

# CO3 2015 Member Survey

## Full Report

### **Introduction**

CO3 carries out an Annual Survey asking for feedback on the services it provides. We conducted the survey in Summer 2015 using SurveyMonkey, and circulated it via email. We sent a covering email containing a web-based link to the survey to our membership base. Survey questionnaires were completely anonymous, though members had the option of supplying their contact details.

We received a fantastic response rate, with 33% of members taking the time to complete the survey. The feedback has provided valuable information to structure the work of CO3 moving forward. Thank you to all those members who participated.

It should be noted that as with any CO3 survey, all details given are kept confidential and not passed on to any third party. Responses in this report are included in such a way as to maintain the confidentiality expected by respondents.

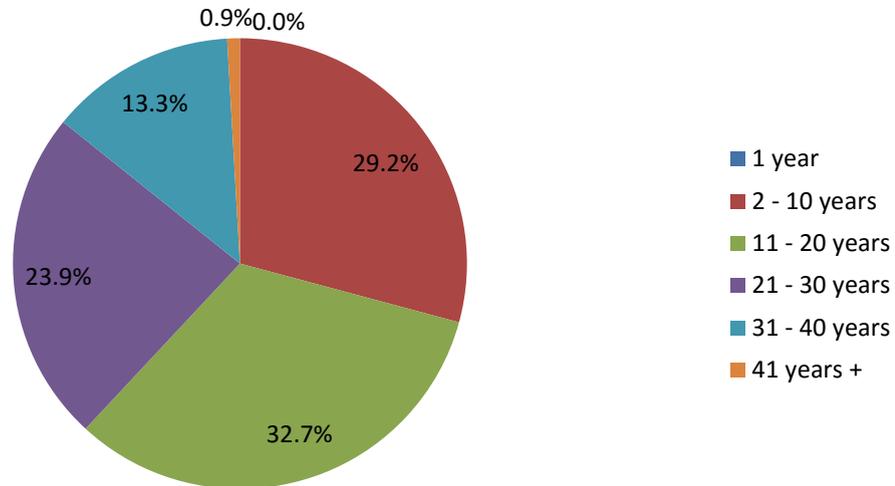
### **Survey Results**

#### **Profile of respondents**

The respondents were made up of a spread of those who have worked within the Third Sector for a considerable number of years. The majority of respondents (33%) have worked within the third sector for between 11 – 20 years. 24% of members have been working within the third sector for 21-30 years and 13% of members have worked within the sector for 31 -40 years.

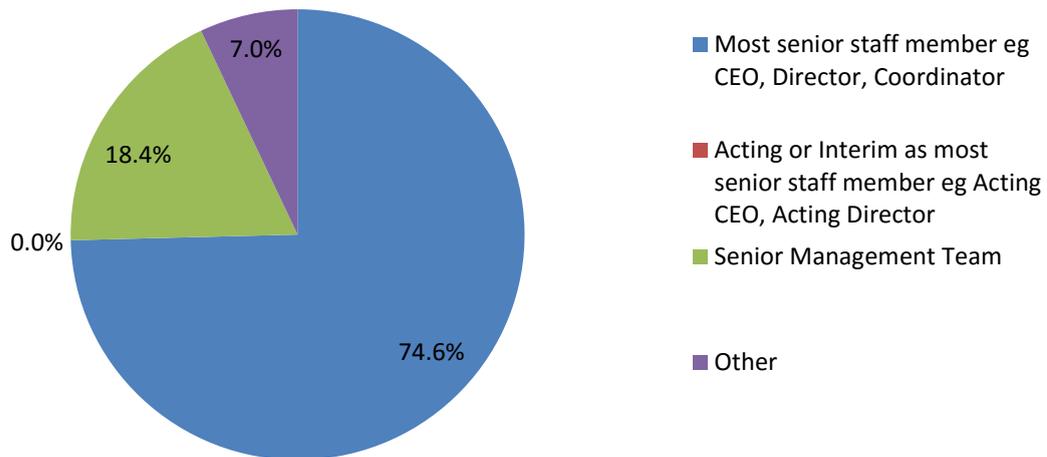
The collective years of experience of members mean that we can be sure that the insight from the survey reflects an experienced and broad range of viewpoints.

## How long have you worked in the Third Sector?



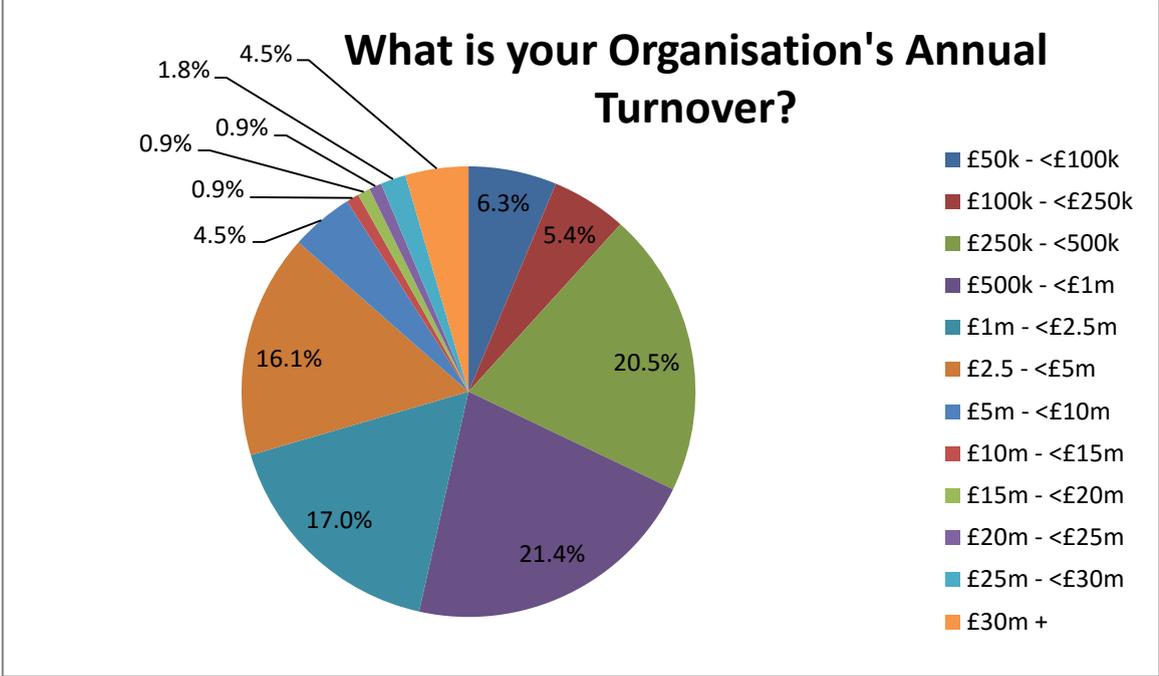
The majority of members who completed the survey were the most senior staff members. 75% of respondents were classified as the organisational Chief Officer. In terms of the gender breakdown 66% of respondents were females and 34% were male. This is indeed closely correlated to CO3's current membership with 65% female and 35% male.

## What position do you currently hold in your organisation? (please tick)



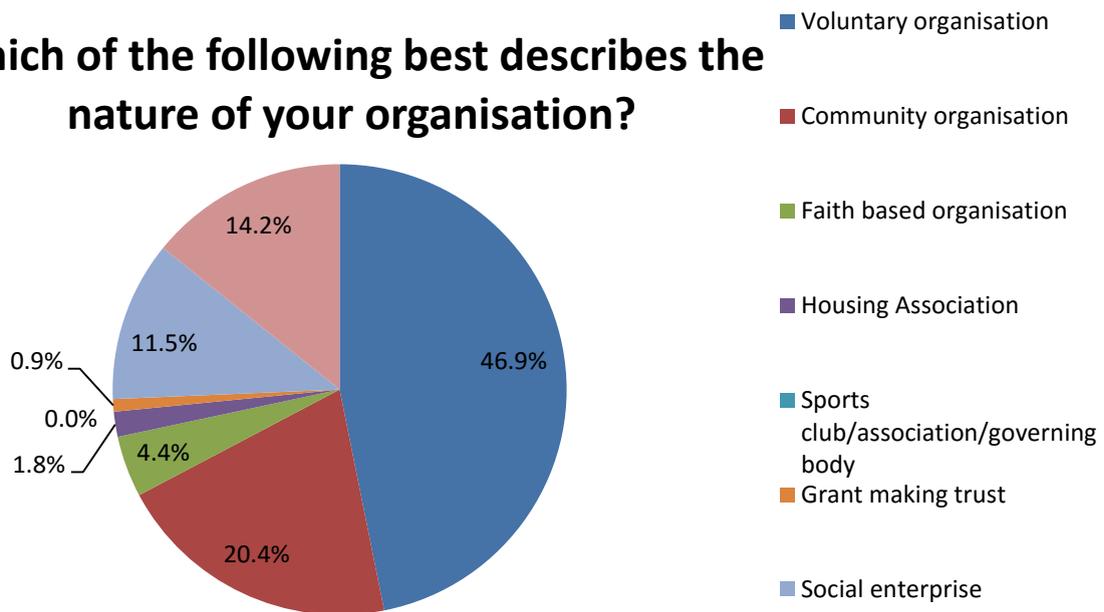
The Third Sector consists of a wide and diverse range of organisations that operate on varying scales. The lion's share of respondents (21%) had an annual turnover of between £500K and £1million. 17% had an annual turnover of between £1million and £2.5million. Whilst 16% of respondents had an annual turnover of between £2.5million and £5million.

