executive Training
- The Effective Third Sector
- 24 Chair Series
- 26 CO3 Leadership & Conference
- and Awards 2020

April

- 1 Everything You Need To Know
- To Be A Trustee
- 7 Managing Sickness Absence
- 8 Chairs Forum
- 23 Register of Charities and Failed
- Compliance Checks - Lessons Learnt

May

- 6 ACEs and Trauma Informed
- Practice

- 14 CEO Brunch Meet Ups

June

- 10 HR Management Network
- 18 Everything You Need To Know
- To Be A Trustee
- Understanding Financial
- 25 Accounts And Confidence On Reporting
- To Your Board
- 26 CEO Brunch Meet Ups

Read more about our 2020 training and events schedule at
www.co3.bz/co3-events



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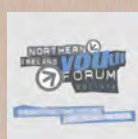
02890 772 772 // sparq.live



New Members

From September 2019 CO3 has welcomed 82 new members from the following organisations

Full:



Associate:



Corporate:



Trustee:



MEMBER

Profiles

Karen Pateman, Trustee, Groundwork NI

What is your leadership position?

I am a Board Trustee / Non-Executive Director of the Charity Groundwork NI in North Belfast. I am also on the Board's Finance and Personnel Committee.

What is the vision and mission of your organisation?

Groundwork NI has what I believe is a clear and ambitious vision to create empowered communities grown from the ground up, that are sustainable, happy and healthy places to live, work and play.

Why did you join CO3?

The Trustee networking aspect as I think building strong collaborative networks is vital to supporting and championing each other in the sector. Also for the fantastic training opportunities. I enjoy expanding my knowledge and the courses suit my learning style giving me really valuable skills.

What do you see as the main challenge facing the sector in 2020?

The biggest challenge is funding, due to a number of things:

- The absence of the Assembly for three years had an impact on public sector budgets cascading through the voluntary sector. With devolution restored hopefully we will be able to plan better for medium and longer-term projects
- Moving to tenders as opposed to grant funding has impacted on smaller organisations such as Groundwork NI who do not have the same capacity as larger organisations to compile bids. This also opens up funding resource to new competition as large and sometimes national organisations compete with our sector, leaving us vulnerable to the possibility we may not be able to secure sufficient funds to survive
- Increased competition generally as funding becomes more limited
- This financial uncertainty leads to another challenge for our sector and that is the ability to recruit and retain the right amount and calibre of people in our organisations.



Richard McCaig, Associate Director, Osborne King

What is the vision and mission of your organisation?

To provide market leading property advice to a wide range of clients throughout Northern Ireland

Share three words that capture your leadership style/approach

Approachable, Motivated, Direct.

Why did you join CO3?

We advise organisations in the 3rd sector including NICVA, Tinylife, and Childrens Law Centre amongst others. The 3rd sector is extremely active within the property market, as property can typically be one of an organisations largest costs, it is important that that occupiers are fully advised before entering into a transaction.

What are the three objects you would take if you were cast away on a desert island?

A knife, matches and a satellite phone with sky sports.

What do you see as the main challenge facing the sector in 2020?

Brexit and the lack of a functioning Executive will continue to impact on market confidence. Investors and occupiers will remain cautious until there is a decisive outcome on both.



Gerard Deane, Director, Holywell Trust

What is the vision and mission of your organisation?

Holywell Trust is a community relations and community development organisation based at the heart of Derry/Londonderry. Our vision is 'A strong, healthy, reconciled local community where people are safe in their personal and cultural expression working together towards a truly inclusive, prosperous shared future'.

Mission - Leading by example, Holywell Trust will develop partnerships to create a positive enabling vision and actions to positively transform the North West.

Share three words that capture your leadership style/approach

I like to think that I am trusting, encouraging as well as challenging.



Why did you join CO3?

I joined CO3 to support the work of the organisation and to access the networking opportunities available to members. I think that it is also important to have a peer support network for those working in the sector and a strong voice to speak on behalf of the members.

What are the three objects you would take if you were cast away on a desert island?

