

Funders

CO3's main funder is the Voluntary and Community Unit of the Department for Social Development. Grant aid, Help in Kind and sponsorship was also provided by:

- Concordia
- Cleaver Fulton Rankin
- Leslie Stannage Design
- Business in the Community

Staff

Majella McCloskey
Director
Tracey McCreanor
Finance & Admin Officer
Teresa Campton
Finance and Admin Officer
(Maternity Leave Cover)

Executive Committee

Olwen Lyner (Chair)
NIACRO
Stephen Mathews (Vice Chair)
The Cedar Foundation
Dermott Curran (Treasurer)
Belfast Community Housing Association
Joan Devlin
Belfast Healthy Cities
Judith Hill
NI Hospice Care
Robin McRoberts
Action Cancer
Eric Rainey
Duke of Edinburgh's Award Scheme
Gail Ferguson
NUS/USI
Ricky Devlin
Belfast Carer's Centre
Stevie Johnston
WEA

Auditors

McGuire & Farry
Emerson House
Carrduff

Solicitors

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Company Limited by Guarantee
Number NI37439 Registered
Charity No XR24273

ACOVO LIMITED STATEMENT OF FINANCIAL ACTIVITIES

Year Ended 31st March 2007

	Restricted	Unrestricted	2007 Total	2006 Total
Incoming Resources				
Grants Received – VCU	49,968		49,968	48,513
Incoming resources from Generated funds				
Membership Income		12,135	12,135	10,650
Income from Events		4,878	4,878	9,010
Sponsorship		2,509	2,509	7,200
Other incoming resources				
Sundry Income		1,287	1,287	1,241
Total Income Resources	<u>49,968</u>	<u>20,809</u>	<u>70,777</u>	<u>76,614</u>
Resources Expended				
Charity activities	49,968	13,521	63,489	59,752
Costs of generating funds		10,624	10,624	10,062
Governance costs		7,137	7,137	4,773
	<u>49,968</u>	<u>31,282</u>	<u>81,250</u>	<u>74,587</u>
Net Incoming/(Outgoing) Resources before Transfers	-	(10,473)	(10,473)	2027
Designated Funds Utilised - Staff Costs/Maternity Leave	-	8,718	8718	-
Net Incoming/(Outgoing) Resources	-	(1,755)	(1,755)	2,027
Funds at 1st April 2006		20,054	20,054	26,749
Funds at 31st March 2007	<u>-</u>	<u>18,299</u>	<u>18,299</u>	<u>28,776</u>



Chief Officers 3rd Sector

Promoting Excellence in Third Sector Leadership

ANNUAL REPORT
2006/2007

Chairperson and Directors' Foreword

It has been an exciting year in the organisation's history. With a growing membership, and lots of energy around the organisation, we have made great strides forward in the key work of promoting excellence in third sector leadership.

Planning for the future

A lot of the focus in 06/07 was on planning for CO3 to be better positioned to meet the needs of a changing role for third sector leaders. Internally, we continued our strides towards organisational quality and sustainability and the organisation succeeded in achieving charitable status, which we expect will widen the range of funders and reduce some costs.

In addition, after extensive discussions with our members and other stakeholders, we planned to change our name, and held a special general meeting in January 2007 to agree this. Most importantly, we undertook a range of activities to help us prepare a new corporate plan which was launched by Margaret Ritchie MLA on her first day in office as Minister for Social Development in May 2007.

Business as Usual

Despite all this activity, it was business as usual at CO3, where we continued to deliver a highly regarded programme of events and services to meet the needs of our members. Our members report that they really value the specialised focus and unique role of CO3 in delivering services that are relevant to our members, describing it as 'Information at the right level'. We have included a number of comments from members throughout this report.

Thanks

We are very fortunate to enjoy the commitment, support and expertise of a great team of staff and Board members, as well as our volunteer Pat Mathison. Together we look forward to implementing the new corporate plan and continuing to work with our members, to grow and develop CO3.

Majella McCloskey, Director
Olwen Lyner, Chairperson

Strengthening Leadership Skills

A key role for CO3 is in strengthening the skills of third sector chief officers particularly as we face the challenges of a changing future. Over the past year, this has been delivered through a number of informative events.

The year's events at a glance

New Horizons Programme

Exchange Visit between Scottish and Northern Irish third sector leaders. The first visit was held in May 2006 and saw 10 members visiting Edinburgh.

Managing in a Contract Culture

In this member led event, Stevie Johnston, shared his experience about the to move to a 'payment by results' contract, his role as 'Accounting Officer' for the WEA and the impact on innovation and risk taking for the organisation and more widely.

