Our Impact, Our future
CURRENT MEMBERS:

- NICAB
- Access To Benefits (A2B)
- ACET in Ireland
- ACEVO
- Action Cancer
- Action for Children Northern Ireland
- Action Mental Health
- Action on Hearing Loss (RNID)
- Adoption Routes (C of I)
- Advice NI
- Age NI
- Age Sector Platform
- ARC Healthy Living Centre
- Ark Housing Association
- Arthritis Care NI
- Arthritis Care NI
- Arts Disability Equality Charter
- Artsketa Ltd
- ASCERT
- Association for Real Change (ARC)
- Asthma UK N.Ireland
- Audiences Northern Ireland
- Autism Initiatives
- Autism NI
- BAAF Northern Ireland
- Ballynafeigh Community Development Association
- Barnardos NI
- Beat Initiative
- Belfast & Lisburn Womens Aid
- Belfast Activity Centre
- Belfast Healthy Cities
- Belfast Unemployed Resource Centre
- Blackie Community Group Association
- British Heart Foundation NI
- Brook Northern Ireland
- Bryson Charitable Group
- Bytes Project
- CARDI
- Carers Northern Ireland
- Caring Breaks Ltd
- Causeway Women’s Aid
- Cedar Foundation
- Centre for Global Education
- Centre for Health & Well Being
- Charity Bank
- Chartered Institute of Environmental Health
- Children’s Law Centre
- Christian Guidelines Ltd
- Church of Ireland Youth Department
- CIH in Northern Ireland
- City of Belfast YMCA
- Committee on the Administration of Justice
- Community Development Health Network
- Community Evaluation NI
- Community Foundation NI
- Community Transport Association
- Concern Worldwide NI
- Confederation of Com. Groups of Newry & District
- Connswater Homes Limited
- Conservation Volunteers Northern Ireland
- Contact
- Contact a Family NI
- Co-operation Ireland
- Co-ownership Housing Association
- Corrymeela Community Council for the Homeless (NI)
- Craft Northern Ireland
- Cruse Bereavement Care Cúnamh ICT
- DePaul Ireland
- Diabetes UK NI
- Disability Action
- Dry Arch Centre
- Dunlewey Substance Advice Centre
- Early Years - the organisation for young children
- East Belfast Independent Advice Centre
- East Belfast Partnership
- East Down Rural Community Network
- Ecclesiastical
- Educational Shakespeare Company Ltd
- Edward Street Hostel
- EGSA
- Employers for Childcare
- Enable NI
- Engage With Age
- ExtrA Organisation
- Extra Care
- Falls Community Council
- Family Planning Association (NI)
- FASA
- Fermanagh Trust
- First Housing Aid & Support Services
- First Steps Women’s Centre
- Fold Housing Association
- Footprints Womens Centre
- Fostering Network NI
- Friends of the Cancer Centre
- GEMS Northern Ireland Limited
- Gingerbread NI
- Girl Guiding Ulster
- Girls Brigade Northern Ireland
- Greater Shankill Partnership
- Property Development
- Groundwork NI
- Habitat for Humanity NI
- Headway Belfast
- Helm Housing
- Home Start NI
- Housing Rights Service
- Include Youth
- Institute of Public Health in Ireland (IPH)
- Kairos Centre
- Law Centre NI
- Lifestart Foundation NI
- Lloyds TSB Foundation for NI
- M.U.S.T. Hostel
- Macmillan Cancer Support
- MACS Supporting Young People
- Marie Curie Cancer Care
- Mediation Northern Ireland
- Mind Wise
- MS Society
- NCB NI National Children’s Bureau
- NEA (NI)
- New Life Counselling
- Newry Women’s Aid
- NI Cancer Fund for Children
- NI Centre for Trauma and Transformation
- NI Chest Heart & Stroke
- NI Council for Integrated Education
- NI Federation of Housing Associations
- NI Hospice
- NI Institute for the Disabled
- NIACRO
ASSOCIATED MEMBERS:

- NIAMH
- NICMA - The Childminding Association
- NICVA
- North West Centre for Learning & Development
- North West Community Network
- North West Lifelong Learning Association
- Northern Ireland Environment Link
- Northern Ireland Foundation
- Northern Ireland Scout Council
- Northern Ireland Union of Supported Employment
- Northern Ireland Youth Forum
- NOW Project
- NUS-USI
- Ocean Youth Trust Ireland
- Open College Network NI
- Opportunity Youth
- Orana Children and Family Centre
- Orchardville Society
- Parkanaur College
- Partnership Care West
- PeacePlayers International NI
- Positive Futures
- Praxis Care Group
- Prison Fellowship NI Ltd
- Public Achievement
- Quaker Service
- Rainbow Project Belfast
- Reconnect
- Red Cross
- Relate NI
- Reminiscence Network Northern Ireland
- RNIB
- ROYAL MENCAP SOCIETY
- Royal National Lifeboat Institution
- Salvation Army (Divisional HQ)
- SCA (Springfield Charitable Association)
- School & Employer Connections
- Shalom Care
- Shankill (Lurgan) Community Project Ltd
- Shelter NI
- Simon Community NI
- Skills for Justice
- SOS
- South Belfast Highway to Health
- Southern Area Hospice Services Spectrum Centre
- Speedwell Trust
- Springboard Opportunities Ltd
- Stepping Stones NI
- Strabane & District Citizens Advice Bureau
- The HIV Support Centre
- The Nexus Institute
- The Welcome Organisation
- The Wheel
- Threshold
- Tides Training
- Tinylife
- Together 4 All Ltd
- Training for Women Network
- Trauma Recovery Network
- Trinity Housing
- UCIT
- Ulidia Housing Association
- Ulster Cancer Foundation
- Ulster Garden Villages Ltd
- Ulster Peoples College
- Ulster Wildlife Trust
- Victim Support NI
- Voice of Young People in Care
- Voluntary Arts Ireland
- Volunteer Now
- VSB
- War on Want (NI) Ltd
- WEA NI
- Wesley Housing
- Women In Business NI Ltd
- Women's Aid Federation Northern Ireland
- Women's Centre Derry
- Women's Resource and Development Agency
- Women's Support Network
- Workers' Educational Association (NI)
- Workforce Training Services Ltd
- Workspace Draperstown Ltd
- Young Enterprise NI
- Youth Initiatives
- Youth Link NI
- Advice NI
- Age NI
- Association for Coaching Ireland
- Autism Initiatives
- Barbara Irwin Consulting
- Belfast Central Mission
- Bryson Charitable Group
- DOE NI
- Down District Council
- Front Door Housing
- Grafton ESP
- Laurence Crockford Consulting
- Macmillan Cancer Support
- Mindwise
- NI Audit Office
- NI Cancer Fund for Children
- NI Social Care Council
- Northern Ireland Assembly
- Open College Network NI
- Philip Lucas Consulting
- Princes Trust
- RaderSolutions
- RNIB
- Shelter NI
- Stepping Stones NI
- The Corrymeela Community
- Tides Training
- Verbal Arts Centre (NI) Ltd
- Victim Support NI
- VIM Corporate Services Hub
- Wilson Sloan Consulting

CORPORATE MEMBERS:

- Anne McMurray Consulting Ltd
- Blu Zebra Ltd
- Channel 56
- Charity Retail Consultant
- Courtney Consulting
- Edwards & Co.
- Forde May Consulting
- Kainos Software Ltd
- Legal Island
- Marsh Ltd
- Moore Stephens Chartered Accountants
- Quilter
- thinkpeople Consulting Ltd
- Unity Trust Bank PLC
A Welcome from CO3

You are very welcome to CO3 Our Impact Our Future. We are delighted to share with you the achievements, progress and future plans of CO3, Chief Officers 3rd Sector.

It has been a challenging time right across the sector and leading an organisation in a tough economic climate can be a difficult task. This is where CO3 lends its expertise so that leaders of the third sector can feel supported, encouraged and strive to be the best they can. Don’t just take our word for it, within this document, four of our members tell their individual leadership stories of success, much gained against a very challenging backdrop. These stories, ‘Our Members. Our Impact.’ also highlight how CO3 has helped members achieve their goals and grow as inspirational leaders. We trust you will find their stories an engaging read.

