

# COO3

Chief Officers 3rd Sector

**ANNUAL REPORT**

200<sup>7</sup> - 200<sup>8</sup>

**“The event allowed for a different type of conversation than what takes place at formal consultation events which enabled more of a debate around the issues”**



Our members are Chief Executives of the following organisations:

Access To Benefits (A2B) ACET in Ireland Action for Children Northern Ireland Action Mental Health Advantage NI Ltd Advice NI Age Concern NI Alzheimer's Society ARC Healthy Living Centre Ards Development Bureau & Community Network Ark Housing Association Arthritis Care NI Association for Real Change (ARC) Asthma UK N.Ireland Autism Initiatives Avec Solutions Aware Defeat Depression BAAF Northern Ireland Ballynafeigh Community Development Association Barnardos NI Beat Initiative Belfast & Lisburn Womens Aid Belfast Activity Centre Belfast Carers' Centre Belfast Community Housing Association Belfast Healthy Cities Belfast Unemployed Resource Centre BIH Housing Association Blackie Community Group Association Blu Zebra Ltd. British Red Cross Brook Northern Ireland Bryson Charitable Group Bytes Project CARDI Carers Northern Ireland CAUSE for Mental Health Centre for Global Education Challenge For Youth Charity Bank Chartered Institute of Environmental Health Children's Law Centre Christian Guidelines Ltd Church of Ireland Board of Social Responsibility CIH in Northern Ireland City of Belfast YMCA Cleaver Fulton Rankin Solicitors CLIC Sargent Colin Glen Trust Community Conventions Community Development and Health Network Community Evaluation NI Community Foundation NI Community Transport Association Concern Worldwide Connswater Homes Limited Conservation Volunteers Northern Ireland Contact Youth Counselling Services Co-operation Ireland Co-ownership Housing Association Council for the Homeless (NI) Cruse Bereavement Care DePaul Trust Disability Action Down District Local Strategy Partnership Dunlewey Substance Advice Centre Early Years Organisation East Belfast Partnership Edward Street Hostel EGSA Extra Care Falls Community Council Family Planning Association (NI) First Housing Aid & Support Services Fold Housing Association Fostering Network NI Foyle Hospice Friends of the Earth GEMS Northern Ireland Limited Gingerbread NI Girl Guiding Ulster Girls Brigade Northern Ireland Habitat for Humanity Headway Help the Aged in Northern Ireland HIV Support Centre Home Start NI Housing Rights Service Include Youth Law Centre NI Leonard Cheshire Lloyds TSB Foundation for NI M.U.S.T. Hostel Macmillan Cancer Support Management & Leadership Network Marie Curie Cancer Care Mediation Northern Ireland MS Society Mulholland Aftercare Services National Deaf Children's Society NEA (NI) Newry Women's Aid NI Association for Mental Health NI Cancer Fund for Children NI Centre for Trauma & Transformation NI Chest Heart & Stroke Association NI Council for Ethnic Minorities NI Council for Integrated Education NI Federation of Housing Associations NI Hospice Care NI Institute for the Disabled NI Womens Aid Federation NIACAB NIACRO NICMA - The Childminding Association NICVA Northern Ireland Anti-Poverty Network Northern Ireland Scout Council Northern Ireland Union of Supported Employment NOW Project NSPCC NUS-USI Open College Network NI Opportunity Youth Orana Family Support Centre Parents Advice Centre (NI) Parkanaur College Playboard Praxis Care Group Prison Fellowship NI Public Achievement Quaker Service Reconnect RELATE N Ireland Rethink RNIB RNID (NI) ROYAL MENCAP SOCIETY Royal National Lifeboat Institution Rural Community Network School For Social Entrepreneurs Sentinus SHAC Housing Association Shalom Care Shelter NI Simon Community NI Skills for Justice South Belfast Highway to Health Springboard Opportunities Ltd Stepping Stones NI The Award NI The Cedar Foundation The Dry Arch Centre The Fermanagh Trust The Orchardville Society The Prince's Trust - Northern Ireland The Salvation Army Threshold Tinylife Together 4 All Family Support Project Training for Women Network Trauma Recovery Network Triangle Housing Association Trinity Housing Ulidia Housing Association Ulster Cancer Foundation Ulster Wildlife Trust Victim Support (NI) Voice of Young People in Care Voluntary Arts Ireland Voluntary Service Bureau Volunteer Development Agency War on Want (NI) Womens Resource and Development Agency Women's Support Network Workers' Educational Association (NI) Young Enterprise NI Youth Initiatives Youth Link NI

**“This was a good networking event - I made one contact from statutory sector which will be followed up to possibly secure support/ funding for service initiative. Good debate which helped to move thinking forward.”**



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This document was printed on 75% recycled post consumer waste and set in 12pt text.

