

CO³
Chief Officers 3rd Sector

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CO³ LEADERSHIP SUMMIT 2026

The Intelligent Charity

Reimagining the future of leadership, funding and impact

ProActivity

INVENTORY

NTD
NORTH TIME & DATA

- TIME MANAGEMENT
- ACCESS CONTROL
- ID CARD SOLUTIONS
- EQUIPMENT

Welcome to
The CO3 Annual Leadership
SUMMIT 2026

"THE INTELLIGENT CHARITY"





FOREWORD

Welcome to the 2026 CO3 Leadership Summit
The Intelligent Charity: Leading with Foresight, Ethics
and Human Insight.

Leadership has never mattered more.

Across our sector, leaders are responding to rapid technological change, increasing demand, financial pressure and profound shifts in how people live and work. Yet this is also a moment of real possibility. New ideas, partnerships and technologies are giving us powerful opportunities to strengthen our organisations and increase our impact. The question is not just how we keep pace with change; but how we lead it wisely.

That is why this year's Leadership Summit focuses on The Intelligent Charity. Intelligence is about much more than technology. It is the ability to anticipate what lies ahead, make sound decisions, remain anchored in our values and bring people with us. It is where foresight, ethics and insight come together. Today's programme is designed to challenge, inspire and equip you. Peter Cosgrove will help us look towards 2030 and consider the signals, shifts and skills that will shape the future of work and leadership. Louise McCormack will explore how we can embrace AI while keeping ethics, judgement and human intuition at the heart of our decisions. Mary Nagele will bring a funder's perspective on the challenges and opportunities ahead for communities and the voluntary and community sector.

Our workshops will move these conversations into practice, exploring values-led investment, reputation, organisational change and the future of volunteering. There will also be opportunities to access focused governance support and you can venue get professional pictures taken to strengthen your professional profile absolutely free.

Later, Sara Cook and the Northern Ireland Health Collective will lead an important session about moral injury, resilience and the realities facing leaders working in demanding environments. Dr Nicola Millard will then bring the day's central themes together, challenging us to harness AI and technology meaningfully while never losing sight of people, purpose and human values.

But this Summit is about more than what happens on stage.

It is about creating space to step back from the relentless pace of leadership. Space to think more deeply, ask better questions and connect with people who understand both the privilege and the pressure of leading in our sector.

CO3 has always believed in the power of leaders learning from leaders. I encourage you to use today fully. Start a new conversation. Share an honest experience. Challenge an assumption. Visit our exhibitors, speak with our partners and reconnect with colleagues from across the sector.

And importantly, take something back to your organisation that will make a difference. The future will not wait for us to feel ready. But by combining courage with curiosity, innovation with integrity and intelligence with humanity, we can shape that future rather than simply respond to it. Thank you for joining us today.

Valerie McConville
Chief Executive - CO3



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WORDS FROM OUR SPONSOR

CO3 Leadership Summit 2026 – The Intelligent Charity: Leading with Foresight, Ethics and Human Insight

It is a real pleasure to welcome you all to the CO3 Leadership Summit 2026 on behalf of everyone at Evelyn Partners.

We are incredibly proud of our relationship with CO3 and the opportunity it gives us to work alongside so many inspiring leaders from across Northern Ireland's third sector. We know that leadership in the sector is rarely straightforward. You are balancing increasing demand, financial pressures, changing regulation, new technology and the expectations of your Boards, teams and communities.

That makes this year's theme, The Intelligent Charity: Leading with Foresight, Ethics and Human Insight, particularly timely. Today is an opportunity to step away from the day-to-day, hear different perspectives, ask questions and spend time with other leaders who understand many of the same challenges.

At Evelyn Partners, we work with charities and not-for-profit organisations across areas including governance, investments and longer-term strategic advice. For us, it is about understanding what matters to each organisation and helping them make good decisions for the future.

Later today, I'll be hosting our workshop, Where Values Meet Reality: Where Should Investors Draw the Line? We'll explore some of the difficult questions charities and Boards are facing around responsible investment, including AI and defence, where financial decisions and organisational values can sometimes collide.