CO3 delivers training programmes that support the work of third sector leaders, and empowers them to excel. This ensures that their voice grows in strength and that their work will continue to complement their private and public sector counterparts. Achieving this is crucial if Northern Ireland is to deliver a rebalanced economy. We have deepened our expertise in third sector leadership, publishing CO3 Guide to Being a Third Sector Chief Officer and the first ever third sector leadership competence framework. This work allows us to develop a whole new stream of services to support chief officers in their role and to help Boards make the right choice of leader. This year CO3 delivered another successful ‘Inspiring Leaders’ development programme, which built on leaders’ existing knowledge and capabilities.

We at CO3 understand that engagement is key to successful leadership, and the building of a strong civic society. We are delighted to build on our channels of communication with key elected representatives, and you can read more about that in this document.

It is essential that we continue to champion and connect third sector leaders during these tough economic times. Working with challenging budgets calls for innovation and creativity in the delivery of vital services. CO3 is here to support and to guide.

We have much to look forward to as we prepare for our biennial Leadership Conference and Awards, taking place on the 23 & 24 February 2012, which celebrate the many great achievements of the third sector in Northern Ireland.

We hope you enjoy reading CO3 Our Impact Our Future.

Professor Dame Judith Hill
Chairperson

Majella McCloskey
Chief Executive
I am Northern Ireland's Director for Arthritis Care, an organisation that provides a range of services and support to improve the lives of people living with arthritis. When I first joined the organisation five years ago I was struck by the commitment and enthusiasm of its volunteers and staff, who are at the heart of the organisation and work together to achieve a common goal.

At Arthritis Care it has been that dedication that has motivated me to lead the organisation with energy and vision. This photograph with Dame Mary Peters was taken at the launch of our annual Amble for Arthritis where we encourage people with arthritis to amble with family and friends along with raising money for the charity.

I have learnt that a successful organisation is not led by one person - teamwork is paramount. It is not just about internal relations but also about building relationships externally by working collaboratively and in partnership with others who share similar values. This is where CO3 plays an important role, bringing together like minded leaders of organisations who can work together towards common goals to improve the lives of their beneficiaries.

By being a catalyst for voluntary sector leaders to come together, CO3 plays an invaluable role in enabling sharing of best practices and developing strategic vision.
Who We Are

CO3, Chief Officers 3rd Sector, is the coming together of third sector leaders from community and voluntary organisations. Formed in 1985 'by chief executives, for chief executives' CO3 operates as a membership organisation, with almost 300 members, consisting entirely of individual leaders.

CO3 supports and mentors leaders in the third sector, and ensures they have access to innovative thinking that will inspire them. It is internationally recognised that supporting leaders is necessary for effective organisations that deliver to purpose.

Leading an organisation brings its challenges, however leading in this difficult economic climate calls for strength and resilience. If we want community and voluntary organisations to continue to be the backbone of Northern Ireland society and to develop their work further, then we need to make sure they get the leadership they need. Our members work across all policy areas and connect to all government departments to offer considerable expertise, insight and services.

CO3 is supported by a small team of staff who work closely with members as well as partner organisations in the private and statutory sector and government departments.
Joining CO3

CO3 membership is open to all leaders in the third sector. Regardless of whether you are a Chief Executive Officer, Director, Manager, or Project Leader, if you have an interest in excellence in third sector leadership then membership of CO3 is a must for you. There are many benefits for members of CO3, including:

- Access to high value, sector-specific training and development.
- Access to practical networking with other Chief Officers.
- Personal support in your role as Chief Officer.
- Free confidential counselling service.
- Access to confidential legal advice with first hour free.
- Free use of CO3’s library on personal development, human resource, finance, fundraising and leadership.
- Access to ‘Calls for Help’ - a member help member system on a vast array of subjects.
- Access to free Good Practice guides.

Full membership is available to anyone who leads a charity, community organisation, voluntary group, social enterprise, church or trade union organisation headquartered in Northern Ireland or with responsibility for Northern Ireland operations.

**Associate Membership**
If you are the deputy director or a senior manager of your third sector organisation then Associate Membership will help you with your own leadership development. If you recently retired or moved on from your organisation, we do not want to see your wealth of experience lost from the sector, therefore you can stay on as an associate member of CO3.

**Leaders from Other Sectors - Associate Membership**
If you are leader of a public sector body or local authority, then associate membership of CO3 will help you to tap into the key issues for leaders of the voluntary and community sector.

