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FRANCES MCANDLESS
CHIEF EXECUTIVE, CHARITY COMMISSION FOR NI
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BY GAVIN MEGAW, DIRECTOR AT HANOVER
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09  Interview with Frances McCandless, Chief Executive Charity Commission NI
I could sum up the Northern Ireland Third Sector’s mood in a single verse from Bob Dylan’s iconic 1964 song:

“GATHER’ROUND PEOPLE WHEREVER YOU ROAM AND ADMIT THAT THE WATERS AROUND YOU HAVE GROWN”

On paper, we may be just out of the recession but on the ground, the sector is entering one of the most challenging but also paradoxically one of the most opportunist times I have witnessed in my career. Public sector reforms combined with a shy, morose economic climate push issues of social inequalities to the fore as the ugly face of poverty becomes increasingly visible. The multiplication of food banks is one of the starkest symbols of the many struggles the most vulnerable face in our society.

Planned public sector reforms are hailed by the government as the ultimate mending device that will place the Third Sector at the heart of service delivery and eradicate poverty. Third Sector leaders have implemented high-standard service delivery for centuries, so this is not new. However, to remain attuned to the heartbeat of the community you serve whilst rolling strategically with the flow of political and economic ‘givens’ you cannot control requires distinctiveness, impact and innovation.

For instance: leaders create leaders, but is succession planning on our radar? The lack of investment in leadership development is perpetuating the skills gap in the sector resulting in the reduced likelihood of career advancement, lower than average job tenure and a drain to the private and public sector. What are we doing about it?

Other concerns include how to efficiently address funding cuts and all forms of inequalities. Challenges we need to tackle head-on without delay include establishing relationships with the new local authorities and the private sector, highlighting the benefits of diversity, and enhancing lines of communications with the general public to create a better understanding of the richness that exists within the sector.

As a sector we need to recognise the need to invest in leadership development and management skills. This is why I am delighted to be not only the Chair of CO3, which holds this principle at its core, but also to welcome you to the 2015 CO3 Magic of Leadership Conference and Awards where you will have a unique opportunity to explore solutions to your organisation’s specific challenges as well as to network with your peers and celebrate Leadership Awards nominees and winners at our flagship black tie awards dinner on Thursday night.

Third Sector leaders are just as competent, driven and resilient as leaders from other sectors of activity, with the difference that their work implies working magic on behalf of the communities they serve with very little means. I leave the other kind of magic, the one that will charm and hypnotise you, to our brilliant MC, David Meade and wish you a wonderful Leadership Conference and Awards.

John McMullan, CO3 Chairperson and CEO of Bryson Charitable Group
For those of you that have seen my TV show on BBC One, you may not realise that most of my work these days is in the corporate space.

Having lectured on leadership and management for many years and studied it extensively, it’s a real passion area of mine that consumes most of my calendar today. You may think that mindreading and management is a strange combination but both passions will merge perfectly at CO3’s Magic of Leadership Conference and Awards in February 2015, which I will have the privilege to compere.

The conference is targeted at chief executives and senior managers in the Third Sector mainly, but a much wider range of professionals will find every aspect of the programme relevant to their needs.

We’re talking innovation, new strategies, facing the budget cuts head on… in short, how to think outside of the box. It is not easy to smash the walls of the box when you are a Third Sector leader trapped in a maze of responsibilities towards your staff and your service users. This more than often translates into fear of change and a ‘better-the-devil-you-know’ attitude, especially in times of financial crisis when the status quo is seen as a safe option.

But getting rid of the paralysing fear of change is probably the most challenging aspect of any leader’s journey. The CO3 Conference and Awards will allow participants to address this fear by acknowledging it, learning from each other and leaving energised and full of ideas on the way forward for their organisation, not only in terms of maintaining its sustainability but also and crucially in terms of developing its services and allowing it to thrive and not just survive.

I look forward to seeing you at this unique event where I will share some of what I have learned with you, challenge you to think differently, and if you’re lucky, maybe even read your mind!

In the meantime, why not drop me a message on the CO3 blog? Let’s start the ball rolling, let’s talk, let’s share our fears, hopes and top tips for better leadership.

To view the programme for our upcoming Leadership Conference please go to page 14.

