It is our privilege to present the report on the activities and achievements of CO3 Chief Officers 3rd Sector for 2009/10. In this year’s report we have focused on the impact of our work, told through the experience of five members who, in one way or another, have engaged with CO3 over the past year. These stories of impact are a testament to these five individuals but also to all third sector leaders, who are continuing to provide outstanding leadership in incredibly challenging times. A very significant proportion of our community rely solely on the vital lifeline that is the third sector, to be able to live independently at home, benefit from day services or receive compassionate hospice in a much more appropriate and effective way than expensive hospital care. Much of the contribution to Northern Ireland’s arts, sporting, rural and environmental provision is made by third sector organisations. The sector’s leaders are crucial to this work.

During this year, CO3 introduced a programme developed to help members ‘Lead in Difficult Times’, reflecting this difficult context and the skills required to meet these challenges, as well as preserving personal resilience and vital services. Alongside this programme, an Executive Mentoring programme and regular Calls for Help, we have continued to support strategic partnerships with leaders in other sectors to help create connections and understanding and influence change.

During this year we began to mark our association’s 25th anniversary, with the Leadership Voyage Conference and the Voyager Awards. The anniversary is an important reminder that chief officers created and shaped their membership association to help create effective leadership in this sector. With such strong roots and a clear commitment and engagement amongst members, we are well positioned to continue to champion and connect third sector leadership during this period of intense challenge. We are a sector that is well used to having to work in the margins of poor funding. We are a sector that has to deploy creativity and resourcefulness in delivering vital services to our users. We know the coming years will be tough years, and many tough decisions will have to be taken. We want to play a part, together with political leaders, in doing what we can to protect the delivery of services to our most vulnerable and communities that are in greatest need.

We want to thank our members for their engagement, the Executive Committee and staff of CO3 for their commitment and strategic thinking and our funders and sponsors for their support, particularly in this difficult financial climate.

Stephen Mathews    Majella McCloskey
Chairperson    Director
The organisation I lead, Caring Breaks Ltd, a small Belfast based charity, provides regular respite breaks to the carers of adults with a learning disability. This substantial group of carers, most of them parents, some of them nearly 90 years old are in desperate need of support after a lifetime dedicated to caring for their sons and daughters. Caring Breaks alleviates the burden of continuous care felt by many of these carers who are often coping alone, by providing community based leisure and social activities for their sons and daughters.

For carers these respite breaks of a few hours each week, gives them the chance to have time for themselves, and it usually represents the most regular break they ever get to enjoy. Caring for someone with a learning disability is like nothing else most people experience, every decision taken must fit in with the needs of the person being cared for. So this is not just a job for me or my staff team, the work Caring Breaks does is a vital lifeline to the people we support.

I was introduced to CO³ as a beneficiary of the Lloyds TSB Foundation NI Creating Change grant. The attraction for me in joining was the fact that leaders of smaller charities were welcomed and able to access resources that would otherwise be out of reach. You can feel quite isolated and out of the loop when you are leading a small charity, but membership of CO³ has enabled Caring Breaks to become involved in strategic discussions about the sector and have our voice heard. It has also provided me with a wealth of expert contacts that I can tap into for advice and guidance.

As a small charity we already operate in very straitened financial circumstances, so the anticipated cuts across public services in NI may have even more serious ramifications for smaller organisations, even in terms of survival. For me, keeping abreast of developments in the sector is a crucial part of my job particularly in the current economic climate and I rely on CO³ to provide updates on the situation in NI.

In February 2010 I participated in CO³’s Intrigue of Leadership programme. This was a four day intensive programme for leaders of 3rd sector organisations. I received a bursary to enable me to attend the course with 12 other leaders from a diverse range of organisations.

This was a tremendous experience for me personally, as through the set themes of Leadership is Personal, Leadership is Entrepreneurial, Leadership is Relational and Leadership is Political I was able to explore what this meant for my own leadership development and it helped me examine my role with my organisation more fully. Peer support and feedback was a vital component of the course and provided tremendous insight into the “soft” skills needed to be a good leader.
CO³ Chief Officers 3rd Sector is the coming together of third sector leaders, to strengthen our leadership, our sector and our society in Northern Ireland. With over 250 members and operating for over 25 years, we are a mature and strategic organisation which ensures that the communities and service users that we work for, are well served.

