



Chief Officers 3rd Sector

Chief Executive Information Pack

August 2021

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Welcome from our Chair

Dear Candidate

I appreciate your interest in joining CO3 as our next CEO.

Our current CEO is stepping down to take up a new leadership challenge, creating an opportunity for the incoming CEO to lead CO3 through its next stage of growth and development. We are looking for an inspirational, mission-driven and ambitious leader. We have a small dedicated staff team, and a supportive board, solely focused on supporting and developing leadership in the third sector. To do this well, we pride ourselves on being membership-based and membership driven.

Our membership and the range of services we deliver have grown substantially. We operate as a social enterprise generating most of our own income, a model that has worked well, allowing us to be responsive to our members whilst protecting our independence.

We, as an organisation, are always striving for better. Our primary aim is to best serve our members. Consequently, we are looking for an inspirational and authentic senior leader who understands the challenges of leading an organisation through change and growth. This is an exciting time to join CO3 as we embark on developing our new three-year strategic plan. A time to reflect on what has worked well and an opportunity to deepen the support we offer to the wider third sector.

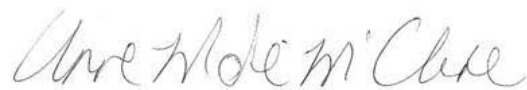
You will be adept at establishing and fostering strong relationships. You will be a confident and powerful ambassador with government, private and public sectors, the media, and social media, to ensure our profile remains in the spotlight and our members' interests are represented.

Your entrepreneurial approach will provide you with the understanding necessary to generate and sustain income and establish credibility quickly with a wide range of key partners across the private, public and third sectors.

Integrity and authenticity will be at the heart of your leadership style and approach. Your strong membership-based focus will create opportunities for members to grow and develop. At times this will require leading from behind, providing members with opportunities to represent CO3.

If you're inspired by our vision and ambitions and feel that you have the right blend of skills, experience and values to create lasting change, I look forward to hearing from you.

Yours sincerely



Anne-Marie McClure
Chairperson, CO3

Background to CO3

CO3 is a regional organisation committed to supporting, developing and representing chief officers in the third sector. CO3 helps third sector leaders to be exceptional. We have almost 700 members leading NI's well known third sector organisations.

For over 30 years, we have provided support, development and an inspiring, collective voice for our members across NI. We have a network of 680+ individuals, including the leaders of a wide range of organisations, from charities and social enterprises. 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 significant asset base to help strengthen the economy. We are member-driven, connected, ambitious and honest. Our members drive positive change in their organisations and communities, and our peer-to-peer network and programmes support and encourage them at every step of their careers.

CO3 is supported by a staff team who work closely with members, as well as partner organisations in the private and statutory sectors.

It delivers on its mission with resources generated from its social enterprise activities and with support from a diverse range of funders.

Our Mission

To inspire, develop and connect third sector leaders.

Our Vision

An inclusive, participative and vibrant society where third sector leaders deliver outstanding impact.

Our Values

The following values will inspire all aspects of CO3's work:-

MUTUALITY

CO3 is its members. We will optimise opportunities for mutual support, collaboration and the sharing of skills and knowledge.

QUALITY

All those involved in third sector leadership deserve to receive services of the highest quality that meet their needs. We will regularly assess the needs and satisfaction of members and ensure that all CO3 services are responsive and of the highest quality.