Investor in People Celebration with Special Guest Aileen McGinley

50 members gathered to celebrate the organisation's achievement of IIP.

Charity Commission Consultation

Following the consultation on Draft Primary Legislation for the establishment of a Charity Commission for NI, this event helped to translate the lengthy consultation document into key issues and practical implications.

European Commission Awareness Event

This was a strategic briefing, given by Eddie McVeigh the Head of European Commission office in Northern Ireland to highlight the increasing effect the European Commission has on the work of sector leaders.

Federal Executive Institute Bursary Programme Information Session

A session to share experience of the FEI programme for prospective candidates.

Good Governance Leading the Way

The first of CO3's ground breaking governance events for chairs and chief officers. See the section on Governance for more details.

RPA and Health Workshop

An event jointly organised with DHSSPS to consider the implications of RPA for third sector leaders.

PA Development Programme

An event for members and their PAs to jointly improve their skills.

NIHE Roundtable on the Voluntary and Community Sector

The first roundtable with NIHE to jointly consider and discuss some of the key issues facing the sector.

Strategic Briefing by Mark Devenport, Political correspondent BBC.

Mark shared his perspective on the outcomes of 24th November Deadline and the Implications for civil society in Northern Ireland.

New Horizons Programme (NI Leg)

The return visit for our Scottish colleagues, who visited a range of projects.

Extraordinary General Meeting

Ratifying the name change to CO3.

Strategy Maps & Balanced Scorecard - Journey to Success

A workshop on implementing the Balanced Scorecard and Strategy Maps, followed by intensive organisational support for some members and their organisations.

Investor in People Action Learning Set

An Investor in People Action learning set was formed and made progress, with several workshops. NI Hospice, Praxis, Gingerbread, WRDA, Women's Support Network and North Belfast Partnership all participated.

CO3's Achievements at a Glance



- ✔ Membership grew to 175 with 27 new members this year.
- ✔ 47 books or other resources on loan from the library. 17 users of this service this year.
- ✔ Three members were supported through free, confidential, access to the counselling service this year.
- ✔ One member was supported through free access to the legal service this year.
- ✔ 16 open events, for third sector leaders.
- ✔ Exchanges between Scottish and Northern Ireland members.
- ✔ Formation of the UK network of third sector leadership organisations.
- ✔ Strategic engagement with the Executive Committee, members and a range of key figures including Ministers, Permanent Secretaries etc.
- ✔ Hosting two visits by Swedish partners Ideell Arena and IFL, to see the good practice among third sector leaders in Northern Ireland.
- ✔ Over 100 Email Briefings to members.
- ✔ Developed the 'Good Governance – Leading the Way' project for chairs and chief officers.
- ✔ Programme of work to include third sector leaders in the reform of health under RPA.

"Clear-passionate-stimulating-empowering"

"Honest, no holes barred description of issues around change."

"Good to network with colleagues. Good information. Well chaired."

“Very good - well organised with a good mix of organisations.”

“Panel’s insights and practical exploration of issues.”

“Thought provoking treatment of contemporary issues.”

“Great speakers, great networking.”

New Horizons

Building on the good relations between ACOSVO and CO3, a two-leg exchange visit was undertaken during the year. The first visit which happened in May 06, was well received by members and included a visit to the Scottish Parliament hosted by Robin Harper MSP, an impute from SCVO as well as networking and discussion among CO3 members and with Scottish colleagues. The return leg was held in January 2007, and included a networking dinner, briefings on the NI third sector and a visit to South Belfast Highway to Health.

Federal Executive Institute Bursaries

The Federal Executive Institute (FEI) Leadership for a Democratic Society is a 4-week programme that brings together executives from around 25–30 US government agencies for a unique, residential learning experience. Benefits reported by Northern Ireland graduates of the FEI programme include keen insights into personal leadership strengths and areas for development. The programme also improves leadership and management skills, in such areas as team building, influencing / negotiating, strategic thinking, and political savvy and external awareness. It is widely regarded as exceptional training. We were delighted to re-instate bursaries following discussions with the Chief Executive’s Forum and the Department for Social Development. During this year, Nevin Ringland and Stevie Johnston were confirmed as recipients of the Bursary places to FEI in 2007.

CO3 has also continued to operate a Leadership Library. Offering over 500 specialist publications, DVDs, journals and magazines, members who have used the library indicate it’s a valuable resource particularly for those undertaking study or managing organisational change.