**Corporate Membership - Associate Membership**
Do you work for the private sector but share our interest and commitment to third sector leadership and work for third sector organisations. Then why not join our network of over 250 leaders in the Third Sector?
Our Achievements at a Glance

1. CO3 runs almost 50 events annually, attracting over 800 participants. The events range from member networking sessions and political engagement activities to a range of working groups.

2. CO3 delivers a successful Executive Mentoring programme. This programme provides free mentoring up to an estimated value of £2,000 per participant, with mentors from the private, public and third sector.

3. CO3 membership has continued to grow, recruiting a further 22 new members, with all mentors from the mentoring programme joining as associate members, totalling 45.

4. We operate a ‘Calls for Help’ service to share good practice and support among members.

5. CO3 members have formed a Health and Social Care Special Interest Group which has undertaken some significant work to prepare and involve leaders in the important changes in health and social care. This group held a seminar with speakers Angiolina Foster from the Scottish Government, PWC Chief Economist Esmond Birnie and Health Minister designate Jim Wells MLA. CO3 members are also strategically represented in the development of the new ‘Reablement’ approach to health and social care, at HSC Board level.
There is continued media interest in CO3 following an agreed PR strategy to build the profile of our members and brand. As a result CO3 presence grows across media platforms including online, print and broadcast.

Continued success has been achieved with an 'Inspiring Leaders' leadership development programme. This included the design and delivery of a groundbreaking programme entitled 'Dare to Lead' which makes a significant impact in the leadership skills of participants. Those who participated commented on the 'dynamic and interesting programme' and the 'amazing facilitator' in Irene Hewitt. Dare to lead was considered 'An excellent programme with excellent tutor and at the right time'.

CO3 connects into a network of third sector leadership organisations in Britain and Ireland (ACOSVO, ACEVO and IMCV), through regular meetings, sharing good practice and a joint annual salary survey. The Aveco Pay Survey 2011/12 showed that the gender pay gap has increased significantly. Women chief executives now earn £10,000 less than their male counterparts, compared with £6,900 in the previous year’s survey.

CO3 has built a strategic engagement with key elected representatives, including First Minister Rt. Hon. Peter Robinson MLA, Jonathon Bell MLA, Simon Hamilton MLA, Roy Beggs MLA and Councillor Tim Attwood.

CO3 has produced the ‘The CO3 Guide to Being a Third Sector Chief Officer’ and has been developing ‘A Framework for leadership Excellence in the Third Sector’. This framework sets out to support chief officers, develop their skills and encourage them to excel. It is the first Leadership Competency Framework in Europe.

Members are supported through free confidential access to a counselling service and a free legal service.
I joined Northern Ireland Cancer Fund for Children as Chief Executive in 2002. I had worked in both the health service and an eminent Royal College, but my upbringing and constant core belief has always been one of self-reliance and this is what I have brought to this job and this organisation.

In preparing for another huge year in 2012/13, Northern Ireland Cancer Fund for Children has been reflecting on 40 years of service delivery to children, teenagers, young people and their families, who have been impacted by a diagnosis of cancer. During that period, the world has changed dramatically. While survival rates in relation to childhood cancer have improved significantly in all but the rarest forms, we still see a stubborn constant in the numbers diagnosed; 3 more children/young people are diagnosed with cancer every week in NI.

I believe that much of the power to change our lives, our health and our wellbeing rests largely in our own hands and it is incumbent upon those of us who have the capacity, the resources and the know how to help and support those that do not.

This philosophy, which permeates our Board, staff, volunteers and the very families we support has resulted in our generating more than £10.5 million in 10 years to consistently finance 18 core services which have been specially developed for children diagnosed with cancer. This income has been generated by individuals and groups throughout NI who share our philosophy of self-reliance. Less than 1% of our income comes from government sources.

I love the work we do and I am proud of this organisation. But who helps to keep me energised and fresh? Who scans the horizon for me, briefs me on government thinking, governance issues, who mentors and reassures me? Simply, CO3.
Engaging with Leaders

CO3 exists to ensure third sector leaders get the information and support they need. For CO3, that means individual advice for leaders facing difficult situations, tailored training and mentoring, as well as opportunities for new ideas and helping third sector leaders to think strategically. CO3 will encourage leaders to remain innovative and connected to the communities or ideals they serve.

To help achieve this stronger leadership in the third sector, CO3 usually delivers around 50 different leadership programmes, events, workshops and networking events each year. We also continue to offer members free mentoring opportunities with leaders from our own and other sectors.