It won't be about telling you where that line should be. Instead, we hope it will be an open and practical conversation about the questions organisations should be asking and how others are approaching these decisions.

Most importantly, today is about connecting, learning and sharing. Some of the best conversations happen outside the formal sessions, so I hope you make the most of the opportunity to meet people, exchange ideas and perhaps start some new partnerships. We are delighted to continue supporting CO3 and the fantastic leadership across the sector.

Have a brilliant day, and I look forward to chatting with many of you throughout it.

Chris O'Neill
Partner, Investment Management
Office: Belfast
Tel: +44 28 9072 3033
Mobile: 07920871292

WELCOME TO THE POWER OF GOOD ADVICE



Evelyn Partners is a leading provider of professional services, delivering on your financial needs through a combination of tax, accounting, financial planning and investment management services.

Your business and personal financial needs may seem complex and with direct access to our team of professional advisers you can get the specialist advice you need to grow your business and meet your financial challenges.

To find out more, please contact:

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Evelyn Partners Investment Management LLP

T: +44 28 9072 3033

E: chris.oneill@evelyn.com

www.evelyn.com

Evelyn Partners is the new name for Tilney Smith & Williamson.

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AGENDA

9.00 - 9.45 Registrations, Refreshment & Networking at the Exhibition Area

9.45 - 10.00 **Opening in Main Auditorium**

10.00 - 10.15 Welcome from **Jacinta Linden**
Chair, CO3

Welcome from **Chris O'Neill**
Evelyn Partners

10.15 - 11.10 **Peter Cosgrove**
Managing Director of
CareersPortal

**The Future of Work:
Preparing for 2030**

11.10 - 11.20 **National Lottery Community Fund**
**The Future Role of
Funders**

11.20 - 12.00 **Louise McCormack**
TEDx Speaker | AI Expert
Values-led & Ethical AI

12.00 - 12.45 **BREAKOUT SESSIONS A**

ROOM #1

Where Values Meet
Reality: Where
Should Investors
Draw the Line



ROOM #2

Protect your
reputation. Protect
your organisation.



12.45 - 13.30

LUNCH BREAK

An opportunity to connect with fellow
delegates, speakers, partners and
exhibitors.

MAKE SURE YOU ALSO VISIT:



Governance Clinic with Brian Cavanagh

A one-on-one
confidential conversation
to receive guidance on
thorny governance
challenges.



Professional Headshot Booth

Only for delegates
who booked in
advanced.

13.30 - 14.15

BREAKOUT SESSIONS B

ROOM #1:

Thinking Inside the Box: Putting People at the Heart of Change'



ROOM #2:

The Value of Volunteering: The Right People, The Right Skills, The Right Time



Brewin
Dolphin

MAKE SURE YOU ALSO VISIT:



Governance Clinic with Brian Cavanagh

A one-on-one confidential conversation to receive guidance on thorny governance challenges.



Professional Headshot Booth

Only for delegates who booked in advanced.

14.15 - 14.20

Return to Main Auditorium

14.20 - 15.00

Sara Cook - Cook Consulting

Exploring Moral Injury and Its impact on leaders



15.00 - 15.10

Reflections

Valerie McConville
CEO at CO3

15.10 - 15.45

Dr Nicola Millard

BT Head of Innovation UK

Making Sense of the Changing Workplace

The latest research leaders should know about AI, hybrid work and the future of organisations.

15.45 - 15.50

Closing Reflections

Suzanne Courtney
Head of Operations at CO3

15:50-16:30

Open networking

AGENDA

Meet your Host

This year's CO3 Annual Leadership Summit will be hosted by Non-Executive Director at BHSCT and ICF Coach Practitioner, John Conaghan

After 13 years working with Inspire, one of the leading mental health charities in Ireland, John is now a successful Wellbeing & Leadership consultant, working across all sectors supporting organisations and individuals to grow and thrive within psychologically safe cultures. Prior to working with Inspire John worked in the pharmaceutical industry for 17 years in a variety of Healthcare Development and Sales Management roles. For his last six years with Inspire, John was the Group Director for Therapeutic & Wellbeing services, holding strategic responsibility for the delivery of mental health and wellbeing services to over 200 organisations. John has extensive experience in leading on several large programmes of mental health support in the workplace. John is a passionate supporter of the Community and Voluntary and Social Enterprise sectors and a leading expert on Social Value, Compassionate Leadership and Creating Psychologically Safe Cultures in the Workplace.