Shaping the Future

CO3’s Director and Executive Committee continued a programme of work to highlight the importance of involving the voluntary and community sector in changes in the health and social services. They liaised extensively with DHSSPS colleagues to deliver a Belfast area workshop on Monday 23 October 2006 at the Hilton Hotel, Templepatrick. This event was followed by a reception for members and other third sector leaders, hosted by the Minister for Health and Social Services, Paul Goggins. The Chairperson and Director had the opportunity for a short briefing, before the Minister was introduced widely to members and other guests. In addition, the Executive Committee submitted a Paper to the Social Development Minister on Key Issues Facing Leaders in the voluntary and community sector. CO3 continues to respond to key Consultation documents and during this year, responses included the Charity Commission Consultation and Management and Leadership Strategy for Northern Ireland.

“Very interesting and well organised visit, greatly appreciated”

Networks and Connections

CO3 continues to be recognised as a body that can provide strategic representation. This year members are represented on the following:

- Skills for Care and Development.
- Central Personal Social Services Advisory Committee.
- The Western Health and Social Services Board, Regional Adult Protection Forum.
- NI Social Care Council, Reform of Social Work.

UK Network

During this year, CO3 developed stronger links with our sister organisations in England, and Scotland through contact with ACEVO and ACOSVO. CO3 encouraged the establishment of a UK network and hosted an operational meeting of staff from these organisations in December. There was agreement on a number of issues:

- To promote access to each organisation’s training at membership rates, and to avail of bursaries from acevo.
- To promote acevo salary survey as a joint initiative, with a page of results for NI and Scotland in the final document.
- To work to streamline joint membership and to link websites and share information about other organisations with members.

Directors and Chairpersons also met for discussions in Edinburgh in January 2007.

International Contacts

CO3 hosted two international visits during this year.

- Ideell Arena study visit, with Ideell Arena staff and leaders of other organisations in the voluntary sector in Sweden. The three day visit included involvement from several board members, as well as visits to The Old Library Trust, Ashton Centre, Cresco Trust, and Duke of Edinburgh Awards.
- IFL (Sweden) brought 18 participants of a Management Programme to Belfast. They had an impute from the Director, as well as visits to the Ashton Centre, NI Hospice and WEA.

Listening and Supporting

There was further evidence that the job of leading community and voluntary organisations in the current climate is very challenging. Peer and professional support is an essential resource, and for the past number of years CO3 has commissioned the provision of specialist, professional services to support members in times of crisis. These are counselling services, provided in person or by telephone, from Staff Care Services.

Members can also have free legal advice on legal issues from Rosemary Connelly Solicitors.

In addition, CO3 offers two in-house services:

- A listening ear and signposting service, for less serious issues. We can use our professional expertise and advice to match members with others who have faced similar issues.
- ‘Call for Help’ an email service, provided on a non-personalised basis, seeking information and advice, such as job descriptions, policy documents etc.
- 3 People used the Confidential Counselling Services in the year

“It would be great if this venture could be built on to improve networking and confidence in the voluntary sector, that discussing common problems can improve things for the sector generally.”

Governance Working Group

During 2006/07 CO3 formalised its role in Governance, with the development of a Governance Working Group. We would like to thank the following working group members.

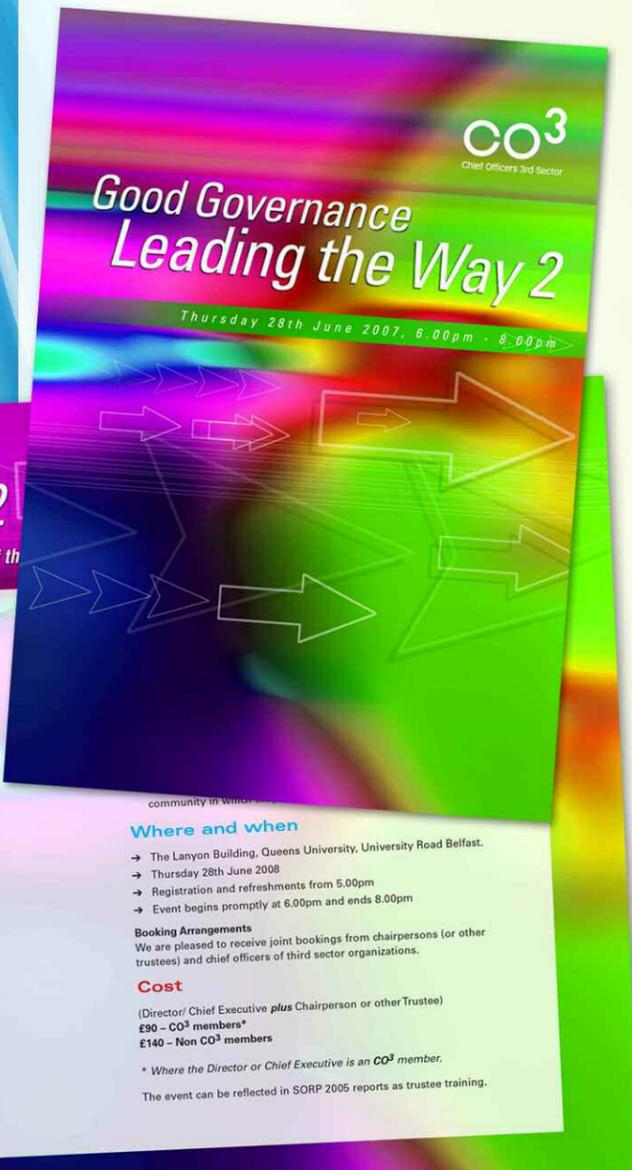
- Wendy Osborne OBE
- Dermot Curran
- Carol O’Byran