Leading Edge Leadership Development
CO3 has strengthened its expertise in leadership development theory and practice over the past decade. CO3 continues to develop its Inspiring Leaders programme, a four day initiative tailored to the needs of leaders in the third sector. The programme entitled 'Dare to lead' built on the capability of senior leaders in the third sector, and challenged individuals about their own skills and perceptions. It aimed to assist leaders to develop new skills and advise them how they could use their existing skills in a new way and in different contexts, unlocking their leadership potential.

Connecting with Political Leaders
CO3 works to facilitate meetings with leaders from each of the political parties and members of CO3 who represent the third sector. In connecting with political leaders, CO3 wish to demonstrate the crucial role and contribution of third sector leaders to wider society in Northern Ireland. CO3 has run a number of events to connect third sector leaders in Northern Ireland with key figures in local and regional government and the NI Assembly.
These meetings and events allow us to communicate the message that the sector we lead is cost effective and provides value for money. We meet directly with our political leaders and share ideas for efficiency as well as highlight the importance of the sector during the recession in creating jobs and responding to needs.

CO3 recently organised a series of events with key elected representatives including Junior Minister Jonathan Bell MLA, Simon Hamilton MLA, Roy Beggs MLA, David Ford MLA and Councillor Tim Attwood. During 2011 CO3 also met with Margaret Ritchie MP, MLA for South Down. We were also delighted to recently meet with First Minister Rt. Hon. Peter Robinson MLA, to discuss with him the impact and value of the third sector, and the contribution its leaders make to our society.

CO3 will continue to facilitate better engagement and communication between the third sector and our political leaders.

**Mentoring Programme**

CO3 runs a successful Executive Mentoring programme. The programme provides free mentoring, with mentors from the private, public and third sector. The programme began in May 2010 when 18 mentoring relationships began, 15 relationships lasted for the duration of the programme.

The programme was beneficial to both the mentor and mentee, allowing them to consider their own development. The mentor got a real sense of achievement in helping mentees to overcome their issues. Also the discussion of ideas between the mentor and mentee is refreshing and enriching for the mentor as it provides a different perspective and allows them to think outside the box when it comes to their own organisation.

In a social return on investment study carried out by Gauge NI on behalf of Lloyds TSB Foundation (2011), the mentoring programme was valued at £43,200, or on an individual basis £2,400 per participant. Evaluated as a great success, with the group all feeling they had been well matched, CO3 plans to run further mentoring.

CO3 has been working towards wider recognition of this programme and participated in the Northern Ireland launch of the UK Mentoring Campaign which took place at Stormont on 11th October 2010. This was an excellent opportunity for us to share with Ministers and MLAs the success of the programme.
YMCA has been part of Belfast life for 162 years, serving people from every part of the city and from every background with a mindset of developing spirit, mind and body (the three sides of the YMCA triangle). The YMCA has served people in each generation according to the need, and subject to the funding support available. From our base in Stranmillis, we are engaged in youth programmes with a focus on personal development, community relations and citizenship. In each area of service we aim to provide outstanding levels of support and opportunity for development with our committed staff and volunteer teams.

I have been serving the Association for the past 9 years as General Secretary having worked in the private sector for 30 years. I am still getting used to the different nature of the voluntary sector and the additional challenges the sector brings. Leading an organisation requires lifelong learning, and formal courses and events can be of great value in developing management skills. CO3 understands the leadership issues of the sector and this is why I hold the organisation in such high regard. Their reports are purposeful, relevant and helpful; their events are informative and timely; the presenters and facilitators they use are of a high quality.

With our YMCA values of caring, honesty, respect, responsibility and faith we believe in building strengths in the lives of the young people we engage with. CO3 helps build strengths in the lives of chief officers in Northern Ireland to help us lead and serve our organisations and our community.
Public Affairs & Research

CO3 support chief officers to come together to lobby on collective issues, with members having engaged significantly in health and social care policy changes.

CO3 has been represented in the DHSSPS review of core and project funding, the Reablement Regional Steering group and various NI Social Care Council working groups. It has engaged with the Compton Review and developed a member view of the reform of health and social care, and the sector’s role in health services in the future.

CO3 has demonstrated an independent, constructive and effective voice for leaders on issues that have cross cutting impact. An independent evaluation of CO3’s public affairs role in 2009 indicated that government departments appreciated the confidential and strategic nature of CO3’s public affairs role.