## Annual Report 200<sup>7</sup> - 200<sup>8</sup> Chairperson and Director's Foreword

*"The very essence of leadership is (that) you have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion. You can't blow an uncertain trumpet." — Theodore Hesburgh*

CO<sup>3</sup> values the leaders in the third sector in Northern Ireland and their essential contribution to civil society in Northern Ireland. Northern Ireland's third sector leaders have a proud history of unique contribution to building strong communities, innovative services and impactful policy. A leader's job is to consider the present and future and chart a way forward. For several years, there has been concern about forthcoming funding cuts, and massive transformation and we are now in the midst of leading through this change. The demands and challenges we are facing are compounded by wider economic circumstances, bringing additional unforeseen challenges.

This is also a moment when the sector's role and contribution is all the more important as we help cement peace and diversity and support those individuals and communities affected by economic downturn. CO<sup>3</sup>'s vision is of a vibrant and creative sector, at the centre of civic society. In the midst of this pervasive difficulty, this vision is both essential and sustaining. CO<sup>3</sup>'s primary contribution to delivering this vision, is to strengthen the sector's leaders.

In the period under review the organisation has continued to deliver on a range of appropriate training and development, bursary awards, connections and networks that make the role of the third sector chief officers easier. This included the CO<sup>3</sup> conference 'Choice and Voice', which was a major event, highly regarded by members. We have also seen the association's networks and connections with leaders in other sectors develop significantly. Whilst we retain an organisational model, which is small, and member centred, the association is fortunate to have been strengthened through growing membership, increased core funding and increased grant aid during the period under review.

### 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. However, CO<sup>3</sup> is nothing without its members and we thank you for continuing to offer your support and engagement and for collectively sharing your help and expertise. It has been our privilege to work with you in the association for another year.

Olwen Lyner  
**Chairperson**

Majella McCloskey  
**Director**

## About CO<sup>3</sup>

CO<sup>3</sup> is the membership association for third sector leaders in Northern Ireland.

## Values

### **Member focused and member lead**

It is essential to maintain CO<sup>3</sup> as being run by members, for members and to constantly continue engagement with members.

### **A shared future**

To ensure that as we undertake our work, we are mindful of the achievement of understanding, building good relationship and reconciliation.

### **A commitment to sustainable development**

This will inform our policy and processes and will be an underpinning value of our work.

### **Leadership.**

We believe in the importance of effective leadership in order to see the third sector flourish and develop.

### **Innovation and creativity**

CO<sup>3</sup> is committed to encouraging innovation and creativity in our work, and in inspiring innovation among our members.

### **Quality and Excellence**

We are committed to the ongoing achievement of quality standards in our work, achieving the standards that CO<sup>3</sup> members would expect to achieve.

## MISSION STATEMENT

**To promote excellence in third sector leadership**

### **OUR VISION**

IS FOR A VIBRANT AND CREATIVE THIRD SECTOR

### **STATEGIC AIMS**

1. STRENGTHEN LEADERSHIP SKILLS
2. INFORM AND INSPIRE THIRD SECTOR LEADERS
3. CHAMPION AND SUPPORT THE ROLE OF THIRD SECTOR LEADERS.
4. STRENGTHEN OUR ORGANISATION.

## CO<sup>3</sup>'s Achievements at a Glance

- ✓ Held an extremely successful first residential conference with a range of key speakers from England, Scotland, Sweden, Ireland including our own members.
- ✓ Strategic engagement between the Executive Committee, members and a range of key figures including Ministers, Permanent Secretaries etc.
- ✓ Membership grew to 188 with 22 new members this year.
- ✓ Significant increase in the organisation's core grant.
- ✓ Increased our staff team with the strategic role of Head of Leadership Development.
- ✓ Awarded the Creating Change Grant, from Lloyds TSB foundation for Northern Ireland, with 6-year funding.
- ✓ Over 100 Calls for Help and Email Briefings to members.
- ✓ 37 books or other resources on loan from the library.
- ✓ Two members were supported through free confidential access to the counselling service this year.
- ✓ Four member was supported through free access to the legal service this year.
- ✓ 16 informative and inspiring events, for third sector leaders.
- ✓ Continued engagement in the network of third sector leadership organisations with ACEVO and ACOSVO.
- ✓ Continued the innovative 'Good Governance – Leading the Way' initiative for chairs and chief officers.