Five per cent of respondents indicated that they had an annual turnover of £30million or more.



The Third Sector is a broad term that encapsulates the wide range of informal community groups, voluntary organisations and social enterprises. When asked which term best describes the nature of the organisation respondents represented, the majority (47%) were classified as voluntary organisations. 11% indicated that they worked within a Social Enterprise. 20% of respondents indicated that they worked within a community organisation. Four per cent of respondents indicated that they worked within a faith-based organisation.

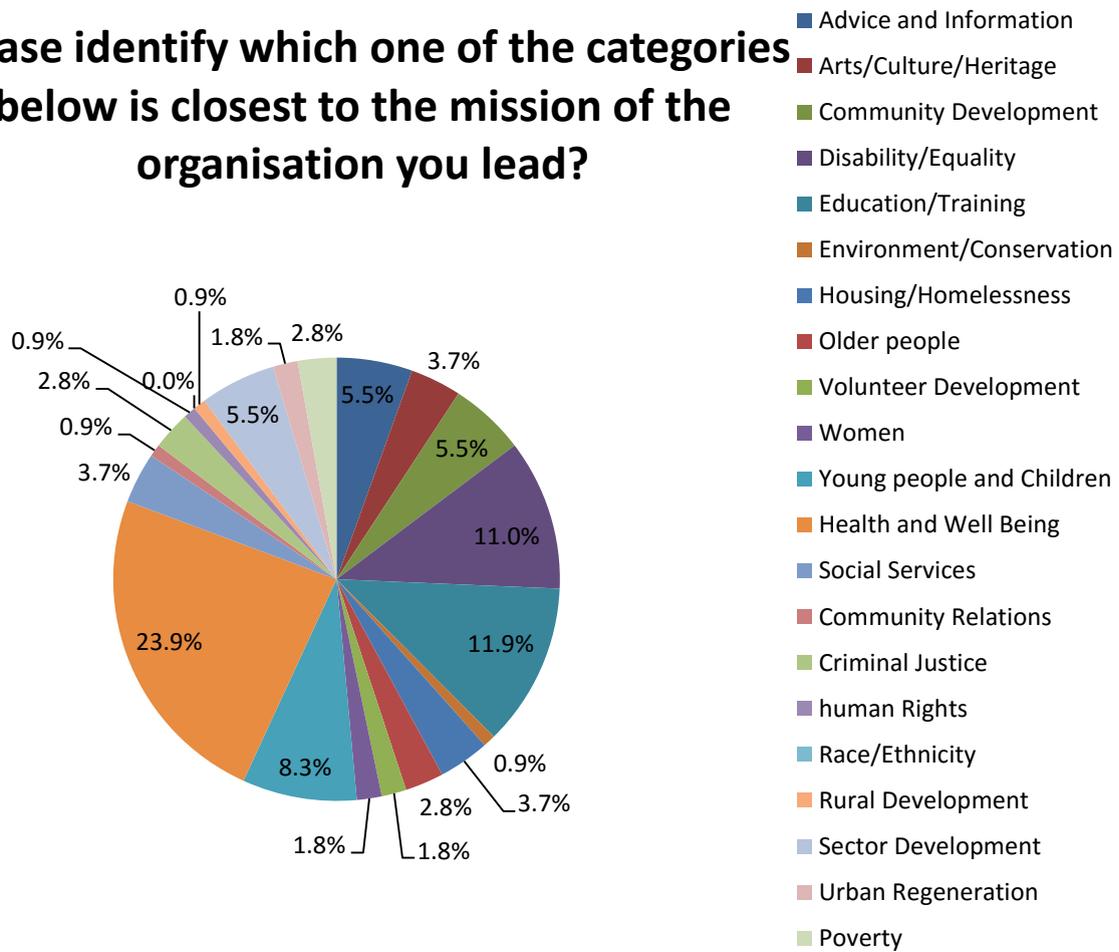
## Which of the following best describes the nature of your organisation?



Interestingly, 18% of respondents did not associate with any of the classifications offered and selected Other. *When prompted for further information relating to their choice the majority simply classified themselves as a Charity.*

In addition to the size and scale of organisations that occupy the Third Sector we asked respondents to identify the mission with which their organisation was closely aligned. The majority (24%) indicated that Health and Wellbeing was the central mission of the organisation that they led, followed by Children and Young People (12%) and Disability / Equality (11%).

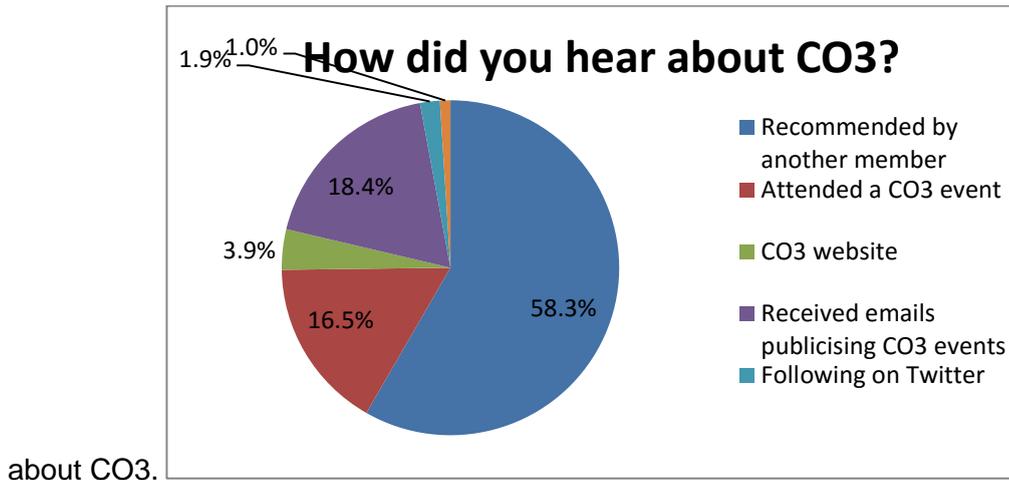
**Please identify which one of the categories below is closest to the mission of the organisation you lead?**



70% of respondents indicated that they offer their services throughout all of Northern Ireland. 21% stated that they offered their services within the Belfast Council area only. This correlates with the profile of CO3's Members' location. The majority of members are based in the Greater Belfast area.

**How Members heard about CO3**

CO3's membership base continues to grow year on year; in order to sustain this pattern, it is important for us to understand how members heard about CO3. Word of mouth is the most popular method with 58% of respondents stating that they were sign-posted to CO3 through a recommendation from another member. A further 16% had discovered CO3 through attending a CO3 event. Whilst 18% discovered CO3 through an email briefing, publicising CO3 events and services. CO3's website only accounted for 4% of how respondents heard



### Members Services

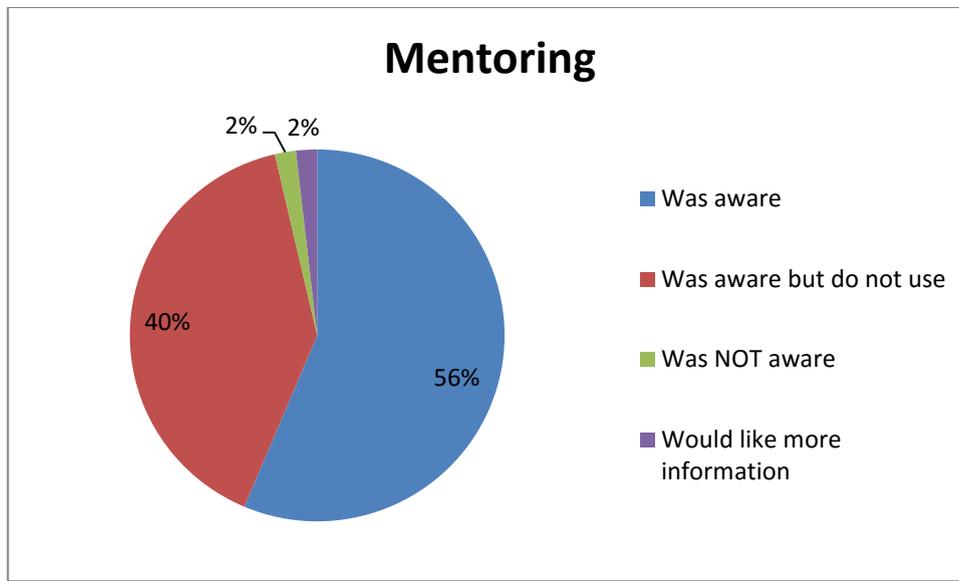
One of CO3's Unique Selling Points is that we provide members with a range of services that help to support, develop, connect and represent our members.