“This gave me a better understanding of governance, including the views and experiences of other organisations and Chairs’ perspectives.”

Governance Event

The Governance event, Good Governance – Leading the Way was held on 10 October 2006. Julia Unwin, Tom Frawley and Alan Shannon, spoke at this event, which was attended by over 70 Chief Officers and Chairpersons. The event was very positively received.

The working group has also commented on the Governance Code, in draft from NICVA and VDA, and the Director and Carol O'Bryan also prepared an article for Scope. There was engagement with NICVA and the Chartered Institute of Housing in relation to governance standards.



Improving the organisation

Preparing for Corporate Planning

CO3 needed to develop a new corporate plan from April 2007. As part of the pre-planning, resources were secured to facilitate a focus group and telephone interviews with a random sample of current members and DSD. The Executive Committee and staff set aside time for a Corporate Planning event in November, resulting in a reframed mission, vision and key objectives.

Charitable Status

The Executive Committee and staff are delighted that the association achieved charitable status in 2006.

Name Change



After many years of discussion, the decision to change the Association's name from ACOVO to CO3 Chief Officers 3rd Sector was made during the year. In the context of corporate planning and the reframed mission, strategic objectives, and vision for the sector, the name change was inevitable. We owe a tremendous debt of thanks to Leslie Stange and colleagues at LSD for their help and support during this process. The new name was put to an Extraordinary General Meeting and received unanimous agreement on the change.

Balance Scorecard 2006/2007

Objective	Scorecard Measure	Target	Progress
Increase membership	No of new members	Increase membership to 175	✓ Achieved
Increase participation and satisfaction of members	No of active members	At least 70% of members engaged in ACOVO.	✓ Achieved
Increase the number of members who consider themselves as 'Community Sector'	No of 'Community Sector' members	Increase on base-line assessment of 05/06 by 20%	✓ Achieved
Objective	Scorecard Measure	Target	Progress
Secure funding from VCU and maintain funder requirements	Amount of funding	£49K secured	✓ Achieved
Develop Fundraising Strategy to ensure the long term viability and growth of ACOVO	Fundraising Strategy implemented	5-year plan produced VCU application prepared and submitted Increase funding from private and charitable sources to £15K	✓ Partially achieved
Objective	Scorecard Measure	Target	Progress
Evaluate performance	Evaluation of all events Member's survey	Achieve a satisfaction rate of 90% from members in member's survey Average of 70% content of events rated excellent or good.	✓ Achieved ✓ 100% of participants rated all events excellent or good
Measure the impact of our activities	Survey response Evaluation of events	At least 70% of members say we have impacted on their job Average 7/10 of evaluations on rating events 'useful'	✓ Rating for all events achieved
Engage all members of Executive Committee in aspects of our work	Level of involvement	All members of Executive Committee involved in projects	✓ Achieved
Ensure regular and accurate reporting	Reports produced	Reports to Treasurer and Exec Comm. 1/4ly	✓ Achieved
Objective	Scorecard Measure	Target	Progress
Raise our profile	Review Corporate Image and re-launch ACOVO	New image, brochure, etc and launch event. Plan for major conference aimed at leaders in the third sector	✓ Achieved for launch in May 07 ✓ Conference planning achieved
Develop our members, staff and trustees	Appraisal of staff Review with new trustees	All new trustees receive induction All staff receive induction and appraisal every 6 months Personal development plan for staff	✓ Achieved
Develop a strategic plan from 2007	Staff, Executive Committee, Members and stakeholders involved in planning	In place by December 2006	✓ Achieved