Our members lead a wide range of organisations; from charities, social economy organisations and partnerships, to community, faith-based and voluntary organisations. We use the term third sector to describe the breadth of our members’ work. Members work across all policy areas and connect to all government departments, to offer considerable expertise, services and innovation. Our members lead organisations that contribute resources and investment in public services, employ tens of thousands of people and have a considerable asset base to help strengthen the economy.

We are supported by a small staff team who work closely with members, as well as partner organisations in the private & statutory sector and government departments.

OUR SERVICE TO MEMBERS INCLUDES:
- Relevant and bespoke leadership, professional development and networking opportunities, through conferences, events and mentoring.
- CO³ reflects the common views and concerns of its members to government and other decision makers.
- Sharing help and expertise through Call for Help services and supporting members in crisis through free counselling and legal services.
- Timely strategic information and bespoke publications.
- Discounted membership of other leadership organisations such as the Chief Executive’s Club at Queen’s, ACEVO and IOD.

OUR CORPORATE STRATEGY
During 2009/10 CO³ Executive Committee led the production of a new corporate plan for the organisation for 2010–2013. The work to develop this plan included:
- Commissioning independent consultation amongst members on CO³’s Public Affairs Role
- Presentations on the CO³ Leadership Research and implications for leadership development and succession, for the association
- Impute from John Hunter, former Permanent Secretary and Chair of the Chief Executive’s Forum, on the direction of the spending review and future issues for third sector leaders.

This work fed into a corporate planning event and the development of a Corporate Plan which was issued to members for consultation.

The plan is available on www.co3.bz and summarised opposite.
1 CO3 delivered a very successful Leadership Voyage Conference, with participation from almost 200 chief officers and a panel of distinguished international speakers.

2 Continued delivery of the Call for Help scheme, with almost 100 Calls and email briefings administered throughout the year.

3 Following the design and creation of NI’s only cross sectoral Executive Mentoring programme, 12 executive mentoring relationships were established and 10 continued for the 12 month period. All mentees who took part agreed that they had found the mentoring to be an ‘invaluable resource’. Several mentoring relationships are now continuing on an informal basis.

4 CO3 held the first ever third sector leadership awards in Northern Ireland at a glittering awards ceremony at the City Hotel, Derry. As a result of this initiative, CO3 made 11 new corporate partners, hosted 300 people at the ceremony, selected 11 outstanding third sector chief officers as recipients of the awards and enjoyed 3294 hits to the Voyager Awards website.

5 CO3 membership increased by around 20% from April 2009 to March 2010 (numbers increased from 194 to 239 members).

6 CO3 published another best practice guide “A Toolkit for Managing Change”.

7 Marked increase in the public profile of CO3 and its members, with print and television coverage.

8 Raised funds to commission an independent assessment of CO3’s public affairs role, which reported to members in early 2010.

9 Strategic engagement between the Executive Committee, CO3 members and a range of key figures including Ministers, Permanent Secretaries etc.

10 Significant impact on the sector’s role and involvement in Health and Social Care, including CO3 representation in the review of Core and Project funding.

11 Members were supported through free confidential access to the counselling service and a free legal service.

12 Hosting a group of Swedish third sector leaders to visit organisations and explore leadership issues, in partnership with Ideell Arena.

13 Delivered 31 relevant training and development events, many with bursary support and all evaluated for impact.

14 Strengthened our financial position and governance, creating a Finance, Audit and Risk Committee.

I joined the Women’s Support Network (WSN) as Director in 2004, a time when the organisation had staff shortages and no planned strategic direction. My challenge was to lead the organisation through a major change programme, secure sustainable core funding and develop a five year strategic plan.

Through the support of DEL and CO3 and considerable work and commitment by the WSN team we have successfully obtained Investors in People accreditation.

As a leader I understand the importance of my professional development and this has been supported by the many high quality training events delivered by CO3. I had a very positive experience of the CO3 mentoring programme for leaders. I was nominated by my mentor for a CO3 Voyager Leadership Award and was delighted to win the category for ‘Leading a Smaller Organisation’. Being involved with CO3 has enhanced my competency as a leader, raised the profile of the WSN and increased the visibility of our member organisations and the Women’s Sector as a whole.
A key role for CO³ is in strengthening the skills of third sector chief officers, particularly as we face the challenges of recession and significant funding cuts. To help achieve stronger leadership we have delivered over 31 different leadership development programmes, workshops, as well as consultation events or networking events. We have also offered our members free mentoring opportunities with leaders from our own and other sectors. Leader succession is important to CO³ and we held the first training programme for ‘second tier’ leaders in organisations.