Hardest question of them all! I'd have to be practical because whilst a break would be welcome I wouldn't fancy staying long, so - a satellite phone, a boat and a box of matches.

What do you see as the main challenge facing the sector in 2020?

There are many challenges facing the sector, as always, but I feel that the main challenge is ensuring that we have local politicians working together and making decisions to support the community locally. We have really missed local decision making over the last 3 years and I hope that there is the political will among the parties to address the difficult issues and re-establish the Executive to get this place energised and working again.

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The “Why” Factor?



John Devitt, Sales Manager Ireland,
Ecclesiastical Insurance



‘Why’ is not always a question mark. Instead it is the reason and purpose that drives great success.

The Not For Profit sector in Northern Ireland is a perfect example of this and is representative of thousands of organisations who in turn support and assist hundreds of thousands of people. In 2019, over 6,000 registered charities employed 53,000 people and generated income to a value of £618 million. There are almost a quarter of a million people who volunteer their time and energy to support the sector.

Throughout the past few years we have seen that there is an increasingly diverse range of third sector organisations serving an increasingly diverse range

of needs in the community. These needs create associated risks in the sector and have led to increased regulation and accountability.

This is also why we work closely with Marsh in Northern Ireland to ensure you are protected against many of those risks that otherwise could curtail your great work. We have seen risks such as fire, theft, slips and trips, as well as cybercrime and loss of data, which are becoming more and more sophisticated. In this context, we are building a picture of critical services, risk, regulation, financial accountability and challenges to maintaining the necessary funding and protection of these organisations. You, as executives and board members, understand this more than anybody, so we want to talk about why we work with your sector and support the important work that it does.

First and foremost, why we support CO3 is due to the fact that we recognise the support they provide to you in retaining. They focus on key issues and providing the skills you need. This in turn provides us with the additional confidence to protect you against the risks you face in running your

organisations, because you have the professional support of CO3 in helping you to drive best practice.

For Ecclesiastical too, we have our own ‘why’ as a company owned by a charity. In 2019 our ‘why’ enabled us to launch the Movement for Good initiative, where we gave £1 million to over 500 charities, many of them on the island of Ireland. In addition to this, our 12 Days of Giving saw 120 charities share £120,000 over 12 days in December.

The most important ‘why’ for us right now though is that, with CO3, we recognise the importance of your great work. We look forward to celebrating this at the 2020 awards, which we are so proud to support once again.



WHY ATTEND?

The CO3 Annual Conference provides a space for CEOs, Senior Management and Trustees to gather to showcase the value of the Sector and to address some of the most complex challenges that we face as we step forward.

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 over 300 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 EXHIBIT?



During the the conference CO3 creates a networking space to allow delegates more time to pursue the exhibitions and chat to exhibitors and colleagues. The morning, afternoon and lunch breaks are all served in the exhibition area.

For more information contact our Member Service Manager Suzanne, suzanne@co3.bz or call 028 9024 5356

Exhibition Stand

Our package is designed to offer value for money and make your planning as easy as possible.

The package includes:

- A large space in the exhibition area (complete with a table and chairs and access to power supply, subject to availability) able to accommodate stands up to full size
- Use of the space for the duration of the conference over the full day
- Listing in the delegate pack, including contact details
- Pre-event link from the event website to your organisation's website
- Entry in the event guide
- Lunches and refreshments for one person
- Complimentary conference pass for one person to attend conference sessions

CONFERENCE PROGRAMME

09:00	Nora Smith, Introduction and Welcome	12:00	Amb. Samantha Power: The Education of an Idealist
09:05	David Lane, Introduction and Welcome	13:00	Lunch & Networking at exhibition village
09:15	Wendy Austin, Introduction and Welcome	14:00	Workshops & Networking at exhibition village
09:20	Brendan Hall: Why I decided to sail around the world	15:15	Baroness Newlove: Why I have made my life about fighting for victims.
10:30	Break & Networking at exhibition village	16:00	Exhibition prize announcements
11:15	Emma Revie: My leadership journey	16:10	Wendy Austin summary
		16:15	Nora Smith, Close