## Strengthening Leadership Skills

A key role for CO<sup>3</sup> 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

#### **18/04/2007 The Sum of the Whole?**

This was an event for CO<sup>3</sup> members who are Directors of UK or Irish Charities operating in Northern Ireland. The event explored some of the issues in relation to reporting on work to Northern Ireland stakeholders.

#### **23/04/2007 Investor in People Event**

This event kick-started an Investor in people 'action learning' group which supported the participants to go through the IIP assessment process. 6 organisations signed up to go forward and during this period CO<sup>3</sup> has also supported the action learning group through hosting meetings and providing impute into the programme. **NI Hospice, Praxis, Gingerbread, WRDA, Women's Support Network and North Belfast Partnership all participated and by the end of March 2008 Women's Support Network and WRDA had achieved Investor In People Status.**

#### **01/05/2007 PA Development Programme**

For members and their PAs, this was a programme to ensure members obtain the best possible support from their executive assistants.

#### **14/05/2007 CO<sup>3</sup> Launch**

**CO<sup>3</sup>'s new image got off to a great start.** With the attendance by over 80 members and speeches from CO<sup>3</sup> Director and David Hilditch MLA, Vice chair of the Social Development Committee, this event was a great success.



### **14/06/2007 Engaging with the Assembly**

The return of the Northern Ireland Assembly has impacted on every CO<sup>3</sup> member. This workshop was an opportunity to consider how organisations can strategically engage with the Assembly. This included;

- Strategic briefing on the structures and workings of the Assembly.
- An opportunity to consider some strategic skills in engaging with the Assembly and good access points for third sector leaders.
- An opportunity to hear from inside the system, with briefings from political representatives and NI Assembly staff.

### **28/06/2007 Good Governance - Leading the Way 2**

#### **Governance Policy into Good Practice**

Building on the Good Governance event in October 2006, this twilight seminar considered how to translate governance policy into good practice. Aimed at chief officers and the Chairpersons of their organisations, this event reflected the importance of the relationship between chief officers and chairpersons in delivering good governance. The event:

- Shared information on the Code for Governance and its implications.
- Considered the governance lessons when organisations get into difficulty and are forced to close.
- Provided practical trustee experience of meeting high governance standards, whilst balancing stakeholder engagement and local community involvement.

### **09/08/2007 Relationship between DEL & 3rd Sector Leaders**

A meeting called by members, to consider the effectiveness of the relationship between third sector leaders and DEL.

### **25/09/2007 NI Cancer Charities Alliance**

CO<sup>3</sup> hosted and facilitated a number of cancer charities in Northern Ireland to formalise as an Alliance. This included the Director acting as facilitator for the event.

### **27/09/2007 Leadership Development Focus group**

CO<sup>3</sup> has worked to understand the leadership development challenges in our sector. As an early step, CO<sup>3</sup> organised and delivered a focus



group to assess and understand leadership development needs among its members.

### **09/10/2007 Website Launch**

This event included a strategic briefing on IT issues for members. The presentation by Geoffrey Ready of AVEC Solutions considered 'Key Issues in Future IT Development for Third Sector Leaders.'

### **16/10/2007 Follow up Meeting on Relationship with DEL**

### **22 & 23/11/2007 Choice and Voice Conference**

The Choice and Voice conference was held on 22/23 November. This was a major event in CO<sup>3</sup>'s programme. Over the course of the two days it had involvement from around 100 members, attracted over 10 new members, attracted sponsorship and involvement from a number of key speakers and guests, including the Minister for Regional Development. The conference was a great success.


### **01/02/2008 Julia Middleton in Conversation with CO<sup>3</sup>**

Julia Middleton is the Founder and Chief Executive of Common Purpose. She is a passionate campaigner for more, and more diverse, leaders who are active in civil society. In this event Julia introduced and considered the challenge of leading in situations where there is no authority. Julia discussed how many leaders have learnt to lead by rising through their organisations and earning the authority to lead.