INCLUSION

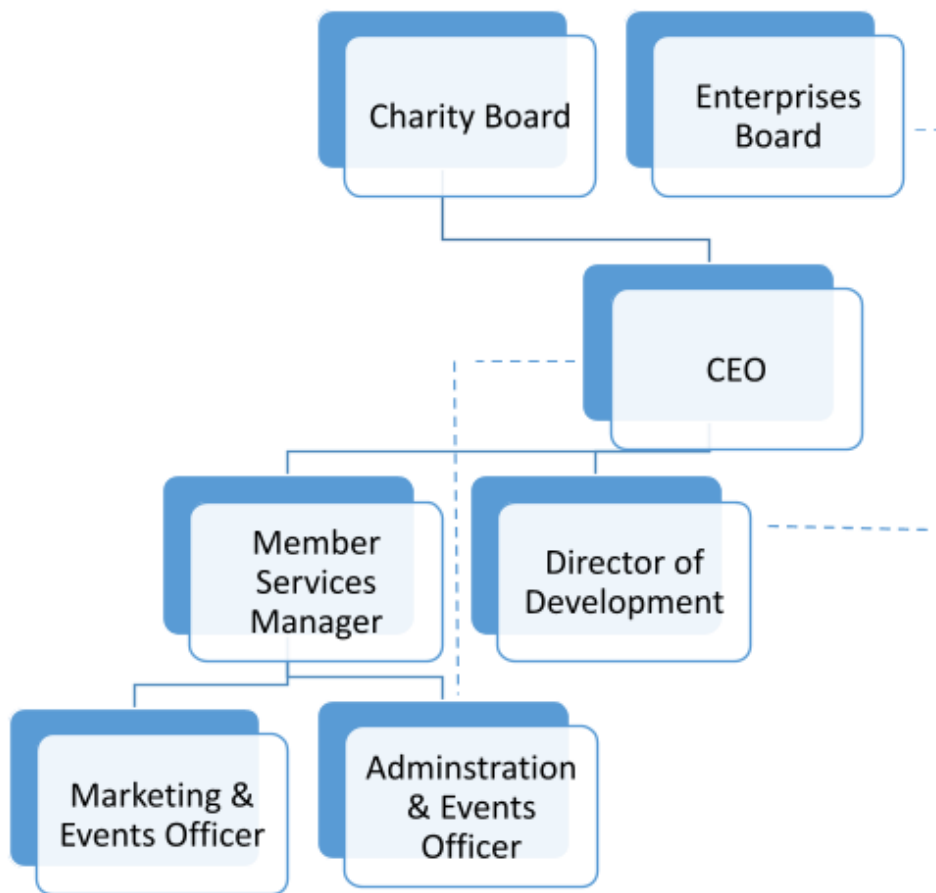
Everyone has the right to be valued equally and be included in society. We will work to identify and remove barriers to accessibility and inclusion.

INTEGRITY

Trust depends on consistently acting honestly, independently, transparently and in good faith. We are committed to living out our values and ideals and doing what we say we will.

You can read access our current strategic plan [here](#)

Our Structure



Our Finances

Access to our financial reports

[Annual Report 2019 -2020](#)

[Annual Report 2018-2019](#)

[Annual Report 2017-2018](#)

Job description

Post:	Chief Executive
Reports to:	CO3 Chairperson
Responsible to:	CO3 Executive Committee
Location:	31 Bruce Street, Belfast, BT2 7JD (hybrid working)
Hours:	37.5 hours per week and will require out of hours
Salary Package:	£54,000- £60,000 (starting salary dependent on experience) Health plan, 8.5% pension scheme and performance related bonus, 27 Days annual leave + public holidays
Duration:	Permanent, (six-month probationary period)

Job Purpose

This CEO role is a unique opportunity for an entrepreneur and highly organised individual to make a significant impact on the third sector in Northern Ireland. A high level of focus will be on the customer relationship management of members and establishing and developing and maintaining strategic relationships across the public, private and third sectors to represent and advocate on behalf of our membership base.

The Chief Executive is responsible for the strategic development of CO3 to maintain its role as an influential, effective and sustainable organisation. Therefore, significant leadership and management skills will be required as well as entrepreneurship, creativity and enthusiasm. The post holder will be adaptable in a changing environment and work well on their own initiative. The ability to manage time and workloads to ensure service delivery and income generation is crucial.

You will establish and maintain relationships with our increasing membership base, be a passionate advocate for our members and the sector, and represent CO3 and its membership to the media, government and other key influencers and stakeholders. With an agile and responsive approach, a collaborative style and a history of capitalising upon new opportunities, you will be a visible and tenacious leader with a passion for developing services, relationships and people to make a positive impact. This challenging and demanding post offers a unique opportunity to the right person to make a significant contribution to the third sector in Northern Ireland.

Principal Responsibilities

Reporting to the Board of Trustees, the primary role is to provide leadership and management of CO3. You will establish and maintain relationships with our increasing membership base, be a passionate advocate for our members and the sector.