WORKSHOPS

CO3 is delighted to announce workshops from the following Members.
For further details please visit www.co3.bz



PRICING

	CO3 MEMBER	NON MEMBER
CONFERENCE ONLY	£ 120	£ 220
CONFERENCE & AWARDS	£ 175	£ 300
AWARDS DINNER ONLY	£ 80	£ 120
AWARDS DINNER TABLE DEAL	£ 750	£ 1100

Meet Our Speakers 2020

Keynote Speaker: Ambassador Samantha Power



"One of our foremost thinkers on foreign policy."- Barack Obama

Samantha Power is a Professor of Practice at the Harvard Kennedy School and Harvard Law School. From 2013-2017, Power served as the U.S. Ambassador to the United Nations and a member of President Obama's cabinet. From 2009-2013, Power served on the National Security Council as Special Assistant to the President for Multilateral Affairs and Human Rights.

Power began her career as a journalist, reporting from places such as Bosnia, East Timor, Kosovo, Rwanda, Sudan, and Zimbabwe, and she was the founding executive director of the Carr Center for Human Rights Policy at the Kennedy School. Power's book, "A Problem from Hell": America and the Age of Genocide won the Pulitzer Prize in 2003.

She is also the author of the New York Times bestsellers Chasing the Flame: One Man's Fight to Save the World (2008) and The Education of an Idealist: A Memoir (2019), which was named one of the best books of 2019 by the New York Times, Washington Post, Economist, NPR, Bloomberg News, and TIME.

Power earned a B.A. from Yale University and a J.D. from Harvard Law School.

BRENDAN HALL



In 2009 Brendan Hall skippered a racing yacht in the ultimate long-distance challenge, The Clipper Round the World Yacht Race. Brendan insists that success came not by being the best sailor or strategist, but because he created the most engaging and empowering on-board culture, with a compelling vision, strong values and a continuous-improvement mindset. Brendan is now an international keynote speaker, who shows organisations how to positively develop their own internal culture.

EMMA REVIE



Emma Revie is the Chief Executive of the Trussell Trust, a charity that supports a network of over 1,200 food bank centres to provide emergency food to people in crisis, offer additional support and campaign for change. Previously she was Chief Executive at youth charities Ambition and Landmark, and Head of Donor Services at international aid charity Tearfund. She has also run her own freelance consultancy and training business, and is treasurer of The Centre for Youth Impact, a community of organisations working together to progress thinking in youth work.

BARONESS NEWLOVE



Lady Newlove is the Pro Vice-Chancellor of University of Bolton. The Baroness also sits in the House of Lords as an active Conservative peer and Deputy Speaker. In 2007, Helen Newlove became a crime victim, when her husband Garry, was fatally attacked by a gang on the family's doorstep.

Best-known for her role as Victims' Commissioner (VC) for England and Wales from 2012-2019.

Shortly after stepping down as VC, Baroness Newlove was invited by the United Nations to work alongside them within the international fields for victims/survivors.

Inspiring Leader Of The Year

Mary Ryan (MACS)

Michael Boyd (IFA)

Marie Marin (Employers For Childcare)



Leading People

Barry Macauley (Stroke Association)

Chris Cupples (Christians Against Poverty)

Paul Finnegan (Cruse Bereavement Care)

Paula Reynolds (Belfast Charitable Society)



Trustee Of The Year

Edwin Graham (IncredABLE)

Jim Collins (The Ortus Group)

Gerardine Cunningham (The Link Centre)



Social Entrepreneurial Leader

Janet Schofield (CAN)

Jayne Taggart (Causeway Enterprise)

Nigel Hampton (IncredABLE)



Social Innovation Award

Dee Nixon (Hope 4 Life NI)

Mark Dennison (IFA)

Paul Braithwaite
(Community Fund for NI)



Leading Organisation Change

Anne Doherty (Mindwise)

Jacque Richardson (Positive Life)

Julie Meredith (Cats Protection)

Patrick J O'Reilly
(Tinderbox Theatre Company)



Shortlisted Categories 2020

Leading Forward In Transformation Across Health And Social Care

Brenda Maguire (Stroke Association)