It is vitally important that our members are aware of all of the services that are on offer to them. Although the feedback from respondents indicated that the majority of respondents are aware of the full range of services we provide, some indicated that they did not know about some of the fundamental services CO3 provides. Therefore, a key priority over the coming 12 months will be to heighten awareness on the full range of services that CO3 offers to our broad range of members.

The pie charts below illustrate the key findings on the level of awareness related to some of our key services.

## Mentoring

CO3 have been offering a mentoring service to Chief Officers for over ten years. Over this period hundreds of mentoring relationships have been established. Although only two per cent of respondents indicated that they were not aware of this service, 40% indicated that they do not utilise the service.



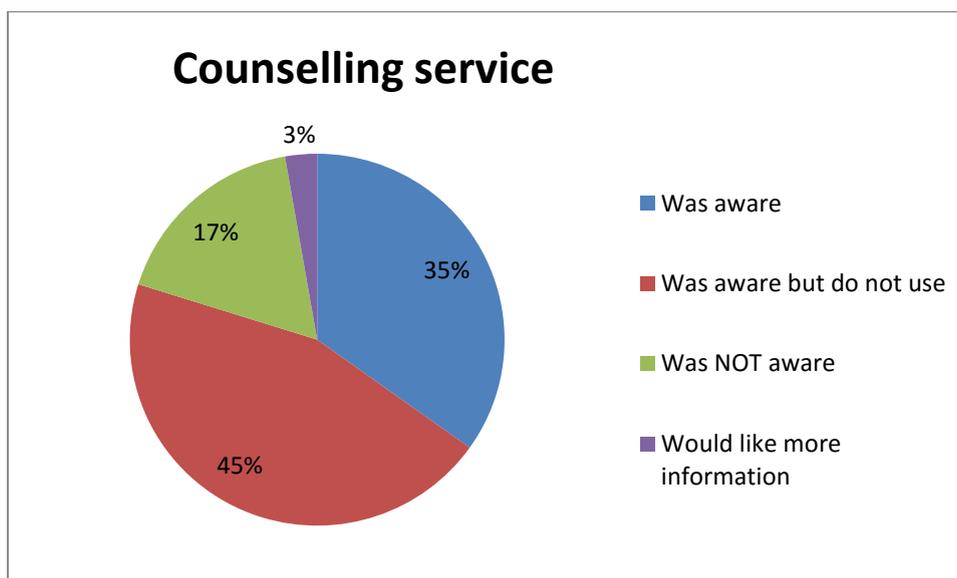
Further analysis as to why some respondents have not accessed the mentoring service revealed that time was a key factor.

*Time to participate is difficult*

*I am interested but haven't had the time to consider accessing this service however, it may be something that I may access in the future*

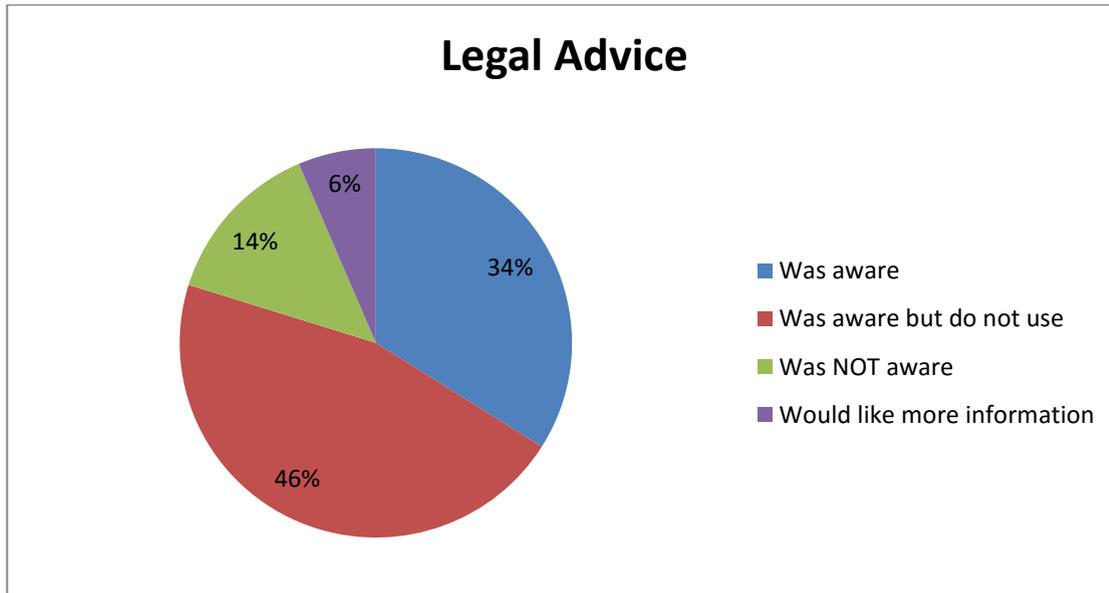
## Counselling

CO3 offers members access to an independent professional counselling service. The majority of respondents (80%) were aware of this service however, 17% of members did indicate that they were not aware of the counselling service. The CO3 counselling service is offered to full members and provides them with an independent, professional and completely confidential counselling service.



## Legal Advice

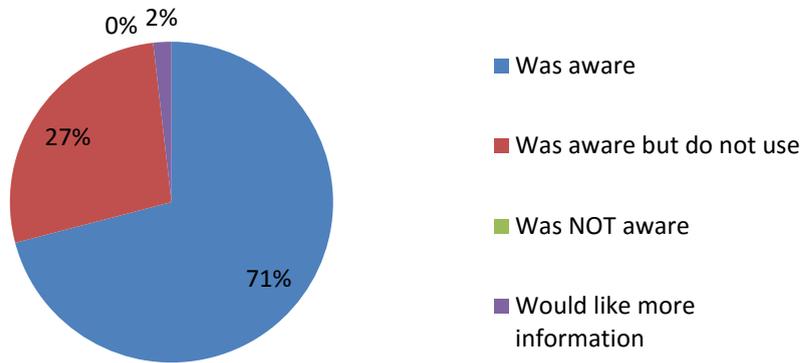
Legal advice is also offered as part of the CO3 membership package. CO3 have secured one free hour of legal consultation. 80% of members stated that they were aware of this service. 14% stated that they were not aware of it. Therefore, CO3 communications need to be improved to ensure that all members are aware of this service.



## Leadership development and training

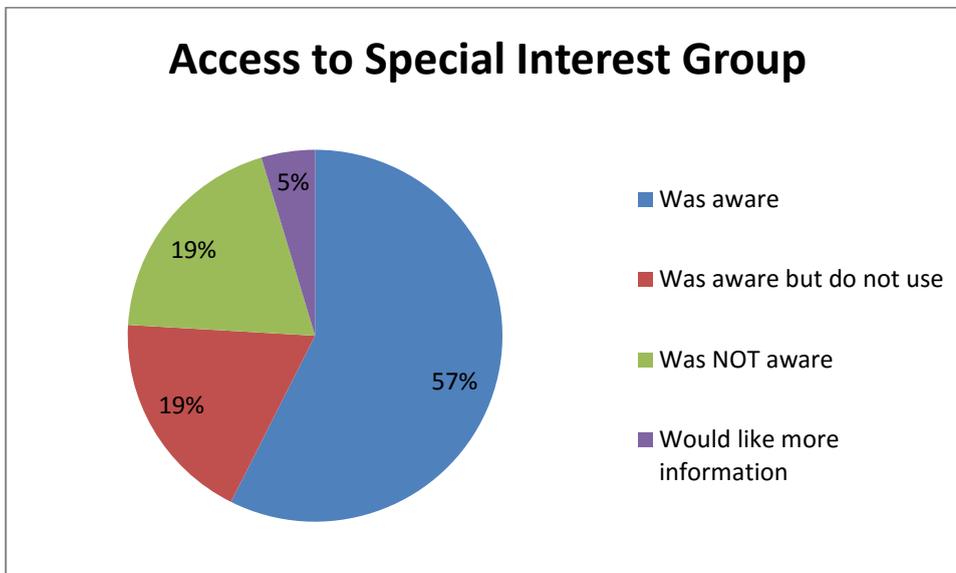
There is a high level of awareness on the range of Leadership Development programmes for Chief Officers and more recently for Senior Managers. 83% of respondents indicated that they are aware of the training opportunities that CO3 provide. 15% indicated that they were aware but have not utilised the service. 'A lack of time' was cited as the main reason why respondents did not access the training and development opportunities offered by CO3.