The main areas of responsibility are:

Leading Strategy and Change

Governance Member Relations & Support

Leadership and Advocacy

Income Generation

Leading People

Financial and Legal Management

Role Specification

Leading Strategy and Change

- Collaborate with the Board to develop and execute the strategic plan through the development and implementation of the strategic business plans and budget
- Seek out and implement opportunities for innovation and ensure CO3 remains at the forefront of positive change across the third sector
- Identify and assess strategic risks, issues and opportunities and take responsibility for initiating and leading associated changes
- Constant horizon scanning to seek new opportunities to lead and develop CO3, through benchmarking CO3 with our sister organisations and further afield that will support our members and sustainability

Governance

- Provide appropriate and timely advice, background information and briefing materials to Board members in carrying out their range of governance responsibilities
- Attend all Board meetings and provide excellent and timely reporting documents; serves as a resource and advisor
- Report to the Board on organisational progress, providing information and answering for organisational performance
- Be responsible with the Board for the overall financial health including developing new strategies for securing long term funding
- In conjunction with the Board, identify and manage risks in the delivery of the objectives while complying with legal, regulatory, ethical and social requirements with recommendations of system implementations that will mitigate and manage risks
- Ensure that the Charity has the right management systems and structures to carry out its work effectively, accountably, and safely
- Develop policy proposals for Board discussion and decision
- Along with the Chair, establish the annual calendar for Board and sub-committee meetings

Income Generation

- Enact the vision of the Board, driving revenue through membership growth and retention
- Provide leadership and support to substantially grow the current business activities of CO3
- Create new innovative income generation streams to build the sustainability and independence of CO3
- To lead and coach the staff team in the development of income generation creating an entrepreneurial and value for money mind-set and culture
- Establish effective working relationships and co-ordinated strategic approaches with external stakeholders to create opportunities for income generation through independent trusts and foundations and public sector funding
- Develop new relationships with the commercial sector and charitable funders
- Harness and develop opportunities with private sector leaders to grow our income
- Agree annual financial KPIs with the Board and lead on their delivery
- Develop and support the activities of the Business Development Director of Engage Executive Talent to help realise KPIs

Member Relations & Support

- Develop and oversee the delivery of an outstanding membership offer to CO3 members to offer support and development on their leadership journey
- Lead the continued growth of CO3's membership offering support and development to leaders across NI
- Develop and maintain direct, personal contact with members and build productive and sustainable relationships
- Pursue new ways to deliver value to the membership using technology, digital media and new innovative approaches leading to new services and service improvements
- Maintain high visibility and contact with members through the delivery of a wide range of services and attendance at events
- Design and deliver programmes and services that meet the needs of members, regularly reviewing them for effectiveness to ensure an excellent quality service
- Generate optimal revenues to support CO3's delivery of its aims and objectives

Leadership and Advocacy

- Act as an ambassador for CO3 dealing with people at the highest level in a range of disciplines; and to achieve objectives via these contacts negotiation, motivation, influencing, tact, diplomacy and persuasion
- Role model the values and behaviors of CO3 through a range of public speaking events to advocate and raise the profile of CO3
- Be comfortable with all forms of public media representing the interests of CO3 members
- Be influential behind the scenes creating and cultivating strategic relationships that will serve members interests
- Actively manage CO3's communications channels to its members, donors, funders, staff and other stakeholders
- Cultivate your own personal networks, engaging with professional bodies and your peers in other organisations to support CO3's objectives through representation at meetings, conferences and other forums
- Proactively ensure the good profile of CO3 is continued across Northern Ireland

Leading People

- Develop a culture of customer service excellence, underpinned by a flexible and motivated staff with strong alignment to CO3's goals and values
- Promote and inspire a 'can do' culture with CO3 staff, instilling a culture of professionalism
- Encourage and promote areas of innovation and continuous improvement within the CO3 team that meet the broader organisational vision and aims
- Lead change through the allocation and implementation of individual objectives in work plans that support delivery of the organisation's strategy
- Lead by example, and inclusion, supported by coaching, training and development
- Recruit, support and retain colleagues, and effect plans to account for any changes required to meet the business needs
- Develop and implement individual work programmes through a performance management system aligned to the operational and strategic objectives
- Lead the staff team to enable them to be effective, solution focused and creative, embracing change and innovation
- Develop a culture of openness, accountability and continuous improvement through effective performance management systems that ensure key targets are met and any underperformance is addressed and supported in a timely manner
- Create and promote opportunities to maintain and enhance effective working relationships internally with the Executive Committee, staff and CO3 members

Financial and legal management

- To work with the Trustees to ensure that all legal, financial and operational requirements of the organisation are met, to comply with legal and fiscal duties as set out by funders, CCNI, auditors and Companies House, and, if required, act as Company Secretary