Paul Finnegan (Cruse Bereavement Care)

Willie McAllister (Inspire Wellbeing)



Best Newcomer

Deirdre Robb (Belfast Exposed Photography)

Sara Graham (Versus Arthritis)

Tony Silcock (Youth Initiatives NI)

Ursula Ferguson (Stroke Association)



Leading A Smaller Organisation

Benjamin Gould
(Commedia Of Errors Theatre Company)

Dee Nixon (Hope 4 Life NI)

Joseph Donnelly (TAMHI)

Leigh Carey (The Hummingbird Project)

Peter Shaw (Community Sports Network)



Leading In Equality, Diversity And Ethnicity Award

Justin Kwame (NICRAS)

Nisha Tandom OBE (Arts Ekta)



One To Watch

Aoife Hamilton (Employers For Childcare)

Charlotte Fegan (OCN NI)

Lisa McElroy (Extern)



Team Up And Save The Day

Age At Work

Community Development & Health Network

The Bytes Project

Family Focus

IncredABLE

Stroke Association





Leadership Conference & Awards 2020



CO3 LEADERSHIP AWARDS 2020 “THE WHY FACTOR”

THURSDAY 26TH MARCH 2020 | 7PM

CO3's Leadership Awards recognise the talent, innovation and success of third sector leaders, be they leaders of large or small community associations, self-help groups, voluntary organisations, charities, faith-based organisations, social enterprises, community businesses, housing associations, cooperatives, mutual organisations as well as many others.

The winners will be presented with their awards at a high profile ceremony on **26th March at La Mon Hotel** and Country Club, Castlereagh, Belfast. With over 400 guests in attendance, the awards gala dinner provides an excellent opportunity to showcase the innovative work of Third Sector leaders.

The ceremony is attended by key players and decision makers. **Each table seats 10** and is a great way of entertaining clients, business partners and prospects at our dazzling awards dinner. You and your distinguished guests will join hundreds to share in the success of the Third Sector. The prestigious awards recognise and reward excellence.

Demand for tables is always high.

Please note that we operate a first come, first served system for table booking.



AWARDS HIGHLIGHTS INCLUDE :

- Welcome drinks reception
- A four-course meal
- Compèred by Wendy Austin
- 12 category winners
- Evening entertainment and networking with over 400 Third Sector Leaders in Northern Ireland



CELEBRATE THE SECTOR | TREAT YOUR TEAM | BOOK A TABLE AT OUR GLITTERING AWARDS DINNER!



Standard table of 10 (Includes drinks reception & four-course dinner)
Table deals start from £750

To book a table please contact suzanne@co3.bz or
Tel: 028 9024 5356



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Financing Social Enterprise



Photo: Greater Shantallow Community Arts
www.studio2derry.com

Our mission is to ensure social impact is felt, not simply dreamt

We are delighted to sponsor and collaborate on the awards, as we get to learn from the best of social enterprise effort right across our communities.

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Make the Five ways to well-Being work For You



Most of us know when we are feeling our best and when we are not, both physically and mentally. Sometimes, we all need a little encouragement to help keep ourselves well, and we may even want to share this with our work colleagues.

A simple way to improve wellbeing and build our resilience to cope with life's challenges is the Five Ways to Well-being, a set of evidenced-based actions developed by the New Economics Foundation and designed to improve personal well-being. The Five Ways to Well-being provide five key steps that you can take as your mental 'five-a-day' to contribute to your overall well-being.

Don't worry, you don't need to take these steps alone – you may even find them more enjoyable with your colleagues and family. These steps remind us to:



Connect with the people around you: family, friends, colleagues and neighbours at home, work or in your local community. Think of these relationships as the cornerstones of your life and spend time developing them. Try ditching the feedback loop and engage with the people in your immediate environment. You may get to know each other better and create a more productive, social and efficient workplace that embraces the need to connect for well-being. Why not go for a group coffee run, or have a digital detox tea break? – no phones, just conversation!