For further information you can visit our website www.co3.bz or email nora@co3.bz or Tel: 02890 245 356
“IT IS NOT EASY TO SMASH THE WALLS OF THE BOX WHEN YOU ARE A THIRD SECTOR LEADER”
For Ecclesiastical Insurance, unlike many other companies, we don’t have the luxury or face the dilemma of making a choice about our Corporate Social Responsibility.

For us the decision was made in 1887 when we were founded by a charity with the express purpose of repatriating profits back into the charity sector and the communities it served. For us being part of the third sector is in our DNA.

Since 1887 our remit has expanded considerably and today, working alongside broker partners like Marsh, we apply our specialist insurance expertise and experience in the education, faith, heritage and charity sectors. We do this here on the island of Ireland and also in the UK, Australia and Canada.

However there is one thing that has not changed since the day we were founded is our commitment to reinvest any profits back into the charity that owns us, and through that charity, to support communities across the markets we serve. In fact Ecclesiastical Insurance today ranks as the 8th biggest corporate charity donor in the UK.

How we operate as a business also fits perfectly with the CO3 ethos; as well as offering a first-class service to charitable bodies, we also share value through supporting the sharing of knowledge and best practice. For example in September this year Ecclesiastical sponsored the research in the Fourth Annual Fundraising Performance Report published by 2into3 and exploring how fundraising performance in the Republic of Ireland market. This report provides deep insights into the overall market and also gives leadership teams in the charity sector some solid statistics to help them build their fundraising strategies for the long term.

In all senses, we try to stand behind the work of the charitable sector and give it a platform on which to thrive. Here in Northern Ireland, among the things that really make sense for us in working with CO3 is also the focus on leadership. A key quality of great leaders is a deep understanding of the risks and challenges that their organisations face.

As a specialist insurer we have a natural focus on understanding risk which meant that in working with CO3 on the leadership conference there was real consistency across what both our organisations were trying to do - a focus on empowering leaders throughout the community to create a better future.

"ECCLESIASTICAL INSURANCE TODAY RANKS AS THE 8TH BIGGEST CORPORATE CHARITY DONOR IN THE UK"
MEMBER BENEFIT

REMINDER

CO3 membership is open to all leaders in the Third Sector. Regardless of whether your title is Chief Executive Officer, Director, Manager, Project Leader or something else, if you have an interest in excellence in third sector leadership then membership of CO3 is a must for you. And of course our members can avail of preferential rates to attend our biennial Leadership Conference!

The key benefits of membership for you are as follows:

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<tr>
<td>Policy Support</td>
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</table>
1 What is your proudest professional achievement to date?

I spent 21 years building an organization in the United States, Public Allies, that developed more than 5,600 incredible leaders for our communities. Our mission was to advance new leadership to strengthen communities, nonprofits, and civic participation.

Our work was most distinguished by who we chose as leaders - we did not go looking in the traditional places like elite colleges. We went looking in communities. We saw the single teen mother in technical school become a White House lawyer, the deli worker become a disability rights advocate, the auto repairman who ran community constituent services for the Speaker of the U.S. House of Representatives, the high school drop-out get his Master’s degree and become CEO of a group that helps kids stay in school. I participated in hundreds of stories like this of true individual transformation that became community transformation as these individuals became leaders committed to careers working for social change. It was an awesome job.

It is through our training program, partnerships with hundreds of organizations in 23 communities, and development of thousands of leaders that we built our leadership development philosophy and approach. My book, “Everyone Leads: Building Leadership from the Community Up” captures those lessons.

I would be remiss if I did not add that my work for President Obama and the White House has been some of my most fulfilling and impactful experience. When I was younger, I could never have imagined the opportunities I’ve had, and I am grateful for the work I’ve been able to do with Public Allies and beyond.

2 What are the most exciting opportunities the Northern Ireland Third Sector should zoom in on?

Nonprofits are being asked to do more with less, demonstrate greater evidence of success, and compete harder for private and public funds. There is a real focus on innovation and more effective and efficient ways to solve problems. Many problems are complex, though, and some of the data and evidence focus simplifies and silos things that I believe are ultimately unhelpful.