**CO3 Public Affairs Working Group**

CO3 established a public affairs working group to provide further clarification and thinking on CO3’s public affairs role. The group also considered developing ‘lines to take’ on a number of issues that CO3 might face questions on, and discussed the need for third sector leaders to have the skills, experience and relationships to be effective leaders in public affairs.

A series of events this year organised under the title ‘Leadership is Political’ saw CO3 members engage with key elected representatives including Simon Hamilton MLA, Roy Beggs MLA and Councillor Tim Attwood.
Public Affairs & Research

CO3 and Government
The home of the third sector is within the Department of Social Development, DSD. CO3 wishes to see DSD champion the role of the third sector and its contribution to civil society. CO3 endeavours at all times to support DSD in building a strong and vibrant third sector by helping to develop strong leadership in the sector.

Representing CO3
When Directors and Chief Executives themselves decided they needed a separate support organisation, there were already a number of existing support organisations that provided training, information, policy and advice to organisations in the third sector. However what was noted as missing, was support specifically for their leadership role. Leaders believed that for this to be effective it needed to be separated from broad organisational support. CO3 directly support leaders.

Opportunities for Members
CO3 also brokers a range of free and reduced cost access to training programmes and networks which offer affordable development opportunities for members. This includes discounted membership of IOD, QUB Chief Executive’s Club and discounted training from Windsor Leadership Trust or the Beeches Management Centre.
Supporting Members

Calls for Help
CO3 operate this system for peer support, which offers advice and expertise among leaders in the third sector. It is widely regarded by members as a way of tackling new challenges or problems or checking on standards used by other organisations. CO3 use the system for a wide range of issues, including HR, IT, and other advice.

Bursary Places
Funding support from Lloyds TSB Foundation for NI Creating Change supported some bursary places, which made a significant difference allowing participants, who otherwise could not have taken part, to enrol on the ‘Inspiring Leaders’ programme.

Framework for Leadership Excellence
CO3 have launched a Framework for Leadership Excellence, which highlights what Chief Officers need to know, need to do and need to be in order for their organisation to excel. The framework, which has been developed with the assistance of Chief Officers from across Northern Ireland, sets out competences to inspire leadership excellence in the third sector.

This framework complements the suite of work which CO3 has already undertaken to develop a deeper understanding of the important role of the third sector leader.

Good Practice Guide
CO3 has produced a good practice guide entitled ‘The CO3 Guide to Being a Third Sector Chief Officer’, written by Dr Roger Courtney. It is designed to provide an introduction to the role of a chief officer of a third sector organisation, and give a concise overview of the key responsibilities.
Strengthening our Organisation

Funding
CO3 continues to grow its funding. In addition to maintaining funding from the Department of Social Development, Lloyds TSB Foundation and Esmee Fairburn Henry Smith Foundation, CO3 has also secured additional sponsorship this year from Awards for All and the Department of Employment and Learning. CO3 has obtained a short term Exploring Change grant from the Building Change Trust and was part of a successful joint tender bid to the Building Change Trust to deliver on the Collaboration NI project over three years. In addition, a member has developed a project in partnership with CO3, leading to the achievement of additional funding.

Profile
We have continued to build the CO3 brand and profile and developed a PR strategy for the year. CO3 appointed an external PR provider and we secured funding from Esmee Fairbairn and Henry Smith NI Development Fund to support this PR work. CO3 have also been utilising social media (Twitter, Facebook, Linkedin) to see how this can help develop our profile.

2012 Leadership Voyage Conference & Voyager Awards
CO3 is preparing for the 2012 biennial Leadership Conference & Awards in February. The theme of the conference is ‘Dealers in Hope’, and it will address the crucial role that leaders in the third sector play, especially at this time of economic uncertainty and financial challenge. This conference provides space to consider what we, as leaders in our sector, can do to progress our work in this climate. The Leadership Awards will celebrate the success of the third sector, and award great achievement.

Quality Assurance
CO3 continues to retain the Investor in People standard. It also continues to evaluate and monitor events and to report on quality in the Balanced Scorecard, which the Executive Committee assesses at every meeting.
Our Members. Our Impact.