## Leadership Development and Training



## Health and Social Care Special Interest Group (SIG)

The Health and Social Care (H& SC) Special Interest Group was formed in 2010 by members of CO3 to provide a collective voice on issues of common concern. The group involves Third Sector leaders working across a range of Health and Social Care functions, providing vital services under three main areas: advocacy, leadership and service delivery. Since its formation, it has provided a platform to engage with a range of politicians and government officials. The purpose of the SIG is to enable third sector leaders to contribute at a strategic level to the reform of Health and Social Care in NI, to benefit communities and service users and optimise the sector's role in service design and delivery. Although a high number of respondents (76%) indicated that they were aware of the SIG, 20% stated that they were not, with a further 5% requesting further information. Therefore, generating a higher level of awareness of the SIG will be an area of focus for CO3 within the next 12 months.



## **Utilising CO3's Services**

Upon exploring the reasons why members have not accessed the broad range services that they are aware of, time was cited as the main reason.

*Time, and other priorities...leading our business!*

*Just haven't needed them. But could well do in the future.*

*Time to participate is difficult.*

*I have very little time to access these services, though recognise their importance.*

*I have not accessed all of my member benefits however, knowing that I have access to them if  
and  
when required is important to me.*

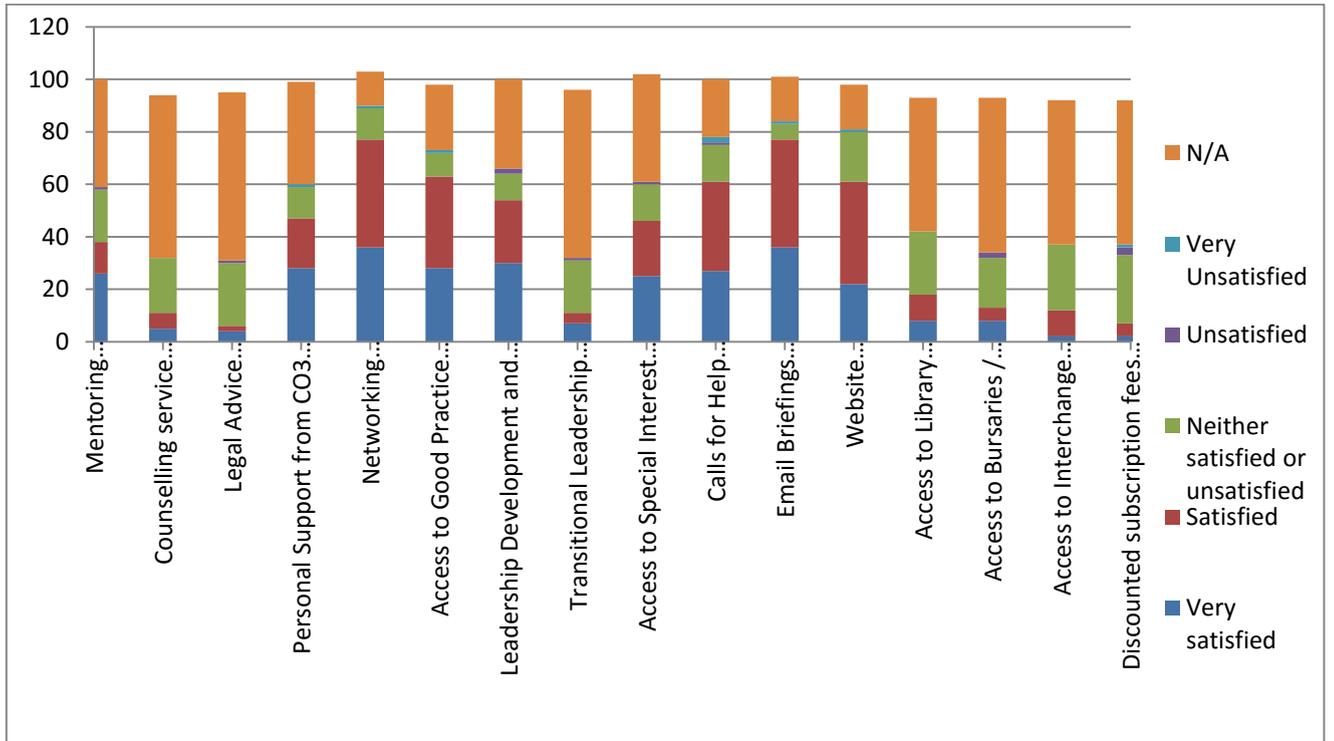
*Apart from the networking I have not accessed other CO3 services; however, knowing that I  
have  
access to training or indeed personal support if and when required is a huge source of  
reassurance.*

## **Satisfaction rates on the services CO3 provides**

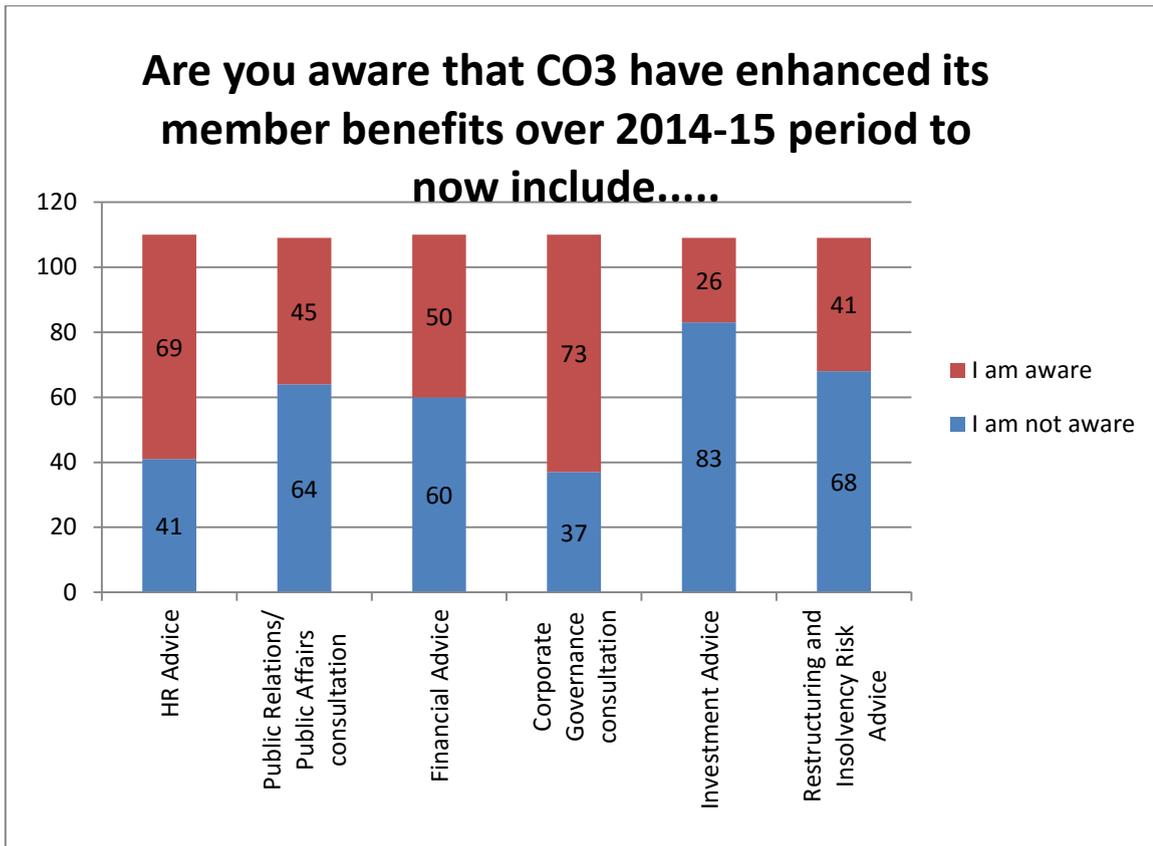
In addition to assessing the level of awareness on the broad range of services that CO3 provides, it is important to gauge the satisfaction rates of members who have accessed CO3's services. Overall, the levels of satisfaction across the range of services is extremely positive. The majority of respondents indicated that they were very satisfied or satisfied. However, there were some respondents that indicated that they were undecided, stating that they were neither satisfied nor unsatisfied. Upon further analysis, respondents who selected this option had not accessed this service. There were a low percentile of respondents that indicated that they were unsatisfied or very unsatisfied with CO3's services. This focused on networking, counselling, leadership development and email briefings. Although the overall rate for levels of dissatisfaction represented

less than one per cent, it is important that CO3 continually engage with members to ensure a 100% satisfaction rate for all of our services is achieved were possible.