In the US, I’ve been most impressed by the rise of “Collective Impact” efforts. These are distinguished by bringing all of the organizations that work on an issue together to set a common agenda and goals to achieve population-level changes (city-wide or state-wide), coordinate all of their work and services together, share measurement systems, meet and communicate constantly, and have a central organization with dedicated capacity to facilitate, coordinate, research, and hold everyone accountable. In Milwaukee, Wisconsin, where I live, such an effort reduced teen pregnancy by 56% in seven years from highest in the nation to below national average. It required groups to think and work differently with great support from our local United Way which was the backbone for the effort. We are seeing this promising methodology grow in other countries. Its biggest innovation, to my eye, is that we have shifted the unit of analysis from “what outcomes is your organization producing” to “is the community-wide number changing?” Before this we’d have great education programs, for example, with solid outcomes, but the high school graduation rate never changed. Now we start at the population-level result and work backward.

3 What will you offer the audience at the CO3 Leadership Conference?

My presentation is story-based as I find that showing people how things work is better than telling them. I also use short breakouts or paired conversation exercises in all of my presentations as I like to engage the audience’s experience and stories in my work.

My presentation will help audience members see new leadership possibilities in themselves and their communities, and consider the leadership values they need to engage people to work together better to create change. I bring a lot of energy and passion to this work, but also a good ear as I like to learn from others’ stories and experience.

Paul’s book, Everyone Leads, is available to purchase online from Amazon.
FRANCES MCCANDLESS

Introduce yourself in 5 words.
Charity regulator, no previous owners.

What is your proudest professional achievement to date?
Setting up a new public body (the Charity Commission) from scratch.

What are the three biggest challenges the Northern Ireland Third Sector will face in the next five years?
It isn’t a new issue, nor is it one unique to Northern Ireland, but funding will remain one of the biggest challenges as public sector budget cuts begin to bite even more deeply into funding for the voluntary and community sector.

Another challenge which, if managed correctly could also prove to be an opportunity, is that charities facing funding cuts cannot simply continue on and hope for the best but must look at viable ways to be more creative and innovative, to find new solutions to deliver the same, if not more, support. Or alternatively, to ask fundamental questions about what their core purpose really is, and focus more tightly on that.

A secondary challenge with that is, of course, that the public sector is looking more and more to charities to undertake services they are no longer able to provide themselves – and to provide them more cheaply. It is an extremely difficult situation and one which third sector leaders increasingly face as they look to balance decreasing budgets against growing demand.

What are the three most exciting opportunities the Northern Ireland Third Sector should zoom in on?
As we saw earlier this year with the focus on chief executive salaries, charities are coming under increasing scrutiny from all sectors, with the public expecting more information on where their donations are going. This presents a real opportunity for charities to step up their transparency and use this public interest to demonstrate not only the good work they are doing but also how a modern charity operates.

It’s clear that some of the public think a charity shouldn’t even have paid staff, so it’s time for charities to explain clearly who they are and what they do in the twenty first century.

Similarly, the move towards data sharing opens up new possibilities for third sector organisations to work together, undertake research and use or combine data to increase their own learning or demonstrate the impact they are making.

Another key opportunity is the great wealth of talent we have here in Northern Ireland. We have a generation of highly skilled, enthusiastic young people finding it difficult to get onto the career path. The third sector could – and in many cases already is - offering that generation invaluable experience while simultaneously benefitting from their talent, knowledge and passion.

What will you offer the audience at the CO3 Leadership Conference?
While charity registration has been on the table for many years, we are now well on the way to embedding our role as Northern Ireland’s charity regulator. I hope to be able to provide the conference with an opportunity to share in our story – to see how far the Commission has come, to understand the future of charity regulation and to gain a deeper understanding of how they, as third sector leaders, can improve their own governance.

What do you anticipate to gain from the CO3 Leadership Conference?
In building a new charity regulator from the ground up, I fully understand how important two way communications and face to face contact with charities are. I hope the conference will provide an opportunity for attendees to be open with me, to air their concerns, questions and issues, and for me to provide them with information and reassurance.

I’m also looking forward to hearing about any new and emerging issues for charities and their leaders to ensure I keep in touch with issues in the sector. And, of course, I hope I pick up a few leadership tips myself!

Keynote speaker of our Magic of Leadership Conference
Warren Buffett isn’t often wrong. But at the CO3 Magic of Leadership Conference in February, I will argue that he was when he said: ‘It takes 20 years to build a reputation and five minutes to ruin it.’