Gain New Perspectives from Exceptional **Keynote Speakers**



Peter Cosgrove

Managing Director of CareersPortal

Peter Cosgrove is a sought-after keynote speaker, media commentator, and conference expert.

He is a recognised expert on the future of work, having founded the advisory firm Futurewise.

Peter will be blending data and humour to deliver a high-energy talk on the future of work and leadership.

Peter has written two books, *Fun Unplugged* and *Family Fun Unplugged*, designed to get families off screens and reconnected.

Louise McCormack

TEDx Speaker | AI Expert

Louise is a PhD candidate specialising in Trustworthy AI Evaluation, with a focus on frameworks such as the EU AI Act and ISO/IEC 42001. With over a decade of industry experience in digital innovation, marketing, and project and people management, Louise brings a unique perspective that bridges academic research with real-world application. Louise will explore how organisations can assess, implement, and govern AI in a way that balances innovation with ethics, trust, and accountability.





Dr Nicola Millard
BT Head of Innovation UK

Nicola is a renowned futurologist, psychologist and customer experience leader who specialises in the intersection of technology, people and the future of work. With a PhD from Lancaster University and more than 50 publications to her name, Nicola combines academic rigour with real-world insight from a career spanning research, consulting and innovation.

Nicola will be exploring how leaders can approach artificial intelligence and emerging technologies while keeping people and purpose at the centre.

Sara Cook
Cook Consulting

Sara Cook is a conflict-response specialist with extensive experience supporting people affected by conflict in Northern Ireland and internationally. Drawing on her peacebuilding practice and her early career in third-sector executive leadership, she brings a unique understanding of the pressures facing today's VCSE leaders. Working with the Northern Ireland Health Collective, Sara has developed a programme exploring moral injury—why it matters in our sector and how we can prevent and manage its impact. In her session, Sara will explore these concepts.



BREAKOUT SESSIONS A

Workshop #1: Evelyn Partners



Where Values Meet Reality: Where Should Investors Draw the Line?

As technology and global security concerns reshape investment markets, many investors are reconsidering traditional views on responsible investment.

This session will examine the case for and against investing in AI and defence alongside other emerging themes. Drawing on practical case studies, it will explore the challenges, opportunities and ethical considerations facing charities and long-term investors.



Workshop #2: MW Advocate



Protect Your Reputation. Protect Your Organisation.

Your organisation's reputation is one of its most valuable assets, and in an increasingly fast-moving environment, knowing how to protect it matters.

This practical workshop will explore how organisations can anticipate potential reputational risks, strengthen their brand and build trust before challenges arise.

You'll also look at how to respond when things do go wrong: taking control of the narrative, communicating clearly and making confident decisions under pressure.

You'll leave with practical approaches to help protect both your reputation and your organisation.



BREAKOUT SESSIONS B

Workshop #3: EY

Thinking Inside the Box: Putting People at the Heart of Change'

How can leaders empower and support their teams through a period of rapid innovation and change?

EY explores how organisations can embrace innovation and transformation while keeping people, culture and human connection at the core.



Workshop #4: Volunteer Now

The Value of Volunteering: The Right People, The Right Skills, The Right Time

What could your organisation achieve if you had access to the right expertise at exactly the right time?

Delivered with Volunteer Now, this session will explore the value of volunteering beyond traditional roles. How do we understand what organisations really need? How do we create space for people to contribute their skills and experience? And how do we ensure volunteering works for both the organisation and the individual?