**Please rate the following services**



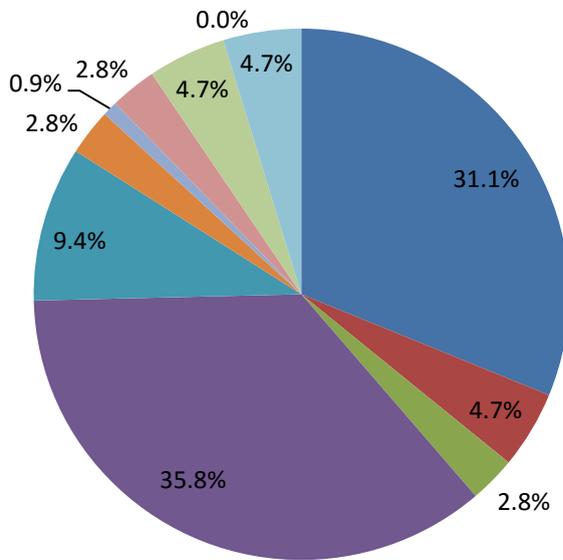
**New services – 2015**



### What motivates members to join CO3?

It is important for us to fully understand the key reasons that motivate members to join. The opportunity for professional development was cited as the key reason with 36% of respondents stating that they joined CO3 to broaden their network connections. Training to expand leadership and development ranks second with 31% of member. 10% stating that their main motivator was peer connections . This is aligned to CO3’s mission to inspire, connect and develop third sector leaders.

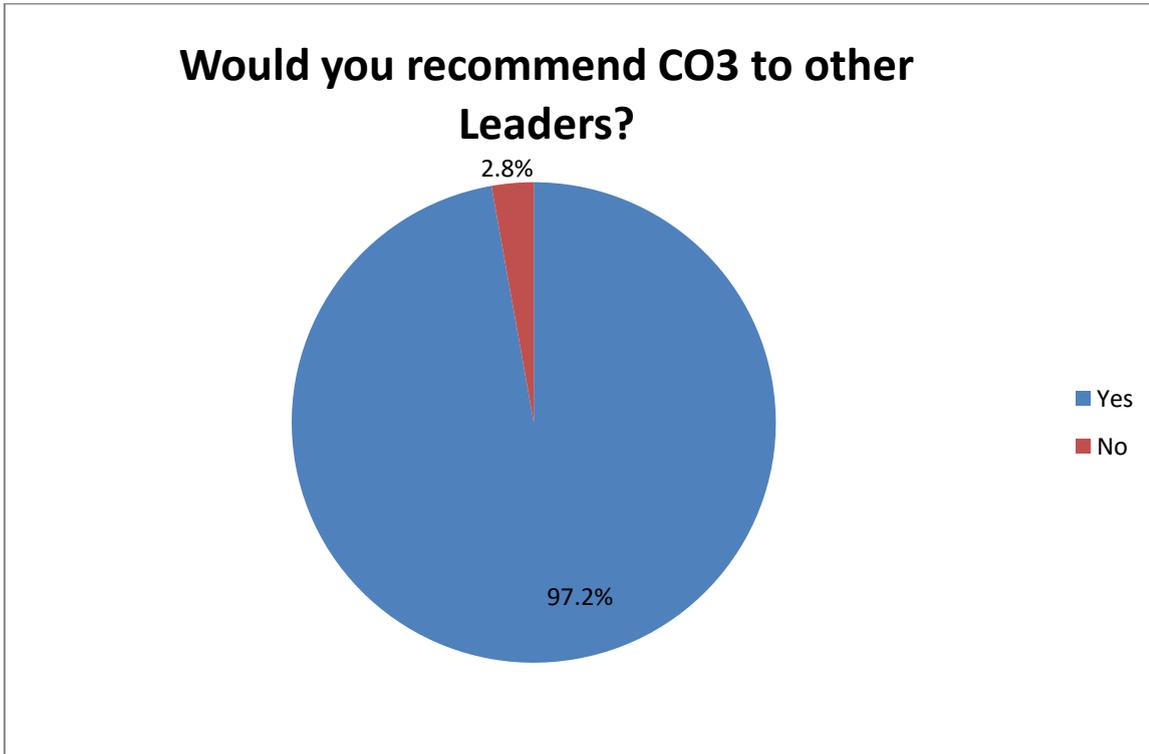
## Why did you join CO3?



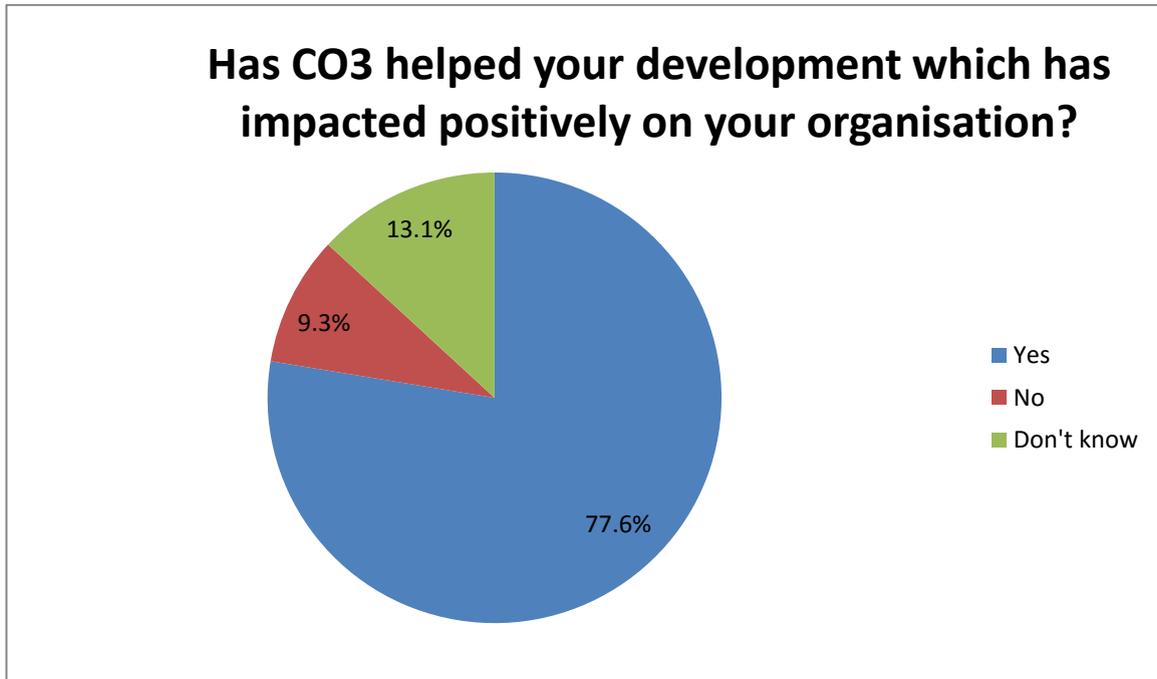
- Training to expand my leadership and development
- Time out / safe space
- Mentoring
- Opportunity to broaden my network connections
- Peer connections
- Links to Government and key decision makers
- Resources (Library, good practice guides)
- Information (email briefings / calls for help)
- Special Interest Group
- Counselling service
- Personal Support from CO3

**Would you recommend another member to join CO3?**

When asked if they would recommend CO3 membership to other leaders, 97 % of respondents stated Yes.



## Has CO3 helped your development which has impacted positively on your organisation?



CO3 focuses on supporting individual Third Sector leaders; this in turn has a positive influence on the organisations that they lead. 77% of respondents indicated that the range of services CO3 provide has subsequently impacted positively on the organisation that they lead.