Most reputations are severely damaged because an organisation has failed over many years to operationally live up to the high expectations set by their PR and marketing activity.

BP is a prime example. Most assume that it was the lack of a viable crisis comms plan and poor execution that led to the company’s disastrous reputational implosion after the Deepwater Horizon oil spill. That could and should have been handled better, but it wasn’t the reason for the monstrous damage caused by the spill. That was a result of the ‘reputation gap’ between BP’s external claims and its long-term internal operational procedures.

For many years BP received deserved praise for changes in its operations. A greener and safer approach was at the heart of BP’s comms to investors, the public and political stakeholders globally. On the back of those promises came a much vaunted corporate social responsibility programme that was the envy of many high-profile global brands. BP was fantastically successful in moving the perception of the organisation from a staid British oil company to a progressive global energy company that went ‘beyond petroleum’.

Serious business commentators cited BP as a ‘visionary’ company then led by a ‘giant of British industry’ - John (now Lord) Browne. Yet, at the same time, a series of operational failures across the Atlantic were clashing with their PR and marketing promises. Most notably, the Texas City Refinery explosion of 2005 - which killed 15 and injured more than 170 people - led to scrutiny of the company’s safety procedures. Similarly, the 2006 and 2007 Purdhoe Bay oil spills, caused by pipeline corrosion on Alaska’s environmentally sensitive tundra, led to serious questions and sparked new environmental campaigns against the company.

BP, having made significant acquisitions in the US and overtaken the relatively conservative ExxonMobil in its own backyard, was finding that the expectations set for it were too great. And it is through this prism - a failing reputation and increased scrutiny in the US - that Third Sector leaders must view the reputational disaster of the Deepwater Horizon oil spill. The lack of ‘reputational insulation’ such as positive stakeholder recognition meant it was fair game for the media and politicians.

Such ‘reputation gaps’ are extremely dangerous for organisations, and the Third Sector is far from impervious. Yet too many leaders willingly accept that such a gap exists in their organisations. In this digital age, no one can control the news and prevent damaging coverage, but we can all work to reduce the reputation gap, and deal effectively with threatening issues when they occur.

At the conference I will encourage you to do that, conducting regular reputation audits in your organisations. This should include all relevant operations: customer service, marketing, social media and comms personnel. Once the reputation gaps have been identified, a report and plan of action for plugging them should be discussed with senior colleagues. At the very least, this allows for serious scenario planning for the handling of likely ‘issues’.

Every leader in the Third Sector should seize the opportunity to take a lead on reputation, conducting a comprehensive ‘gap analysis’ audit that will protect their organisation and gain the respect of their industry. I hope I can convince you to do that when we meet in February.

For a full list of speakers and discussion panel members please go to page 15.

To read more articles, please go to CO3’s blog www.co3.bz/blog
Charities need good value from their insurer
We know, because we’re owned by one

- We’ve been insuring not-for-profit organisations for over 125 years
- Voted as the best charity insurer for the last 7 years running*
- Claims satisfaction – 95% of our commercial claims customers were satisfied with the overall service in 2013**

To find out more speak to your broker or visit ecclesiastical.com/charityinsurance

*PWC research 2007 – 2013 voted us the best.
** Ecclesiastical Commercial Settled Property Claims; 80% extremely/very satisfied, 95% satisfied.
The CO3 Leadership Awards are designed to celebrate the work of Third Sector leaders, who consistently deliver inspiring, dynamic and innovative leadership.

For the first time ever, CO3 have opened the awards to a wider range of leaders to ensure that we leave no stone unturned in our search for celebrated Third Sector talent who spread magic in their organisations and beyond on a daily basis.

Judged by independent Third Sector experts, the coveted CO3 Leadership Awards will provide Third Sector leaders with an important quality mark. The winners will be presented with their awards at a high profile ceremony on 19 February 2015 at the Slieve Donard Hotel, in Newcastle, Co. Down.

With up to 200 guests in attendance, the awards gala dinner provides an excellent opportunity to showcase the innovative and magical work that takes place, often unnoticed, in the Third Sector.