Whether you prefer walking or running, cycling, playing a game, gardening or dancing, **Keep Active.** Exercising makes you feel good. Find something you enjoy, dedicate time to do it (start with 10 minutes at a time) and work up to 30 minutes of physical activity for the day! Start a step challenge among colleagues, head to the park on your lunch, or take a walk near you.



Stop, pause, or take a moment to look around you now and **Take Notice.** What can you see, feel, smell or even taste? Look for beautiful, new, unusual or extraordinary things in your everyday life and think about how that makes you feel. Take a few deep breaths, feel the rising and falling of your chest, and take notice of the chair under you or the weight of your feet on the floor.



Many people are afraid to try something new, but haven't you heard - variety is the spice of life. If you **Keep Learning** new things, it will make you more confident, will be enjoyable, will boost your self-esteem and improve your overall well-being. Why not start those lessons you always wanted to take, learn a new language or get involved with one of Action Mental Health's Works Programmes?



Look outward as well as inward and **Give.** Linking yourself and your happiness to the wider community can be incredibly rewarding and will create connections with the people around you. Sometimes it can be easy to focus too much on our own health and well-being and forget how important it is to appreciate those around us, or to make life easier for those less fortunate. Giving can be something as simple as buying or making something for a colleague and expecting nothing in return, or even showing someone that you appreciate the work they do for you on a daily basis.

You could start a fundraiser in work, or a challenge that aims to get everyone involved, to improve awareness and support for the community. Why not organise a 'Wear Purple Day' for Action Mental Health or get involved in volunteering?

That's how to get your mental five-a-day. Give it a go and see how many you can get – make sure to share this with a colleague and start your journey to better well-being, today! There will be times where extra support is needed, if you're finding things really difficult you might want to speak to your line manager, a GP, Lifeline or Samaritans.

AMH Works provide a range of programmes which support employers to improve mental and emotional wellbeing in the workplace and create Healthy, Resilient Workplaces, to find out more contact Shelly Wilson on 028 9442 5347 or swilson@amh.org.uk

Leadership Passport

CO3 as a member driven organisation strives to improve the networking and training options that we offer our network.

We have and will continue to develop our networking and event schedule for 2020 but understand that the financial constraints are tighter than ever on third sector organisations.

The importance of regular training for yourself and management teams can be very easily overlooked. As a result we have developed our **CO3 Leadership Passport**.

Journey to Success!

**Leadership
Passport**

Your **40%** Off

Purchase a £2000 Passport and receive additional training worth £800*
For more information contact Suzanne, suzanne@co3.bz or call 028 9024 5356

Chief Officers 3rd Sector

*To be used within 24 months of purchase | Can be used by multiple persons within one organisation | Each passport can be topped up, allowing further discounts

Journey to Success!

**Leadership
Passport**

Your **30%** Off

Purchase a £1500 Passport and receive additional training worth £450*
For more information contact Suzanne, suzanne@co3.bz or call 028 9024 5356

Chief Officers 3rd Sector

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Journey to Success!

**Leadership
Passport**

Your **10%** Off

Purchase a £500 Passport and receive additional training worth £50*
For more information contact Suzanne, suzanne@co3.bz or call 028 9024 5356

Chief Officers 3rd Sector

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Journey to Success!

**Leadership
Passport**

Your **20%** Off

Purchase a £1000 Passport and receive additional training worth £200*
For more information contact Suzanne, suzanne@co3.bz or call 028 9024 5356

Chief Officers 3rd Sector

*To be used within 24 months of purchase | Can be used by multiple persons within one organisation | Each passport can be topped up, allowing further discounts

To find out more about how to claim your very own CO3 Leadership Passport speak to Suzanne our Member Service Manager by calling **028 9024 5356** or emailing suzanne@co3.bz

Interim Executive Training

Interim Executive Training prepares individuals to work with a third sector organisation on a short term basis, helping organisations to either manage a gap in permanent leadership and/or to provide additional support to a Chief Executive and the Senior Management team in times of need.

The bespoke training programme is available to executives who have built up extensive experience working at a senior management level.

We are looking for people who demonstrate strong leadership, management, organisational development experience and the ability to analyse and effectively deal with organisational challenges.