*"The Leadership training and mentoring has increased my confidence and as such the organization has benefited."*

*"Access to 360 degree feedback via the Senior Fellowship programme was a particular benefit to me personally and to my organisation. This analysis on all the areas involved in leading an organisation really helped me to focus not only on things that needed to change but helped me to recognise my skills as a leader."*

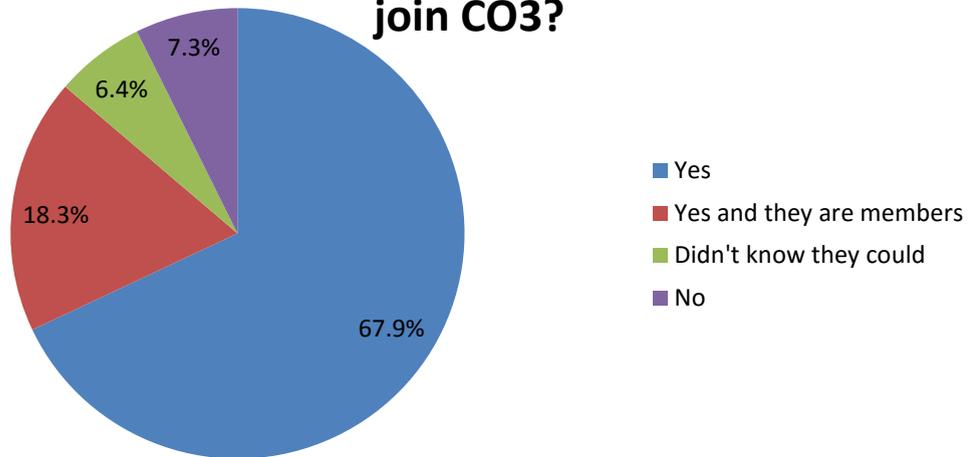
*"Learning from peers and targeted training from CO3 has helped me develop as a CEC and has helped my organisation."*

*"I attended the Senior Leadership Development programme and found this to be extremely useful. I strongly believe that it would be useful to people in second tier positions, particularly Deputy Chief Executives and those considering applying for Chief Executive posts."*

### **Associate Membership**

In addition to Chief Officers' membership to CO3 we have extended membership to Senior Managers to join as Associate members. 68% of respondents stated that they would encourage their Senior Managers to join, with 18% stating that their Senior Managers are

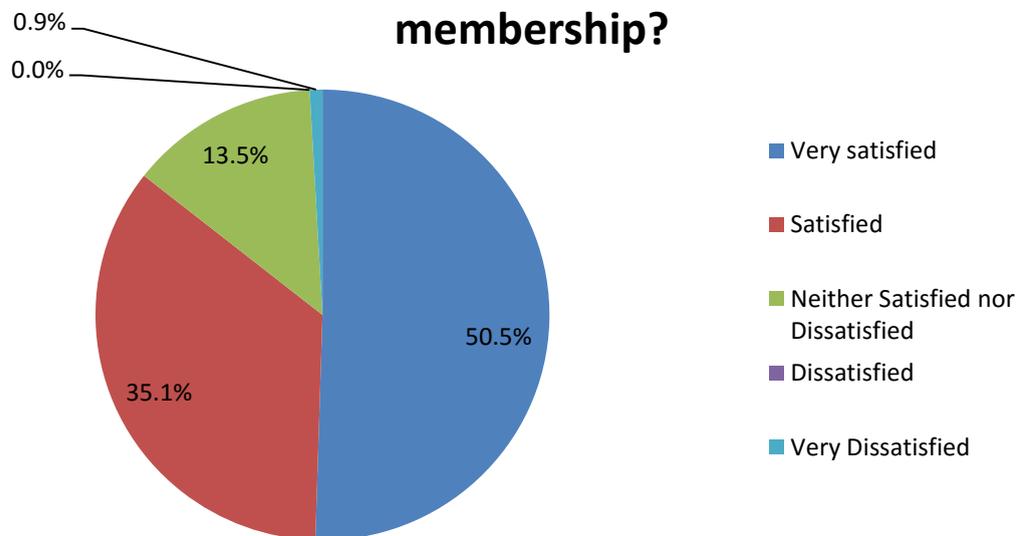
### Would you encourage other leaders/managers in your organisation to join CO3?



### Satisfaction Rates of Members

The overall satisfaction rates of respondents are extremely high.

### Overall, how satisfied are you with your CO3 membership?



85.5% of members stated that they were very satisfied or satisfied with their CO3 membership. Although this is a positive response moving forward CO3 will be working to address the 13.5% of members who stated that they were neither satisfied nor dissatisfied and the 0.9% who stated that they were very dissatisfied.

Some of the additional feedback that respondents provided included:

*“I thought the recent response from CO3 to the media article on CE salaries in our sector was excellent.”*

*I have found CO3 to be very beneficial and much needed for people in leadership within the sector; breaks down isolation.”*

*“The support I've received through membership of CO3 has been very beneficial—I have access to a wide network of people with skills and expert knowledge in leading organisations.”*

*“Services and training provided are excellent value and super quality; also very good for peer support in going through change.”*

The feedback from respondents regarding levels of dissatisfaction mainly focused on opportunities for training.

*“...It is essential that CO3, if its membership is not confined solely to Chief Executives, i.e. second tier post-holders or associate members, then suitable training should be put in place for these individuals. Many Heads of Department in larger organisations would have levels of responsibility greatly in excess of those of a Chief Executive of a smaller organisation.”*

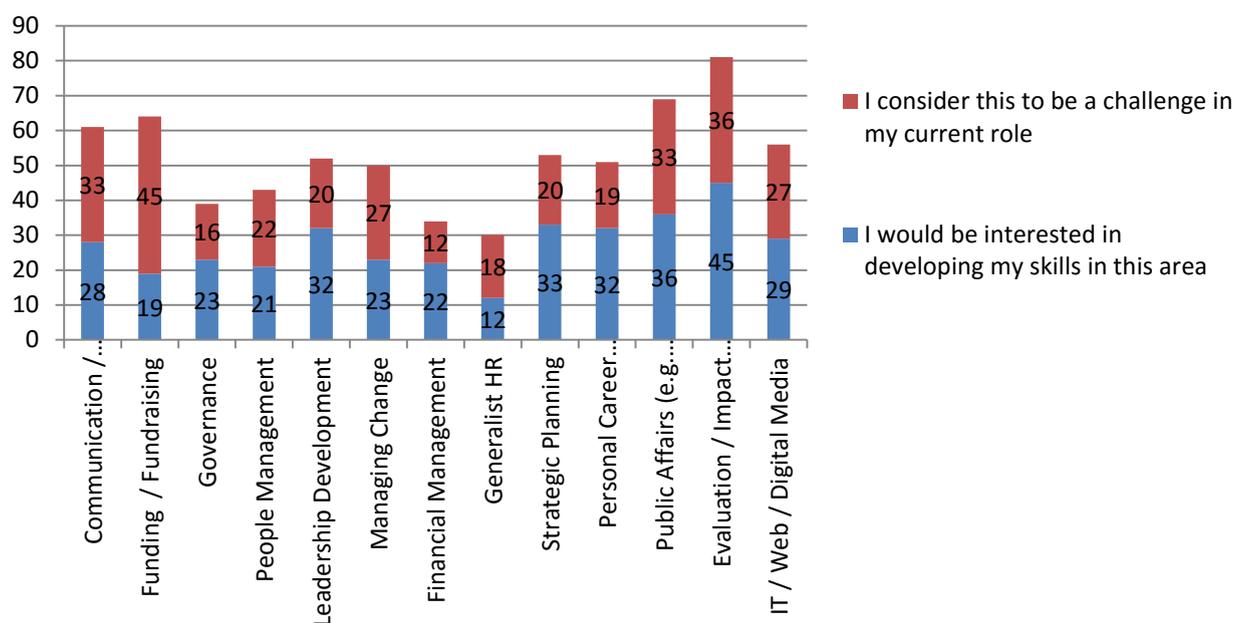
*“Have been excluded from some courses as I am not a CEO. Yet I am a senior manager of a large department with 25 staff and £1million turnover. Would like to see some training and Dev specific to senior managers”*

CO3 have subsequently opened the Senior Fellows Programme to Deputy Chief Executives who hold a high level of responsibility. We have also launched a Senior Managers training course specifically for developing emerging Third Sector leaders.

### **Key Challenges and Interests of Members**

In order to tailor our services to support members' specific needs we asked members to share with us what they felt were their key areas of interest and their key challenges for the next 12 months.