GOVERNANCE CLINICS

Get expert insight on your **governance challenge**

with Brian Cavanagh

A confidential 1-to-1 chat with a governance expert in the Small Room at La Mon. Limited availability — first come, first served.

Bring a specific governance issue, question or challenge from your organisation and use the time to get focused, practical guidance tailored to your situation. Whether it's board effectiveness, trustee relationships, roles and responsibilities or another governance challenge, this is an opportunity to talk it through privately with an experienced governance specialist.



Professional Headshots with **Change the Lens**

Refresh your professional profile with a complimentary headshot from Change the Lens, available throughout the Summit. Whether you need a new photo for LinkedIn, your organisation's website or your professional bio, stop by and have a professional portrait taken on the day.

Pre-booking required



ENGAGE

EXECUTIVE TALENT

Experts in Recruiting Leaders

We source, develop and support the top
candidates for executive positions

CEO

**Senior
Management**

Board

across the public, private and third sectors

Unrivalled Reach | Complimentary CO3 Membership for Successful
Placements | No Placement, No Fee | Quality Results | Bespoke Service

 www.engageexec.co.uk  hello@engageexec.co.uk

Visit our EXHIBITION STANDS

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HALIFAX FOUNDATION
for Northern Ireland

**Brewin
Dolphin**
RBC

**finegan
gibson**
chartered accountants

**community
finance**
IRELAND

Gallagher

ocn
northern ireland

**Disability
Action**

QUILTER CHEVIOT
INVESTMENT MANAGEMENT

**Ulster
University**

Ulster Bank

ProAptivity
The CRM Specialists

**COMMUNITY
FUND**

RATHBONES | Incorporating
Investec Wealth &
Investment (UK)

**Northern Ireland
Electricity
Networks**

2into3
Transforming Social Impact

VOLUNTEER NOW
connect · build · change

change the lens

EY

TIDES

MWADVOCATE

LumenEdge
TECHNOLOGIES

EDWARDS & CO.
SOLICITORS

KITH & KIN
FINANCIAL
WELLBEING

workwest
enterprise agency

LC Accountancy
Services
Financial management for SMEs, sole traders,
charities, and social enterprises.

**BOLSTER
COMMUNITY**

**Living
Wage**

**SOCIAL
ENTERPRISE
ACADEMY**

Viable
CORPORATE SERVICES

ENGAGE
EXECUTIVE TALENT

**Northern Ireland
Health Collective**
powered by co³

How to join CO3?

Are you a third sector chief officer, chairperson, trustee or senior manager?

Do you have an interest in the third sector?

Do you want to join a strategic network for you and your peers, which will help you to lead more effectively?

Would the company you work for like to connect with or help the not-for-profit sector as part of your Corporate Social Responsibility?

If your answer to any of these questions is 'yes' then join CO3 today!

A network of third sector leaders who inspire and support through building peer connections, skills development and advocacy. We have a rich heritage in leadership development spanning some of the largest charities and social enterprises through to medium and well-known third sector organisations.

CO3

Chief Officers 3rd Sector

JOIN HERE



CONTINUE ENGAGING WITH OUR UPCOMING PROGRAMMES AND EVENTS

You are invited
CO3 Central Launch

Join us as we celebrate the opening of CO3 Central, a new permanent home for leaders in the VCSE sector.

Friday, 2 OCT From **4.00PM** 3 Glengall St, Belfast BT12 5AB

Exclusive for CO3 Members

Spaces are limited, so please let us know you are coming by **registering today**.

RSVP HERE

CO3
CO3 Central
ENGAGE
Executive Talent

Making Your Mark

Led by **LYNNE PEYTON MSc**

Executive Coach | Leadership Consultant | Podcast Host

- Former Senior Manager and Director
- 10+ years coaching CEOs and senior leaders
- Former Senior Leader with Tony Robbins Organisation
- Host of the Success Is Never Accidental Podcast

The Leadership Accelerator for New and Early-Tenure CEOs and Directors in the Third Sector

Build the confidence, influence and strategic leadership capability needed to thrive in your first years as a CEO or Director.