MEET THE JUDGING PANEL

David Lane
Ecclesiastical Insurance

Arlene Cassidy
CEO, Autism NI

Kerry Anthony
CEO, Depaul Ireland

Stephen Mathews
CEO, Cedar Foundation

Nisha Tandon
CEO, ArtsEkta

Les Allamby
Chief Commissioner, Northern Ireland Human Rights Commission

Roger Courtney
Courtney Consulting

Nigel McKinney
Director of Operations for the Building Change Trust
THE CATEGORIES

OVERALL INSPIRING LEADER OF THE YEAR
Awarded to an inspiring, passionate and visionary leader whose commitment to excellence is a model to all.

LEADING ON POLITICAL IMPACT
Awarded to a leader who has been the passionate voice of the Third Sector to advance a cause and has successfully lobbied to influence public policy and conversation.

LIFETIME COMMITMENT TO THE THIRD SECTOR
Awarded to a person who has been leading positive change in the Third Sector with determination, integrity and ethics for over 20 years.

ENTREPRENEURIAL LEADER OF THE YEAR
Awarded to a leader who has achieved the highest and most sustained levels of growth through a culture of innovation, market knowledge and talent development.

BEST NEWCOMER OF THE YEAR
Awarded to a newcomer in the Third Sector who is already showing outstanding vision and making progress by leaps and bounds in transforming the sector for the better.

INVESTING IN LEADERSHIP DEVELOPMENT CHAMPION
Awarded to a leader who has invested time and passion in fostering leadership development in others and in volunteers.

CHAIRPERSON OF THE YEAR
Awarded to the Chair of a Third Sector organisation’s Board of Trustees who has made the most outstanding contribution to the performance of the charity during the year.

PARTNERSHIP AWARD 2014
Awarded to two or more organisations that have partnered and shared resources for the greater good and successfully achieved positive change.

“I am delighted to be recognised through the CO3-Leadership Awards for Leading on Innovation and Growth. Such an initiative highlights and rewards the tireless efforts of those working at the frontline to meet the needs of our communities and build a stronger, more resilient sector.”

Nisha Tandon, CEO ArtsEkta on winning the ‘Leading on Innovation and Growth’ award in 2012
# PROGRAMME

## THURSDAY 19 FEBRUARY - Morning

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<td>8.30 - 9.30</td>
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<td>9.30 - 9.45</td>
<td>Nora Smith, Chief Executive, CO3. Open and Welcome.</td>
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<tr>
<td>9.45 - 10.00</td>
<td>David Meade, MC. Open and Welcome.</td>
</tr>
<tr>
<td>10.00 - 10.20</td>
<td>John Bird, Founder and Editor in Chief of The Big Issue.</td>
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<td>10.20 - 10.40</td>
<td>Sir Roger Singleton, Managing Director, Lumos.</td>
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<tr>
<td>10.40 - 11.00</td>
<td>Questions and Answers.</td>
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<td>11.00 - 11.30</td>
<td>Break.</td>
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<tr>
<td>11.30 - 11.50</td>
<td>Anne Donaghy, Chief Executive of Mid and East Antrim District Council.</td>
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<tr>
<td>11.50 - 12.10</td>
<td>Valerie Watts, Chief Executive, Health and Social Care Board (HSCB).</td>
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<tr>
<td>12.10 - 12.20</td>
<td>Questions and Answers.</td>
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<td>12.20 - 12.30</td>
<td>Summary and questions for the panel. Introduction of the treasure hunt amongst the exhibition stands with spot prizes.</td>
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**12.30pm - 1.30pm Lunch**

## THURSDAY 19 FEBRUARY - Afternoon

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<td>3.50 - 4.00</td>
<td>Break.</td>
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<td>4.00 - 4.45</td>
<td>Paul Schmitz, Campaigner, CEO, Writer.</td>
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<td>4.45 - 5.00</td>
<td>Nora Smith, CO3. Summary.</td>
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<td>5.00 - 5.15</td>
<td>David Meade. Close.</td>
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**7.30pm** | Drinks Reception |

**8.30pm** | Black Tie Leadership Awards Dinner |

## FRIDAY 20 FEBRUARY

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<td>Gavin Megaw, Director, Hanover.</td>
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<td>10.30 - 11.00</td>
<td>Mark Golding, Chief Executive, Oxfam GB.</td>
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<tr>
<td>11.00 - 11.30</td>
<td>Heather Thompson, National Trust Director for Northern Ireland.</td>
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<tr>
<td>11.30 - 12.15</td>
<td>Questions and Answers.</td>
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<tr>
<td>12.15 - 12.30</td>
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SPEAKERS AND PANEL MEMBERS