CO3 have developed this training programme in partnership with the support Center for Nonprofit Management in New York.

Date: 12 & 13 March 2020

Time: 9am - 5pm

Fee: £495

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Good Governance - What A Trustee Should Know

Interview with John O'Rourke, Consulting Partner at Baker Tilly Mooney Moore



We spoke to John O'Rourke, Consulting Partner at Baker Tilly Mooney Moore about the importance of Charity Trustees and their responsibility to promote good governance.

Thanks John for speaking with us. First of all, how serious a decision is it to become a charity trustee?

Often the choice to join a board of trustees is taken much too lightly. It's a significant decision that should be carefully considered before jumping in. Becoming a trustee is a formal and legal agreement that is bound to charity legislation by the Charity Commission for Northern Ireland (CCNI). Sometimes we don't realise that every charity, no matter how small, must register with CCNI as all will have reporting requirements. In the case of a small primary school with a Parents Association, some parents will become trustees voluntarily to help out, not realising that they now have legal obligations. Trustees have responsibilities, they are administrators of a charity and must steward the charity's assets responsibly.



What are some basic good practice principles that charities should employ?

Any good trustee will always advocate regular board meetings, strong leadership and proper documented minutes. Trustees need to work together for the benefit of the charity and so it is best that decisions are made collectively rather than by one individual. Trustees are accountable for championing good governance, which isn't just about forming policy; it's about developing excellent working practice with moral values, proper controls and developed processes that come together to achieve strategic charity objectives for the common good.

What pitfalls should new trustees watch out for?

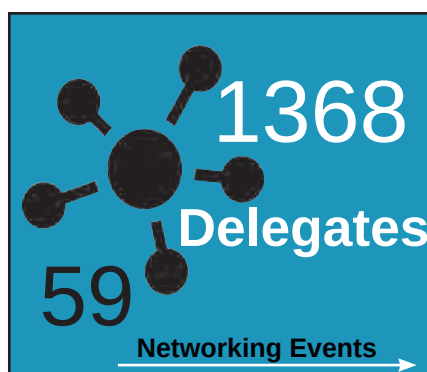
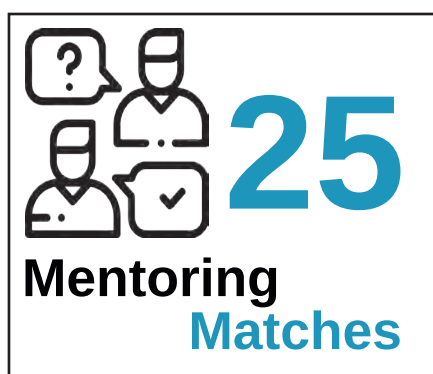
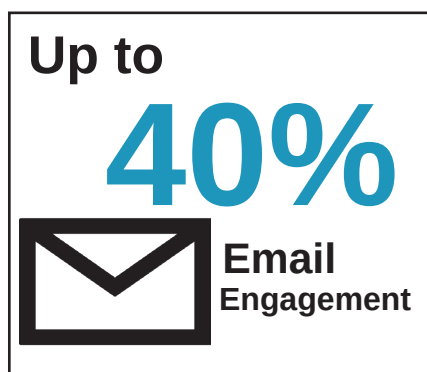
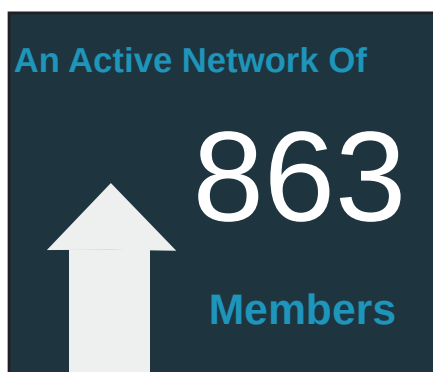
Charities, no matter how big or small, need to be led by the basic principles of openness and transparency. It's only with full accountability that a charity truly thrives and does its best to support the people or cause for which it was established.