### **15/02/2008 Dave Snowden Master class in Leadership and strategy in complex systems. (Organised jointly with Chief Executive's Forum)**

David Snowden presented a new perspective on leadership that helps leaders recognise different contexts using appropriate frameworks for developing leadership strategies. David's work was recently published in the Harvard Business Review (November 2007). He has been using these principles internationally with a broad range of industries





and governments. The Master Class provided participants with an understanding of the different types of environments in which they enact their leadership and introduced some tools and methods for use in complex systems. There has been considerable interest among members in taking forward these ideas with some practical research projects.

**19/02/2008 Joint working dinner with Richard Corden (Interim CE The Commission for the Compact)**

This was a joint event with the Chief Executive's Forum, with Richard Corden speaking on the theme of 'Effective Partnerships between the Government, the Rest of the Public Sector and the Third Sector'. The purpose was to hold some meaningful discussions in relation to the sector's role in service delivery and to pilot the concept of this type of roundtable engagement.

**18/03/2008 Health Reform Discussion Group**

Following the announcement by Minister McGimpsey of revised proposals for the reform of health and social care, CO<sup>3</sup> convened a member meeting to consider the proposals and key aspects for advocacy.

**CO<sup>3</sup> also organises occasional informal lunchtime meetings for members. The purpose is to encourage networking, share information about CO<sup>3</sup> services and events, promote peer contact and act as a listening post on issues for sector leaders. Several of these were held with members throughout the review period.**

**Federal Executive Institute Bursaries**

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 recipients of the Bursary places to FEI. 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.

## Inform and Inspire Third Sector Leaders

CO<sup>3</sup>'s Director and Executive Committee continued a programme of work to highlight the importance of involving the third sector in changes in the health and social services.

CO<sup>3</sup> 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.

### CHAMPION AND SUPPORT THE ROLE OF THIRD SECTOR LEADERS

CO<sup>3</sup> continues to be recognised as a body that can provide strategic representation across Northern Ireland. 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, Review of the role and function of Social Work

### UK Network

During this year, CO<sup>3</sup> continued to develop stronger links with our sister organisations in England, Scotland and Ireland, through contact with ACEVO and ACOSVO. CO<sup>3</sup> encouraged the establishment of a UK network and hosted an operational meeting of staff from these organisations. 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.

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 CO<sup>3</sup> 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, CO<sup>3</sup> 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.
- 2 People used the Confidential Counselling Services in the year

In addition there were

- 37 books borrowed from the library this year.

### **Governance Working Group**

CO<sup>3</sup>'s governance work is supported by a Governance Working Group. We would like to thank the following working group members.

- ✓ Wendy Osborne OBE
- ✓ Dermot Curran
- ✓ Carol O'Bryan

During this year, CO<sup>3</sup> provided evidence and written submissions to the NI Assembly in consideration of the Charities Legislation. In addition, the Governance group organised another important event on governance for trustees and chief executives.

## **STRENGTHEN OUR ORGANISATION**

### **Re-launch**

After many years of discussion, the decision to change the Association's name from ACOVO to CO<sup>3</sup> Chief Officers 3rd Sector was implemented. Minister Ritchie joined us on her first day in office in May 2007 to participate in a photo call to launch the new name. This was followed by a launch event for members and strategic partners also in May 07. We owe a tremendous debt of thanks to Leslie Stannage and colleagues at LSD for their help and support during this process.

**“It's what we do, our quality, its impact, working in areas and doing things that others can't or won't and changing things that we need to articulate - this differentiates us from other sectors”**

## STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31ST MARCH 2008

	Restricted	Unrestricted	2008 Total	2007 Total
<b>Incoming Resources</b>				
Incoming resources from Charitable activities				
Grants Received	89,780	3,850	93,630	49,968
Incoming resources from Generated funds				
Membership Income		19,565	19,565	12,135
Income from Events		12,424	12,424	4,878
Sponsorship		1,000	1,000	2,509
Conference Income		15,915	15,915	
Other incoming resources				
Sundry Income		1,024	1,024	1,287
<b>Total Income Resources</b>	<u>89,780</u>	<u>53,778</u>	<u>143,558</u>	<u>70,777</u>
<b>Resources Expended</b>				
Charity activities	68,502	32,244	100,746	63,489
Costs of generating funds	19,078	12,283	31,361	10,624
Governance costs	2,200	1,971	4,171	7,137
	<u>89,780</u>	<u>46,498</u>	<u>136,278</u>	<u>81,250</u>
<b>Net Incoming/(Outgoing) Resources before Transfers</b>	-	7,280	7,280	(10,473)
Designated Funds Utilised				
- Staff Costs/Maternity Leave	-	-	-	8,718
<b>Net Incoming/(Outgoing) Resources</b>	<u>-</u>	<u>7,280</u>	<u>7,280</u>	<u>(1,755)</u>
Funds at 1st April 2006		18,299	18,299	20,054
<b>Funds at 31st March 2007</b>	<u>-</u>	<u>25,579</u>	<u>25,579</u>	<u>18,299</u>