EVENTS AND MEMBER ENGAGEMENTS
There were 31 member meetings and training events during 2009/10:

An Introduction to Competency Based Interviewing 27.04.09
Managing External Perception 29.04.09
Untangling the Spaghetti 30.04.09
PA Development Course 06.05.09
A Toolkit for Managing Change 12.05.09
Reunion event Inspiring Leaders Programme 19.05.09
Driving at Risk 20.05.09
ACEVO/CO³ Networking event 22.05.09
Membership Information event 26.05.09
Surviving the Funding Crisis 28.05.09
Explore your own leadership 11.06.09
Meet the Editor in Chief 23.07.09
Consultation on Volunteering Strategy 11.09.09
Past Chairs Lunch Meeting 21.09.09
The Financial Crisis and Global Recession 22.09.09
Derry Launch Event for Conference & Awards 06.10.09
Work Place Domestic Violence Policy 14.10.09
Belfast Launch: Conference & Voyager Leadership Awards 14.10.09
Master Class in Strategic Planning 21.10.09
Demystifying Psychometrics 05.11.09
Corporate Planning event 12.11.09
EGM/Meeting the Chief Charity Commissioner and Christmas Drinks Reception 10.12.09
The Tories and the Third Sector 28.01.10
Leadership Voyage Conference 04.02.10
Voyager Awards Gala Dinner 04.02.10
Member meeting DHSSPSS Review of Core and Project Funding 10.02.10
Intrigue of Leadership – Leadership is Personal 25.02.10
CO³ Chief Officers 3rd Sector AGM 11.03.10
Intrigue of Leadership – Leadership is Entrepreneurial 11.03.10
Intrigue of Leadership – Leadership is Relational 25.03.10
Intrigue of Leadership – Leadership is Political 01.04.10

LEADERSHIP VOYAGE CONFERENCE & VOYAGER AWARDS
As part of its 25th Anniversary, CO³ delivered the Leadership Voyage Conference and Voyager Awards for third sector leadership on 4th and 5th February 2010 in the City Hotel, Derry. The conference attracted 130 delegates and 14 exhibitors. There were 3 international speakers, as well as Will Haire, Permanent Secretary at DSD, Aiken PR and CO³ attracted good advance publicity. Many participants reported that they felt ‘revived and renewed’ as a result of the conference, made and renewed contacts and had time to consider their personal and organisational leadership.

Over 80 nominations were received to the Voyager Awards. A panel of 10 completely independent judges from public, private and voluntary sectors were recruited, agreed a robust process and selected finalists and winners. Almost 300 people attended the event, and a number of press articles were published including main features in the Belfast Telegraph, Irish News, numerous regional newspapers and the third sector press. Follow up press activity is in progress including a UTV Live feature on our overall winner. There were almost 4000 hits to the leadership awards and conference websites, which were designed by AVEC Solutions.

LEADERSHIP DEVELOPMENT PROGRAMME
CO³ developed a further leadership development programme entitled “The Intrigue of Leadership”. The aim was to develop the invisible “soft” skills often held by the most dynamic leaders, which bring about high levels of success in their organisation. “The Intrigue of Leadership” had four sessions over four days and was an intensive, non residential programme for 13 leaders of third sector organisation, including use of the Myers Briggs Type Indicator Step Two profile.

Content
The four one-day sessions focused on the following themes:
1. Leadership is Personal – 25th February 2010
2. Leadership is Entrepreneurial – 11th March 2010
3. Leadership is Relational – 25th March 2010
4. Leadership is Political – 1st April 2010

Feedback has been incredibly positive with the majority of participants describing the programme as the “best leadership development opportunity they had ever experienced”.

Bursary Places
Funding support from Lloyds TSB Foundation for NI Creating Change supported some bursary places, which made a significant difference allowing participants to enrol on the programme who otherwise could not have taken part.
Since 2006, CO3 members have been engaged in work to strengthen the position of third sector leaders and their organisations. This has included supporting advocacy on key issues of common concern. CO3 continued a programme of work to highlight the importance of involving the third sector, in changes in health and social care, sustaining and developing achievements in the reform process. CO3 has appointed Olwen Lyner and Koulla Yiasouma to represent it in a review of core and project funding to the sector from DHSSPS and supported discussions amongst members to impute into this process.