CO3 Empowering Leaders Signature Programme

The Power of LinkedIn
Influencer Partnership and Growth

Learn how to use LinkedIn strategically to build your profile, grow influence and develop meaningful partnerships.

Wed, 14 October 2026 12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY **Niraj Kapur**
LinkedIn Strategist & Sales Expert

BOOK NOW

CO3
MAYUK FOUNDATION

Financial Resilience for Small Charities

A practical half-day Financial Resilience training session for small charities with an annual income under £500,000.

Register for the venue nearest to you:

- Black Mountain
- Enniskillen
- Newry
- Coleraine
- Donaghadee
- Newtownards
- Lisburn
- Cookstown
- Derry Londonderry
- Belfast

CO3 Empowering Leaders Signature Programme

Financial Reporting with Confidence

Gain confidence in reading and using financial reports to support compliance, clarity and better decision-making.

Wed, 04 November 2026 12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY **Tony Clarke**
Finance and Compliance Specialist

BOOK NOW

CO3 Empowering Leaders Signature Programme

Reputation and Crisis Management

Understand how to protect your organisation's reputation and respond effectively in times of crisis.

Wed, 02 December 2026 12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY **MW Advocate**
PR & Crisis Management Specialists

BOOK NOW

CO3 Empowering Leaders Signature Programme

An Introduction to Trauma Informed Leadership

Explore how trauma-informed approaches can strengthen leadership, improve wellbeing and support your team.

Wed, 27 January 2027 12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY **Fiona Anderson**
Trauma Specialist

BOOK NOW

AI for Charities and Social Enterprises

A 3-session programme for VCSE leaders who wish to apply AI and data to strengthen governance, service delivery, and comms

January - February 2027 - 12:00 - 14:30 - EY WaveSpace & CO3

CO3
EY
Shape the future with confidence

CO3 Empowering Leaders Signature Programme

Building Financial Resilience

Future-Proofing your Organisation

Develop strategies to strengthen financial resilience and plan for long-term sustainability.

Thur, 18 February 2027
12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY
Siohan Hanley
Fundraising & Communication Specialist

BOOK NOW

CO3 Empowering Leaders Signature Programme

Restorative Practice in Action

Strengthening Teams & Culture

Discover practical approaches to build trust, manage conflict and create a healthier team culture.

Thur, 08 April 2027
12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY
Liza Wilkinson
Dispute Resolution & Restorative Practice Specialist

BOOK NOW

CO3 Empowering Leaders Signature Programme

Governance that Works

From Compliance to Strategic Leadership

Learn how to work more effectively with your board and use governance as a strategic leadership tool.

Thur, 04 March 2027
12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY
Roger Courtney
Governance Specialist & Sector Consultant

BOOK NOW

CO3 Empowering Leaders Signature Programme

An Introduction to Trauma Informed Leadership

Explore how trauma-informed approaches can strengthen leadership, improve wellbeing and support your team.

Wed, 27 January 2027
12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY
Fiona Anderson
Trauma Specialist

BOOK NOW

CO3 Empowering Leaders Signature Programme

Leading & Inspiring Volunteers

Turning Commitment into Impact

Strengthen your approach to engaging, supporting and retaining volunteers to maximise impact.

Thur, 27 May 2027
12:00 - 2:30pm

CO3 Office, Belfast

FACILITATED BY
Denise Hayward
Volunteer Management Specialist

BOOK NOW

LEARN MORE HERE



CO3

Annual General Meeting

 **21 OCT**  **5.00 to 7:00 PM**  **CO3 Central**

Our VISION

A fair and connected society with a vibrant, valued third sector, led by influential leaders, delivering outstanding impact.



Unity



**Social
Justice**



Integrity



Quality



Courage



**Empowering
Leadership**



www.co3.org.uk



CO3 Chief Officers 3rd Sector

[#EmpoweringLeadershipDrivingChange](https://www.co3.org.uk/empowering-leadership-driving-change)



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Chief Officers 3rd Sector

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THANKS FOR ATTENDING!

To learn more about us: www.co3.org.uk