Leading a third sector organisation is challenging but hugely rewarding. The Fermanagh Trust was established in 1995 and is the only county-wide, community foundation in Northern Ireland. The Trust has grown to become one of the main third sector organisations in the area and our work complements and, at times, challenges the other sectors.

Fermanagh House is a social enterprise developed by the Trust that serves the needs of the community, voluntary and private sectors in the county. We administer and manage a range of funds including the Fisher Foundation and the Joan Trimble Awards Scheme. We also develop and implement specific programmes, such as the Shared Education Programme, and conduct research.

I've led these developments for 13 years, supported by a committed Board of Trustees. CO3 is excellent at providing a support network for their members through courses, workshops, meetings and publications. Working in Fermanagh, I find the network really helpful as it brings me into contact with others who are also driving social change in a wide range of third sector organisations. This has created many opportunities for one to one engagement.

The Call for Help email service is a simple but brilliant way of tapping into the knowledge, skills and network of over 250 leaders. Being a part of CO3 means we can achieve more by working together and I'm looking forward to reaching new summits in 2012.
CO3 Corporate Plan

CO3 continues to implement its corporate plan for 2010 - 2013. This plan covers a period which will be one of the most challenging for third sector leaders. CO3 members will be seeking out new and innovative approaches to service delivery, against the backdrop of an even more competitive funding context. CO3 strives to ensure third sector leaders can openly communicate and engage with each other.

Our Strategic Aims 1 - 4
CO3 exists to ensure members get access to the appropriate training, development and mentoring. The Corporate Plan is supported by annual operational plans presented in a balanced scorecard, including smart targets against which we will monitor progress on an annual basis and at Executive Committee meetings.

1. Position Third Sector Leaders
   Build the profile and connections of third sector leaders.
   Communicate with members to hear their views, opinions and issues.
   Mature strategic engagement with government and political parties.
   Provide innovative leadership and management thinking.

2. Develop Leaders
   Evidence based leadership development and executive mentoring.
   Build relationships between leaders across sectors.
   Prepare for succession in third sector leadership.
   Support third sector leaders to improve governance standards.

3. Support and Connect
   Undertake ‘calls for help’ and share strategic information.
   Publish good practice guides.
   Organise member networking events.
   Evaluate our impact and outcomes.
   Undertake and publish leadership research.
   Provide crisis support services to members.

4. Sustain a member-and-quality-focused organisation
   Identify additional sources of funding and sponsorship.
   Grow investment in third sector leadership.
   Develop CO3 Executive Committee and its representational spread.
   Communicate the positive contribution of third sector leaders.
   Develop the staff and increase quality and effectiveness.
   Grow the membership and involvement in CO3.
Charity 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 is also provided by:

• AVEC IT
• Big Lottery
• Courtney Consulting
• Esmee Fairbairn Foundation
  and Henry Smith Charity -
  NI Development Programme
• AVEC Photography
• Cleaver Fulton Rankin
• Department of Employment and Learning
• Irene Hewitt Consultants
• Building Change Trust
• Lloyds TSB Foundation for Northern Ireland -
  Creating Change programme

Staff
Majella McCloskey - Chief Executive
Tracey McCreanor - Corporate Service Manager
Gary Sloan - Programme Director
Sarah Boyd - Admin & Finance Officer

Executive Committee
Judith Hill (Chair) - NI Hospice Care
Maurice Kinkead (Vice Chair) - East Belfast Partnership
Doug Smith (Treasurer) - Youth Initiatives
Colum Conway - ExtraCare
John McMullan - Bryson Charitable Group
Anne O’Reilly - Age NI
Maeve Monaghan - NOW Project
Kerry Anthony - Depaul International
Jenny Irvine - ARC Living
Lauri McCusker - Fermanagh Trust

Auditors: McGuire & Farry, Emerson House, Carryduff
Solicitors: Edwards & Co, 28 Hill Street Belfast BT1 2LA
Bank: Northern Bank Ltd, Donegall Square West, Belfast

Contact Address
CO3, 34 Shaftesbury Square, Belfast BT2 7DB
Tel: 028 9024 5356 E-mail: info@co3.bz Website: www.co3.bz

Company Limited by Guarantee Number NI37439 Registered Charity No XR24273
Join CO3

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

Do you have an interest in the third sector?

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

Would the company you work for like to connect with or help the not-for-profit sector as part of your corporate social responsibility?

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