CO3 also decided to review its public affairs function during this year. A consultant was appointed to interview members as well as key strategic partners at DSD, DHSSPS and NICVA, and report to CO3’s Executive Committee. As a result CO3 has been able to clarify its intention to support members who wish to advocate on key issues of common concern to third sector leaders.

Representing CO3

CO3 members represent the membership in the following working groups:

- DHSS Review of Core and Project Funding – Olwen Lyner, NIACRO; Koulla Yiasouma, Include Youth
- Nomination to the PQ Management Board of the Northern Ireland Post Qualifying Education and Training Partnership – David Bolton, NI Centre for Trauma and Transformation
- DHSS/PS Conference in Care Programme Forum – Joan O’Hagan, Asthma UK
- Social Services Workforce Planning Advisory Group – Siobhan Fitzpatrick, Early Years

Other Opportunities

- Post Graduate Course – Personal & Public Involvement in Health and Social Care
- The DHSSPS sponsored 3 places from the voluntary and community sector – of which 1 place was awarded to a CO3 member, Aine McCabe. Blackie Community Group.

Leadership Research Project

CO3 had been conducting the first ever research of its kind into third sector leadership. The research project completed this year and is a significant contribution to the field of third sector leadership. The research will be launched in the coming year and has also fed into the development of the CO3 Corporate Plan.
CALLS FOR HELP
CO3 continues to operate a highly successful Call for Help scheme, activated by and for members, to share good practice, support and advice. During this year, CO3 continued to operate these Calls, and managed over 50 calls in the year.

MENTORING
CO3 established a new Executive Mentoring programme during 2009/10 and 12 mentoring relationships were established, of which 10 have continued throughout the year. The programme was evaluated as very effective and successful. CO3 has decided to build on this pilot project and deliver a further programme of mentoring in 2010–2011.

GOOD PRACTICE GUIDE
CO3 has been planning to add to the range of bespoke good practice guides. Roger Courtney authored an extremely comprehensive manual ‘A Toolkit for Managing Change’ based on his successful training programme. CO3 was delighted to publish and promote this 80 page guide, which is entirely focused on the third sector with a number of relevant case studies.

LIBRARY AND INFORMATION
CO3 has also continued to operate a Leadership Library. Offering over 500 specialist publications, DVDs, journals and magazines, members who have used the library indicate it is a valuable resource particularly for those undertaking study or managing organisational change. CO3 also offers members a free subscription to AGENDA NI.

STRATEGIC ALLIANCES
CO3 continued to meet regularly with ACOSVO and ACEVO. CO3 continued links with the Centre for Non Profit management at Trinity College Dublin and continued working with Swedish counterparts Ideell Arena, hosting a visit of Swedish third sector leaders in May 2009. CO3 worked with the Chief Executive’s Forum on a joint event with Sir Clive Booth on Intelligent Funding. They also jointly organised a workshop on Big Lottery priorities.

CRISIS SERVICES
There was further evidence that the job of leading community and voluntary organisations in the current climate is very challenging. Peer and professional support is an essential resource, and for the past number of years CO3 has commissioned the provision of specialist, professional services to support members in times of crisis. These are free counselling services, provided in person or by telephone, from Staff Care Services. Members can also have free legal advice on legal issues from Rosemary Connelly Solicitors.

INVESTOR IN PEOPLE STANDARD
CO3 continues to retain the Investor in People standard.

FUNDING
CO3 has continued to grow the amount of and range of funders. Funding from Esmee Fairbairn and Henry Smith NI Development fund was secured. In addition, there was an increase in support from corporate sponsors associated with the CO3 conference and leadership awards. A Finance, Audit and Risk Committee was established during the year to continue to develop financial governance of the association.