**To help us plan for the future, please tell us about your interests and needs. Please indicate what your key interests / challenges will be over the next 12 months.**



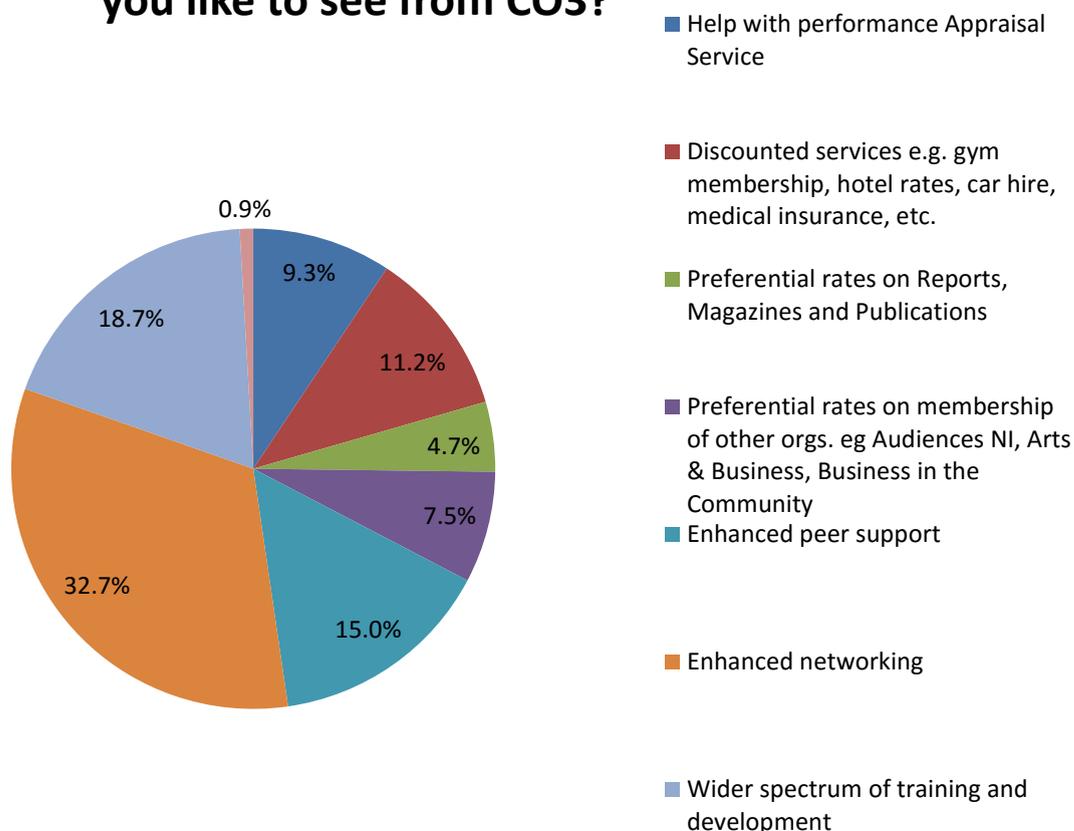
Funding / Fundraising was identified as a key priority for respondents, 45% of respondents would consider this as their key interest/challenge. Evaluation / Impact Measurement also featured as top priority with 36% of members stating that they would like to develop their skills in this area. Public Affairs (e.g. working with Government / Super Councils) also featured as a priority with 36% of respondents stating they would like to develop their financial management skills. This feedback will help to tailor our networking themes and training.

### **Extending CO3's range of services**

CO3 prides itself on being membership led and membership driven. In addition to evaluating the range of services offered, it is important to consider other potential services that CO3 could provide. Therefore, we asked members to share with us the member benefits they would like to have access to as part of their membership. 33% of respondents would like CO3 to provide opportunities for enhanced networking. We have recently launched a series of networking engagements with party political leaders and Ministers. This is in addition to ongoing themed networking events that we are offering to members every six weeks.

19% stated that they would like a wider spectrum of training and development. 15% of respondents indicated that they would like to see enhanced peer support.

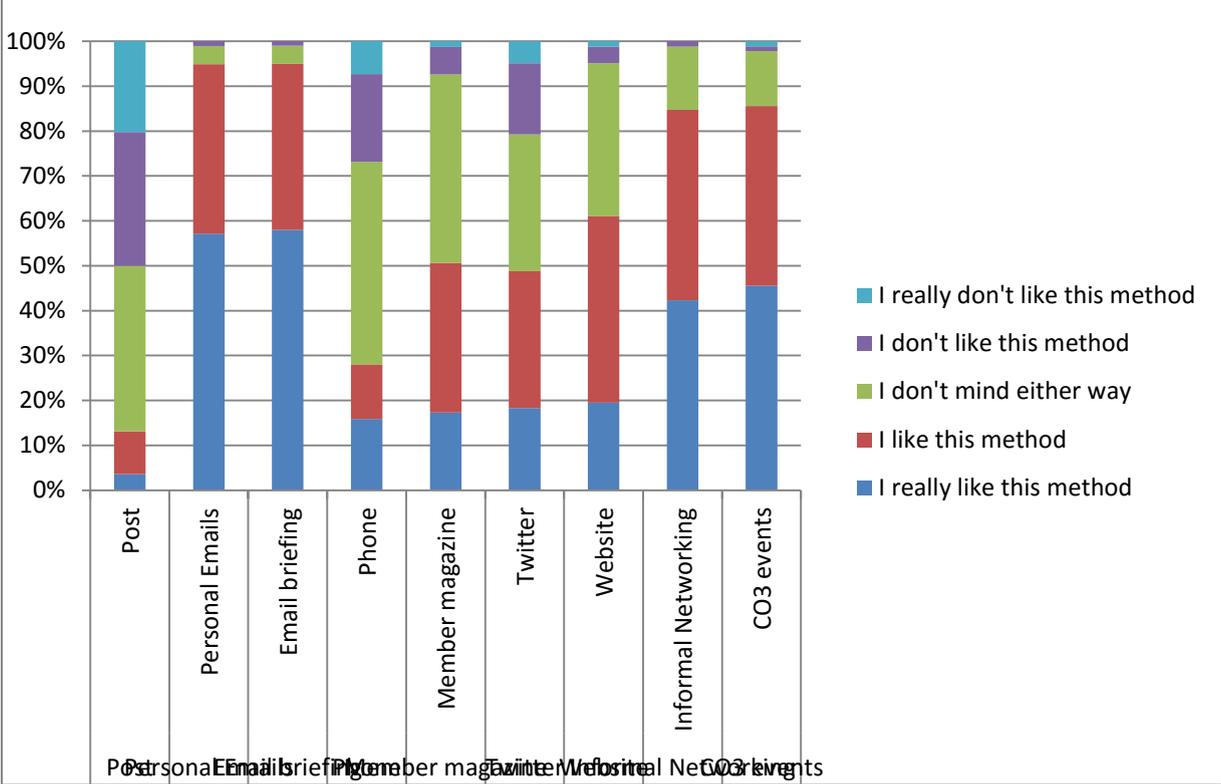
## What types of potential member benefits would you like to see from CO3?



### CO3's Communications

This section of the survey is intended to find out more about the views of our members on how we communicate with them. CO3 communicates with members through a range of mediums including email notification of events, newsletter, social media presence and the CO3 website. When asked what their preferred communication methods were, respondents have indicated that email briefings (58%) and personal emails (56%) are their preferred methods of communications. CO3's networking events were also selected as a preferred method of communication, with 36% of respondents indicating that they 'like this method' of communication. The following bar chart illustrates the preferred communication methods from respondents.

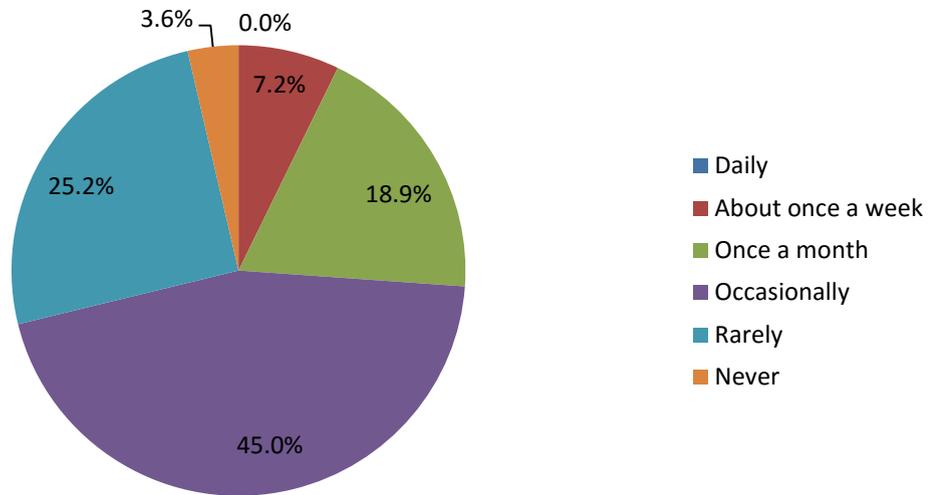
**Please rate the following ways we communicate with you in terms of frequency and your preferred method?**



**Website**

The number of visits to the CO3 website from respondents is low, with 19% stating that they visit the site 'about once a month' and 45% of respondents stating that they 'occasionally' visit the website. 25% of respondents 'rarely' visit the website.