## CO<sup>3</sup> Targets

### Impact and Results

Objective	Scorecard Measure	Target	
Increase knowledge and skills of members	Membership survey Event evaluation	Baseline data established At least <b>70%</b> of evaluation respondents say we have impacted on their jobs.	Achieved
Well informed, inspired members	No. of Events Conference No. of Email and postal briefings	Hold 10 events Organise and deliver one conference Circulate 50 email and postal briefings	Achieved
Maximised influence and impact of members	No. of Political engagements Re-branding	4 political engagements Re-branding achieved.	Achieved

### Leadership Engagement

Objective	Scorecard Measure	Target	
Increase membership	No. of new members	Increase CO <sup>3</sup> membership to <b>190 by March 2008</b>	Partially achieved
Maintain participation of members	No. of active members Specialist services at critical times	At least <b>70%</b> of members engaged in CO <sup>3</sup>	Achieved
Effective governance project for chairpersons and chief officers	No. of events and activities	One Governance event Regular Governance working group meetings	Achieved

### Internal Processes

Objective	Scorecard Measure	Target	
Build cost effectiveness and fundraising into our organisation	No. of business members % Contribution from events No. of funding bids	3 business members Minimum 30% contribution from contributing events 3 funding bids	Achieved



## Internal Processes

<b>Objective</b>	<b>Scorecard Measure</b>	<b>Target</b>	
To achieve quality and impact in our activities	Paper on Quality to Board. Event evaluation – <b>content</b> and <b>useful</b> score Satisfaction rate in member survey	Paper with quality improvement options Average of <b>70% content</b> of events - <b>excellent or good.</b> <b>Average 7/10</b> of evaluations on events 'useful'	Achieved
Assess and improve database and event management processes	Assessment of database	Database assessed and changes made as required	Achieved

## Learning and Growth

<b>Objective</b>	<b>Scorecard Measure</b>	<b>Target</b>	
Develop our staff and trustees	Appraisal of staff Induction with new trustees Plan for IIP re-accreditation	Trustees induction Staff receive induction, appraisal and personal development plan IIP plan produced and presented to Board	Achieved
Increase awareness of our brand and image.	Launch CO <sup>3</sup>  Establishment of website No. of media hits through column cms Television/radio/web 'opportunities to see'	Launch May 07  200 column cms coverage or 3 radio/television/ web news opportunities  Website launched.	Achieved
Seek to increase organisational capacity	Increased staff / volunteer or seconded hours	Increase capacity 10hr /month by March '08	Achieved

## CO<sup>3</sup> Information

### 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

- Lloyds TSB Foundation (small grants programme and Creating Change programme)
- Management and Leadership Network
- AVEC Solutions
- Chartered Management Institute
- Forde May
- Cleaver Fulton Rankin
- Leslie Stannage Design

### Staff

Majella McCloskey - Director

Jackie White - Head of Leadership Development (Joined August 2008)

Tracey McCreanor - Finance & Admin Officer

Teresa Campton - Finance and Admin Officer (left October 2008)

Tony Clark - Finance and Admin Officer (joined November 2008)

### 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 (resigned April 2008)
Eric Rainey	Duke of Edinburgh's Award Scheme
Gail Ferguson	NUS/USI (resigned July 2008)
Ricky Devlin	Belfast Carer's Centre
Stevie Johnston	WEA

### Auditors

McGuire & Farry, Emerson House, Carryduff

### Solicitors

Cleaver Fulton Rankin, 50 Bedford Street, Belfast

### Bank

Northern Bank Ltd, 1-9 Victoria Street, Belfast

Company Limited by Guarantee Number NI37439

Registered Charity No XR24273

**“A positive and constructive opportunity to talk to the policy shapers regarding our views on the same – the positives as well as the concerns and challenges”**

**CO<sup>3</sup>**

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