Smaller charities are especially vulnerable to fraud and theft, particularly where cash and ticket sales are involved. So trustees need to make sure that adequate controls are in place. Otherwise, the consequences can be severe – for example, trustees found not taking their role seriously can be publicly named and shamed as has happened in several well publicised cases in Northern Ireland in recent times.

Becoming a charity trustee is an extremely worthwhile and rewarding role but be clear on the responsibilities before you say yes.

Baker Tilly Mooney Moore is an accountancy and business advisory firm based in Belfast. The firm provides services including Audit & Assurance, Taxation, Business Services, Forensic Services, Restructuring & Insolvency and Consulting.
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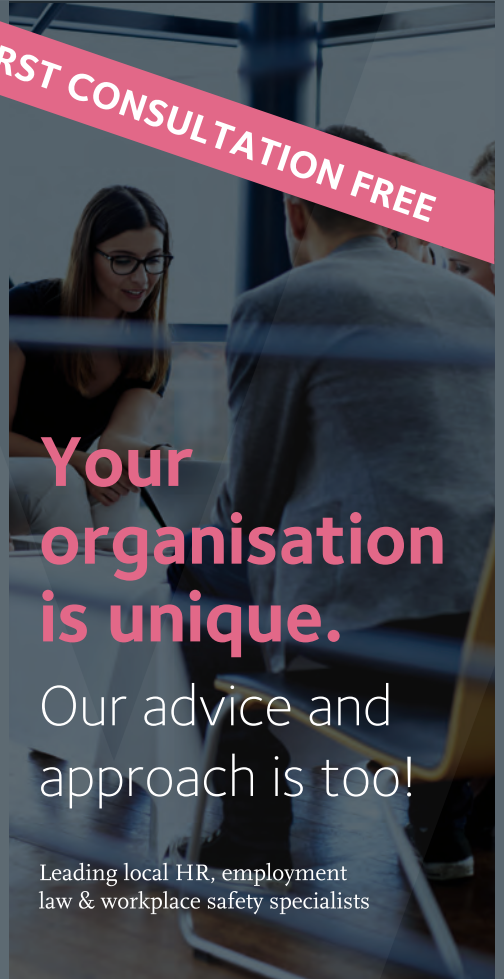
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News Corp UK & Ireland VAT Case

Insights Provided by Michael McNeill,
Senior Manager, Indirect Tax

The Upper Tribunal decision in News Corp UK & Ireland provides an opportunity for organisations with VAT restrictions to benefit from the litigation being pursued in relation to the application of zero rating to online materials.

Historically, HMRC have been clear that online books, periodicals and other publications have been subject to the standard rate of VAT. This may have created a VAT cost where organisations purchase these services from both UK and overseas providers.

The recent decision of the Upper Tribunal is clear that the courts see merit in treating online publications in the same way as printed versions and therefore zero rated for VAT purposes.

The potential benefit applies to:

- Purchases of this material from overseas suppliers, where a VAT cost has been created through the application of the reverse charge procedure;
- Purchases from UK providers where UK VAT has been charged
- VAT accounted for on revenues in respect of this activity.

There will be varying approaches that different taxpayers may need to take in order to protect their position and make claims in respect of this VAT, and we can also expect that HMRC will robustly defend any such claims.

Therefore, it is important that a clear strategy is developed in relation to this opportunity.

Should this impact on your organisation, please contact Michael McNeill at PwC to discuss in greater detail. michael.m.mcneill@pwc.com



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Linda Keers, Director of Finance and Corporate Services, Cedar Foundation

KEY FEATURES:

- Our contact networks have been developed **over thirty years** and span the third, public and private sectors meaning **we have unrivalled reach** into the widest field of candidates
- The support we give candidates and boards extends well beyond the date they are appointed, with **complimentary membership of CO3** that includes access to its training, mentoring and intermediation services
- We operate a **'no placement, no fee'** policy
- Our tight focus on senior management, chief officers and board members means we always have the capacity to **deliver quality results**
- Engage Executive Talent takes the time to get to know candidates and client organisations, understanding their **history, values, culture and strategic direction**, and building relationships that last