Mark Goldring CBE
Chief Executive
Oxfam GB

Les Allamby
Chief Commissioner, Northern Ireland Human Rights Commission

Máirtín Ó Muilleoir MLA
MD of the Belfast Media Group

John Bird MBE
Founder & Editor in Chief of the Big Issue

Richard Ramsey
NI Economist at Ulster Bank

Dr John Brothers
Founder and Principal at Quido Consulting

Sir Roger Singleton CBE
Managing Director at Lumos

Anne Donaghy
Chief Executive of Mid and East Antrim District Council

Paul Schmitz
Author, Advocate, Community Builder

Frances McCandless
Chief Executive of the Charity Commission for Northern Ireland

Heather Thompson
National Trust Director for Northern Ireland

John McMullan
Chair of CO3 & Chief Executive of Bryson Charitable Group

Valerie Watts
Chief Executive of the Health and Social Care Board

Gavin Megaw
Director at Hanover

David Meade
Entertainer and International Speaker, Host for the conference and Awards dinner
EXCLUSIVELY FOR THIRD SECTOR SENIOR MANAGERS

LEADING EDGE 2015
STRENGTHENING OUR FUTURE

- Accelerate your leadership with enhanced self and team awareness
- Collaborate and develop a strong network of fellow senior leaders
- Gain unique insight into the challenges and experiences of Third Sector leaders
- Experience transformational change, from manager to leader
- Gain an ILM Level 5 Award in Leadership qualification

APRIL - JUNE 2015 | BELFAST

VISIT WWW.CO3.BZ TO FIND OUT MORE!

Open College Network Northern Ireland
Your Local Awarding Body

Providing qualifications and endorsed accreditation services to local community organisations and training providers for nearly 20 years. If your organisation delivers training and you want participants to achieve high quality, nationally recognised qualifications then contact us today?

OCN NI is a nationally recognised awarding organisation and educational charity, regulated by Ofqual to design, develop and award qualifications on the Qualifications and Credit Framework (QCF). OCN NI exists to advance education by providing opportunities for all to develop their personal and social attributes and levels of achievement. OCN NI provides affordable recognised qualifications developed specially to meet the needs of people in Northern Ireland. Our qualifications assist in driving up the skills and employability prospectus of individuals.

Sirius House, 10 Heron Road, Sydenham Business Park, BT3 9LE
Tel: 028 90 463 990
Web: www.ocnni.org.uk
For the Third Sector, as with other areas of the local economy, dealing with the skills gap is likely to be one of the big issues of 2015. However, with strong leadership and effective forward-planning the sector can meet the challenges ahead, according to Tom Wilkinson, Director at specialist recruitment company Hays...

The face of Northern Ireland’s economy is transforming. A raft of Government reports, such as PwC’s survey for DETI in 2013, have identified social enterprise and third sector organisations as having a significant role to play in the growth and rebalancing of the economy here.

However, the big challenge for leadership and senior management teams in 2015 will be retaining staff and attracting new talent.

RETENTION

Already we are seeing professionals – in areas such as finance, HR and IT – move away from the not-for-profit sector towards the private sector. Losing staff adds expense to any bottom line, and when you consider the time and money lost through investment in training, the costs continue to mount.

Most importantly, when a key staff member departs they take organisational and industry knowledge with them, assets which ought to be contributing to your future success.

At Hays, we assist clients in developing a strong employee value proposition (EVP). An EVP should communicate your values and culture, as well as the rewards, opportunities and experience of working for your company. The third sector has a powerful story in this sphere which is both unique and compelling. By communicating what you stand for and the broader communal benefits generated by your activities, you’ll attract like-minded candidates who are a natural fit.

By composing and instituting this policy right at the recruitment phase, it sets the right foundations for ensuring long-term staff retention.

ATTRACTION

According to one of the authors of the Compass Partnership report ‘Building Outstanding Leadership Teams: Insights from Charity Chief Executives’, an important starting point for chief executives is to “get the right people on the bus”.