EXECUTIVE COMMITTEE
The CO3 Executive Committee continues to ensure a regular refresh of its membership and strengthening of its governance standards. During 2009/10 CO3’s Executive Committee met 6 times to review progress and plan for the organisation. This included 5 business meetings and an extended planning session to set the corporate plan for 2010/2013. The Honorary Officers have also met on 2 occasions throughout the year. The Executive Committee also reviewed the association’s Memorandum and Articles of Association in line with changes to Companies Legislation and Charities Legislation. In addition, terms for Executive Committee members and officers were reviewed in line with current practice of the association. A revised Memorandum and Articles of Association was submitted to a Special Meeting of the Association in December 2009. During this year, CO3 also undertook the establishment of a Finance, Audit and Risk Committee, as a subgroup of the Executive Committee.

EXECUTIVE COMMITTEE membership
Doug Smith and Colum Conway have joined the CO3 Board and had an induction session. Eileen Kelly resigned from the Committee in March 2010 and the association is very grateful for her contribution and hard work. A full list of Executive committee members is included on page 26.

STAFFING
The staff team at CO3 remains unchanged. Staff have undertaken several training and professional development opportunities, received appraisal and there have been regular team meetings.

CO3 works to ensure it is effectively governed and resourced, to deliver for members and meet the high standards members would expect.

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CO3 works to ensure it is effectively governed and resourced, to deliver for members and meet the high standards members would expect.
I am the Chief Executive of DePaul Ireland an organisation that works in both Northern Ireland and the Republic of Ireland providing services to some of the most marginalised in the Homeless Sector. I became involved in working in this field some 13 years ago in a semi voluntary post and have found myself on a very steep learning curve to be leading one of the larger charities supporting people who are homeless on the island. A task like this can feel daunting at times and I am very proud of the work that all our employees and volunteers do on a daily basis and I only need to visit one of our projects to see the direct benefit. Being part of CO3 has provided me with an opportunity as a relatively new CEO to link in with peers and access services which are very targeted to the Northern Ireland arena but with strong connections elsewhere in the Ireland the rest of the UK.

People say the role of CEO is a lonely one, and I have to be honest I have such great people around me that I rarely feel this, but working between two jurisdictions can be challenging – there really is a feeling of doing everything twice in very different environments. With the help of CO3 I have been able to network with others in my position and it is incredibly comforting to know other people are facing many of the same challenges.

As a relatively new charity you always have concerns about how things really are going within the organisation and often that level of independent scrutiny helps to let you know where you need to focus your attention for development. With the support of CO3 we went for our Investors in People accreditation, attending the preparation course provided by CO3 in conjunction with DEL. We were so delighted, not to say surprised, when we achieved the Silver award on our very first attempt! The preparation course helped ease concerns and ensure we were on the right course but also provided a further chance to network.

I look forward to seeing the news bulletins coming out and there is always such a variety of events, training and much more. There is a commitment to provide opportunities to engage with the key political figures collectively which we may not have the same opportunity to do independently.

“There is a commitment to provide opportunities to engage with the key political figures collectively which we may not have the same opportunity to do independently.”
### LEADERSHIP ENGAGEMENT

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase membership</td>
<td>No of new members</td>
<td>Increase CO3 membership to 200 by March 2010</td>
<td>Achieved</td>
</tr>
<tr>
<td>Maintain participation of members</td>
<td>No of active members</td>
<td>At least 70% of members engaged in CO3</td>
<td>Achieved</td>
</tr>
<tr>
<td>Engage associate (second tier) members and prepare for succession in the sector</td>
<td>Needs assessment research</td>
<td>15 associate Members by March 2010</td>
<td>One Needs assessment report</td>
</tr>
<tr>
<td>Effective governance project for chairpersons and chief officers</td>
<td>No of events and activities</td>
<td>One Governance event</td>
<td>Achieved</td>
</tr>
</tbody>
</table>

### INTERNAL PROCESSES

**Build cost effectiveness and fundraising into our organisation**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of Corporate members</td>
<td>5 business members</td>
<td></td>
<td>Achieved</td>
</tr>
<tr>
<td>No events assessed for financial viability</td>
<td>100% events assessed for financial viability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No of funding bids</td>
<td>4 funding bids, to meet fundraising objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash flow analysis produced and implemented</td>
<td>CFA update at monthly formal TM and Executive Committee</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**To achieve quality and impact in our activities**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event evaluation – content and useful score</td>
<td>Average of 70% content of events – excellent or good</td>
<td></td>
<td>Achieved</td>
</tr>
<tr>
<td>Satisfaction rate in member survey</td>
<td>Average 7/10 of evaluations on events ‘useful’</td>
<td>Achieve a satisfaction rate of 85% from member’s survey</td>
<td></td>
</tr>
</tbody>
</table>