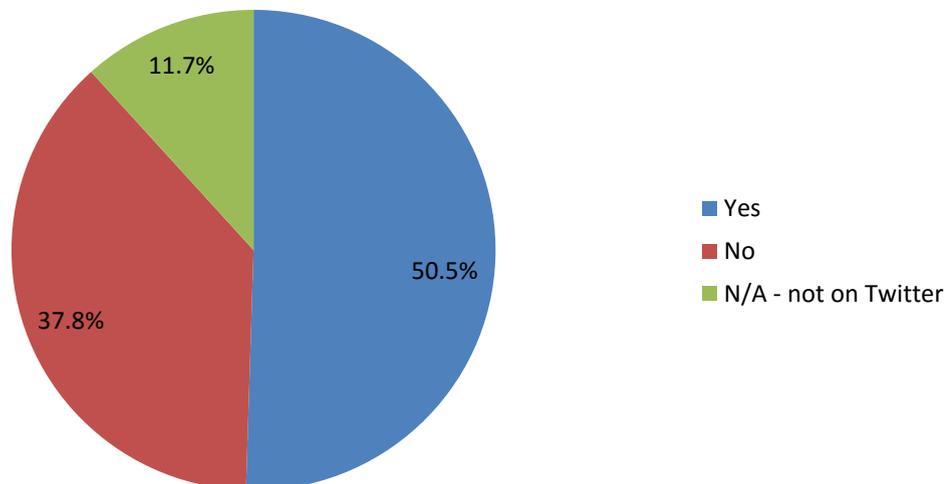
## How often do you visit CO3's website?



## Twitter

CO3 launched its Twitter account in 2012, we currently have 2,270 followers. Although 50.5% of respondents indicated that they follow CO3 on Twitter, 38% indicated that they do not. Therefore, over the course of the next 12 months we will be exploring the reasons as to why respondents are not following CO3 on Twitter.

## Do you follow CO3 on Twitter?



### Location of CO3 events

The majority of respondents indicated that their preferred location for CO3 events is the Greater Belfast area. This indeed correlated with our current membership with 70 % situated in Belfast. However, when we explored the additional comments supplied many respondents indicated that they would be willing to travel outside of Belfast if the event was of interest.

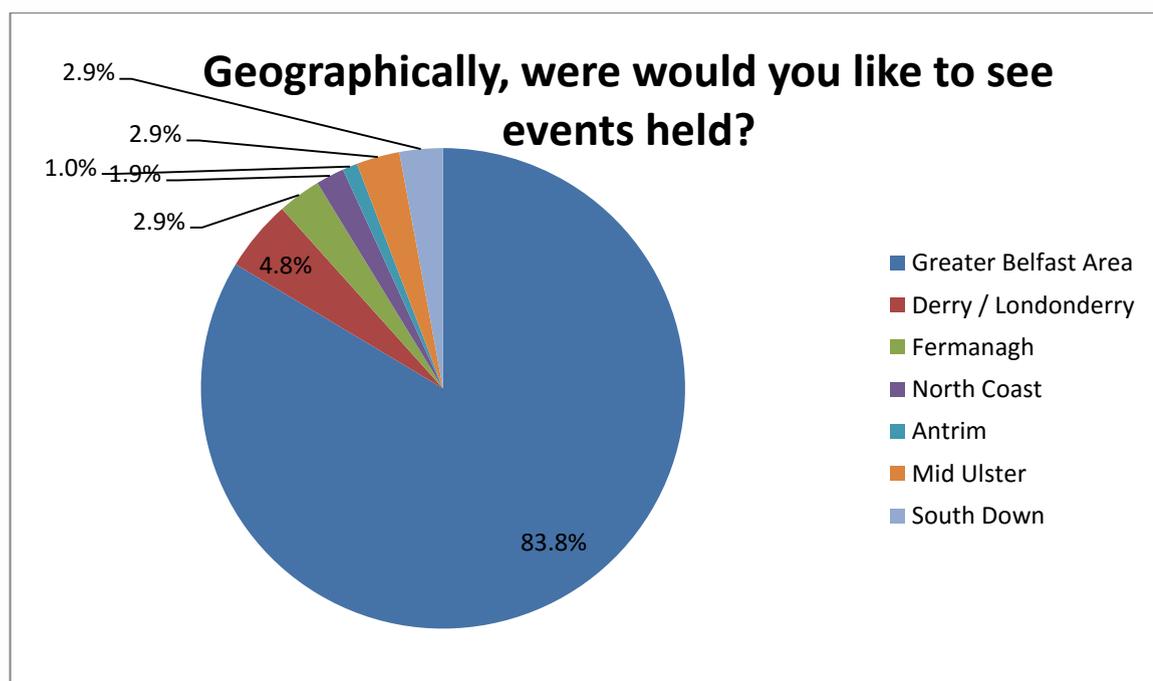
*“Occasional out of town events just fine too.”*

*“Don't mind travelling for good events, appreciate importance of regional balance.”*

*“Although Belfast is the preference as it's close to work, happy to travel for the right event.”*

*“Timing of meetings should be considered for people who have to travel outside of Belfast.”*

*“Belfast is more convenient but to be honest they should be spread across NI.”*



Over the course of the next 12 months CO3 will endeavour to hold networking events outside of Belfast. The CO3 conference and awards ceremony will be held in Newcastle Co. Down.

## Conclusions and Next Steps

The general feedback from respondents has been extremely positive. 97% of respondents stated that they would recommend CO3 membership to another, which is a fantastic endorsement. However, the report findings did highlight some challenges that CO3 needs to address.

We have already responded to your feedback by introducing new services and enhancing current services. For example:

24% of respondents stated that they would like CO3 to provide opportunities for enhanced networking. We have recently launched a series of networking engagements with party political leaders and Ministers. This is in addition to ongoing themed networking events that we are offering to members every six weeks.

22% stated that they would like access to a 360 performance appraisal and coaching service. Until recently, this service was delivered as part of CO3's Senior Fellowship Programme. Members can now also avail of this as a standalone service.

20% of respondents indicated that they would like to see a wider portfolio of training opportunities. CO3 have responded to this by launching a bespoke leadership training course specifically designed for Third Sector Senior Managers. We have also enhanced the Senior Fellows Programme, offering a range of bespoke masterclasses.

In addition, we have opened the Senior Fellows Programme to Deputy Chief Officers/Directors. Feedback received indicated that a large number of Deputy Chief Officers often hold a higher level of responsibility in terms of staffing and budgets. Therefore, when appropriate they are able to access this training.

2015
Funding / Fundraising
Evaluation / Impact Measurement
Communication / Marketing / PR
Public Affairs (e.g. working with Government / Super Councils)
Managing Change
IT / Web / Digital Media
People Management
Leadership Development

Strategic Planning
Personal Career Development
Generalist HR
Governance
Financial Management

The number of visits to the CO3 website from respondents is low, with 21% stating that they visit the site 'about once a month' and 36% of respondents stating that they 'occasionally' visit the website. 32% of respondents 'rarely' visit the website. CO3's website only accounted for 6% of how respondents heard about CO3. We are in the process of designing a new CO3 website that will be more accessible for members. The new website will be launched in due course.

2014
Communication / Marketing / PR
Funding / Fundraising
Governance
People Management
Leadership Development
Managing Change
Financial Management
Generalist HR
Strategic Planning
Personal Career Development
Public Affairs (e.g. working with Government / Super Councils)
Evaluation / Impact Measurement
IT / Web / Digital Media
Other

85% of members stated that they were very satisfied or satisfied with their CO3 membership. Although this is a positive response, moving forward CO3 will be working to address the 14% of members who stated that they were neither satisfied nor dissatisfied and the 1.2% who stated that they were very dissatisfied.

Key priority areas for personal and professional development will be focused on: (In order of most popular at the top) 52% of members stated that they would like to develop their Communications/PR and Marketing skills.

Financial management also featured as a priority with 57% of respondents stating they would like to develop their financial management skills. This feedback will help to tailor our networking themes and training.

CO3 launched its Twitter account in 2012, we currently have 1,247 followers. Although 36% of respondents indicated that they follow CO3 on Twitter, 48% indicated that they do not. Therefore, over the course of the next 12 months we will be exploring the reasons as to why respondents are not following CO3 on Twitter.

24% are not aware the counselling support available as part of their membership. 26% are not aware of the legal support available as part of their membership. 23% are not aware of the Health and Social Care Special Interest Group.

Over the course of the coming months we need to improve our communications so that all members are aware of the services available to them.

Opportunities for peer support, training and networking are highly valued by members. For those respondents that utilised the mentoring programme the feedback has been extremely positive. It is vital that CO3 continues to maintain its high levels of satisfaction in these particular areas in addition to addressing some of the areas of improvement highlighted by respondents.