If you’ve developed your value proposition for current employees it will be just as important a tool for attracting the right candidates. A job ad with a list of duties and responsibilities is not enough to attract applicants, especially when it’s difficult to compete with the civil service and private sector’s salaries and benefits. The EVP will be a huge help in convincing the right jobseekers to join your organisation.

Over the past couple of years as members of CO3, we have worked with organisations such as Mencap, NIAMH, Citizens Advice, NICIE, NI Hospice, Extern and Oxfam to name a few. During this time we have seen a steady increase in demand for finance, HR, admin support, legal, procurement and IT professionals. That upwards trend looks likely to continue.

With consultants working from our offices in Belfast, Portadown and Derry / Londonderry, we are placing temporary, permanent and contract roles across the sector. We understand the ethos, and the pressures, within third sector organisations and how to attract the talent to positively effect overall performance and service delivery.

With continued strong leadership from CO3, we look forward to supporting the third sector as it continues to develop strong economic and societal benefits across the region as a whole.

For further information about seeking new talent and advice on staff retention, visit www.hays.co.uk/northernireland
NEW SERVICES

At CO3, we listen to our members and take on board their suggestions so that we can consistently improve our offering and provide the most relevant and up to date services.

To find out more about any of the services that we offer please visit www.co3.bz/new-services or contact Nora Smith: Tel: 02890 245 356 or email nora@co3.bz

We now offer four new services:

- Interim Executive Service
- 360 Degree Appraisal Service
- New To Post Service
- Executive Career Coach Service
INTERIM EXECUTIVE SERVICE

CO3 have been pioneers in leadership development for almost 30 years. Like all CO3 services, our strength is focused on Third Sector leadership support and development. The Interim Executive Service (IES) provides Third Sector organisations with access to expert, experienced Third Sector Interim Executives both as a support to Chief Officers in times of need and also to support an organisation when there is a temporary gap in leadership.

360 DEGREE APPRAISAL SERVICE

CO3 now offers a 360 Degree Leadership Performance Appraisal service for its members. In addition to providing effective feedback to the CEO, it conveys meaningful information for Trustees to effectively evaluate executive performance. CEO performance and the relationship between the Chief Officer and the Board are critical factors in successful governance and the fulfilment of an organisation’s mission.

NEW TO POST SERVICE

This tailored service supports a new to post Chief Officer, providing a number of one-to-one support sessions during their first 90 days in post. There is an abundance of literature that highlights how critical the first 90 days are for a new-to-post Chief Officer. A number of experts cite that a new leader’s success or failure is determined within the first 90 days on the job. Many newly appointed Chief Officers have to learn on the job, in full view of every stakeholder.

EXECUTIVE CAREER COACH SERVICE

CO3’s Executive Coaching Service is offered to Third Sector leaders and Senior Managers to provide a personalised coaching service to enhance and develop leadership and management. We work with a panel of experienced Coaches, who are all previously senior leaders with strong connections with the Third Sector. The Coaches judiciously use business and leadership content to support, challenge and ultimately enhance people to be at their very best.
UPCOMING EVENTS

14 Jan 2015
Roundtable Discussion with Caral ni Chuilin MLA

16 Jan 2015
CollaborationNI Focus Group - Community Led Collaboration

21 Jan 2015
Strategic Planning with Roger Courtney

28 Jan 2015
Roundtable Discussion with Simon Hamilton MLA

10 Feb 2015
CollaborationNI Roundtable - Community Led Collaboration

12 Feb 2015
Understanding Financial Accounts and Confidence on Reporting to your Board

17 Feb 2015
Interim Executive Training

19 Feb 2015
The Magic of Leadership Conference & Awards

26 Feb 2015
Leading Edge Reconnect Session

26 Feb 2015
In Conversation with... William McKee, former Chief Executive of Belfast Health & Social Care Trust

11 Mar 2015
Roundtable Discussion with David Ford MLA

26 Mar 2015
In Conversation with... Dr Eddie Rooney, Chief Executive, Public Health Agency

1 Apr 2015
Member Lunch

23 Apr 2015
CO3 Leading Edge Programme

23 Apr 2015
Leading Edge Reconnect Session

12 Jun 2015
In Conversation with... Emily Logan, Children's Ombudsman in the Republic of Ireland

VISIT WWW.CO3.BZ OR EMAIL SARAH@CO3.BZ