**To facilitate evaluation and prepare for the new Corporate Plan**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support evaluation process</td>
<td>An external evaluation is completed</td>
<td></td>
<td>Partially achieved</td>
</tr>
<tr>
<td>Corporate Plan produced</td>
<td>A corporate plan for 2010–2013 is produced</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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### IMPACT & RESULTS

#### Increase knowledge and skills of members

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research report</td>
<td>Research report produced</td>
<td></td>
<td>Achieved</td>
</tr>
<tr>
<td>Event evaluation</td>
<td>Leadership Development Plan produced</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds for report into leadership competencies</td>
<td>Funds – Third Sector Leadership Competencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds for Good practice Guides</td>
<td>Measure usefulness and longer term impact of training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two guides are developed – Guide to Leading Change The Role of the Chief Executive</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

#### Well informed, inspired members

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. Events Conference</td>
<td>Hold 10 events Organise and deliver one conference</td>
<td></td>
<td>Achieved</td>
</tr>
<tr>
<td>No. Leadership development programmes</td>
<td>Develop and organise one leadership development programme for experienced CEOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. Email and postal briefings</td>
<td>Continue 1 Inspiring Leaders programme</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. Mentoring programmes</td>
<td>One mentoring programme</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Circulate 50 email and postal briefings</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Maximised influence and impact of members

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. Political engagement</td>
<td>4 political engagements</td>
<td></td>
<td>Achieved</td>
</tr>
<tr>
<td>No Key Stakeholder engagements</td>
<td>2 Key stakeholder engagements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Awards</td>
<td>2 25 Year events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No of key events linked to 25 Years</td>
<td>1 leadership Awards event</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### LEARNING & GROWTH

<table>
<thead>
<tr>
<th>Objective</th>
<th>Scorecard Measure</th>
<th>Target</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop our staff and trustees</strong></td>
<td>Appraisal of staff PD Plans</td>
<td>Trustees induction Staff receive induction, appraisal and personal development plan</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td>Induction with new trustees</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Board development time</td>
<td>One Board/staff session to review and plan</td>
<td></td>
</tr>
<tr>
<td><strong>Increase awareness of our organisation and brand</strong></td>
<td>No of media hits through column cms</td>
<td>6 media hits</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td>No. PR plan</td>
<td>1000 visits to website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Website visits</td>
<td>Phase 2 of website underway</td>
<td></td>
</tr>
<tr>
<td><strong>Seek to understand direction for increase organisational capacity in information and policy</strong></td>
<td>Report produced on information/policy role</td>
<td>One report on information/policy role</td>
<td>Achieved</td>
</tr>
</tbody>
</table>

### STATEMENT OF FINANCIAL ACTIVITIES

**YEAR ENDED 31 MARCH 2010**

<table>
<thead>
<tr>
<th></th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>2010 Total</th>
<th>2009 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants Received</td>
<td>100,770</td>
<td>45,000</td>
<td>145,770</td>
<td>154,433</td>
</tr>
<tr>
<td><strong>Incoming Resources from Charitable Activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Income</td>
<td>25,720</td>
<td>25,720</td>
<td>22,485</td>
<td></td>
</tr>
<tr>
<td>Income from Events</td>
<td>14,181</td>
<td>14,181</td>
<td>8,974</td>
<td></td>
</tr>
<tr>
<td>Sponsorship</td>
<td>–</td>
<td>–</td>
<td>1,848</td>
<td></td>
</tr>
<tr>
<td>Conference Income</td>
<td>52,681</td>
<td>52,681</td>
<td>95</td>
<td></td>
</tr>
<tr>
<td><strong>Other Incoming Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sundry Income</td>
<td>2,404</td>
<td>2,404</td>
<td>331</td>
<td></td>
</tr>
<tr>
<td><strong>Total Income Resources</strong></td>
<td>100,770</td>
<td>139,986</td>
<td>240,756</td>
<td>188,166</td>
</tr>
</tbody>
</table>

| | | | | |
| **Resources Expended** | | | | |
| Charity Activities | 92,570 | 91,213 | 183,783 | 119,955 |
| Costs of Generating Funds | 6,000 | 31,045 | 37,045 | 61,939 |
| Governance Costs | 2,200 | 4,715 | 6,915 | 8,792 |
| **Total Resources Expended** | 100,770 | 126,973 | 227,743 | 190,686 |

| | | | |
| **Net Incoming/(Outgoing)** | | | |
| Resources Before Transfers | – | 13,050 | 13,050 | (2,503) |
| **Net Incoming/(Outgoing)** | | | |
| Resources | – | 13,050 | 13,050 | (2,503) |
| Funds at 1 April 2009 | 23,076 | 23,076 | 25,579 |
| Funds at 31 March 2010 | – | 36,126 | 36,126 | 23,076 |
Over the past 15 years Habitat for Humanity Northern Ireland (HFHNI) has helped regenerate 10 different communities impacted by deprivation and the legacy of conflict and brought together more than 15,000 volunteers across communities, providing affordable home-ownership for almost 100 families. In addition, HFHNI has raised in excess of £2.5million in support of Habitat programmes around the world. Over 1 in 600 people in Northern Ireland have participated on volunteer teams, working alongside families in desperate need of adequate shelter.

My role as Executive Director is to continuously adapt and contextualise the global mission within a changing local political, corporate and business landscape.

Whilst the impacts of the current global financial context are not fully understood, there is no doubt that the vulnerable, the families we serve, both at home and around the world are in even greater need. The leadership challenge common to the sector is managing the high degree of uncertainty that comes with reduced public expenditure and the squeeze on private sector; too many pieces of the jigsaw are unrecognisable. The demand for social and affordable Housing has doubled over the last three years and at the same time the community and social needs are becoming greater, with increasing worklessness for 16–25 year olds.

This context also provides new opportunities and we have been working with others to find creative ways to respond through targeted volunteer programmes which will provide young people with the life-skills to enhance their employability.

The two key strategic drivers for HFHNI are the Housing market and the Fundraising climate. As a non-profit, affordable self-build housing provider, the restructuring of social housing sector in line with EU procurement legislation, has added a further degree of complexity and confusion.

CO3 provides an invaluable source and resource to link and connect at a leadership level. Importantly this network has helped us to realise that we’re not unique in facing these changing contexts.

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We have significantly benefited from being recognised at the inaugural CO3 Voyager Leadership Awards 2010. This award pays an appropriate tribute to the generous contributions of the many thousands of HFHNI volunteers, our families, staff, partner organisations and supporters.
FUNDERS
CO³’s main funder is the Voluntary and Community Unit of the Department for Social Development. Grant aid, Help in Kind and sponsorship was also provided by:

- AVEC IT
- AVEC Photography
- Big Lottery
- Building Change Trust
- Charities Aid Foundation
- Chartered Management Institute
- Chief Executive’s Club Queen’s University Belfast
- Cleaver Fulton Rankin
- Courtney Consulting
- Department of Employment and Learning
- Esme Fairbairn Foundation and Henry Smith Charity – NI Development Programme
- Forde May
- Grafton ESP
- Irene Hewitt Consultants
- Lloyds TSB Foundation for Northern Ireland – Creating Change programme
- Marsh Insurance
- Moore Stephens
- Open College Network
- Unity Trust Bank
- Stratagem
- Verbal Arts Centre

STAFF
Majella McCloskey – Director
Jackie White – Head of Leadership Development
Tracey McCreanor – Finance & Admin Officer
Tony Clarke – Finance & Admin Officer

EXECUTIVE COMMITTEE
Stephen Mathews (Chair) – The Cedar Foundation
Judith Hill (Vice Chair) – NI Hospice Care
Dermot Curran (Treasurer) – Belfast Community Housing Association
Olwen Lyner – NIACRO
Joan Devlin – Belfast Healthy Cities
Maurice Kinkead – East Belfast Partnership
Colum Conway – Extracare
John McMullan – Bryson Charitable Group
Doug Smith – Youth Initiatives
Anne O’Reilly – Age NI

AUDITORS
McGuire & Farry, Emerson House, Carryduff

SOLICITORS
Cleaver Fulton Rankin, 50 Bedford Street, Belfast

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

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JOIN CO³
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Do you want to join a strategic network for you and your peers, which will help you to lead more effectively?

Are you a third sector chair, trustee or senior manager?

Do you have an interest in the third sector?

Do you work for a company that would 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 it’s simple — join CO³ today!