- To be responsible for the overall financial management of CO3, including preparing and managing all budgets, and providing regular financial reports to the Trustees in partnership with the finance support function
- To be responsible for ensuring CO3 meets all its statutory requirements in terms of insurances, employment, equalities, health and safety and all other relevant legislation
- Through the provision of effective resource monitoring and financial management systems, ensure budgets are compiled, income and expenditure is monitored and reported with a strong focus on value for money
- To hold overall responsibility for CO3's financial wellbeing including ensuring there are suitable systems/processes in place to monitor progress towards financial targets

General

There are a number of standard duties and responsibilities that all employees, irrespective of their role and level of seniority within CO3 are expected to be familiar with and adhere to:

- To participate in relevant training when required
- To observe all Health & Safety Rules and Regulations
- To promote and comply with organisation policies on diversity and equality both in the delivery of services and treatment of others
- To ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity and in accordance with the provisions of the Data Protection Act and amendments
- To comply with organisation protocols on the appropriate use of telephone, email and internet facilities
- To comply with the principles of risk management in relation to individual and corporate responsibilities
- To comply with the organisation's policies and procedures

This job description is a broad picture of the post. It is not exhaustive and as such, the post holder will be expected to be flexible. It is recognised that jobs change and evolve over time and any necessary changes will be discussed with the post holder. The role holder must have a flexible attitude to work, recognising the conflicting priorities and busy work schedule will require considerable commitment.

Person specification

Qualifications	Essential/ Desirable	Assessment Method
Degree level qualification	E	Application
Evidence of continuing professional development with a focus on management and leadership	E	Interview
Experience		
At least five years' experience in leading and developing an organisation with experience of reporting to a board or reporting into the CEO	E	Application & Interview
Demonstrable experience in strategic planning and business development success	E	Application & Interview
Significant experience of engaging and influencing a wide range of high level decision makers	E	Application & Interview
A proven entrepreneurial track record of at least three years' experience of raising income through business development	E	Application & interview
A proven track record of raising income through mixed sources	E	Application & interview
A proven track record and appetite to embrace representation of the sector in the media	E	Interview
Experience of leading a team	E	Application & interview
Experience of managing a membership organisation	D	
Skills		
Entrepreneurial and innovative mind-set	E	Interview
A member (customer) and collaborative focused approach	E	Interview
Track record in leading the development and management of budgets	E	Application & interview
Exceptional communication, critical and advocacy skills, with the ability to inform, engage, and influence a wide range of audiences	E	Interview
Highly self-motivated, creative and determined with the ability to take initiative and problem solve effectively	E	Interview
Evidence of the ability to analyse, solve problems and implement change, with a successful track record of managing and delivering change	E	Interview
Ability to be flexible, focused and driven and work on own initiative and within a small dedicated team	E	Interview
Strong project management and organisational skills	E	Interview
IT literacy, proficiency with Microsoft Office, including Outlook, Word, Excel and PowerPoint	E	Application
Attitude		
Innovative, flexible and adaptive	E	Interview
Authentic and generous leadership		
Passionate and committed	E	Interview
Member (customer) focussed	E	Application & Interview
Results Oriented	E	Interview
Collaborative	E	Interview
Values based	E	Application & Interview

Shortlisting requirements

To be shortlisted, candidates are required to have:

- Track record in leading the development and management of budgets
- Demonstrable experience in strategic planning and business development success
- Experience of leading a team
- At least five years' experience in leading and developing an organisation with experience of reporting to a board or reporting to a CEO
- Significant experience of engaging and influencing a wide range of decision makers and opinion-formers at the highest level
- A proven entrepreneurial track record of at least three years of experience raising income through business development
- A proven track record of raising income through a mixed model
- Significant experience of engaging and influencing a wide range of high level decision makers
- A proven track record of raising income through mixed source
- A proven track record and appetite to embrace representation of the sector in the media.

If we receive a high number of applications, we reserve the right to increase the number of competencies that the candidates will have to demonstrate and include desirable criteria.

How to apply

Please submit a CV and answer the following questions to reflect how you meet the shortlisting requirements.

1. Demonstrable experience in strategic planning and business development success (max of 400 words)
2. Please outline your significant experience of engaging and influencing a wide range of decision makers and opinion-formers at the highest level (max of 400 words)
3. A proven entrepreneurial track record of at least three years' experience of raising income through business development (max of 400 words)
4. Please demonstrate the leadership skills you have relevant to this role (max of 400 words)

Completed applications should be sent to chair@co3.bz by 5pm Monday 4 October 2021.

We cannot accept incomplete applications or applications received after the closing deadline or reformatted application forms.

Notes to applicants

- Please carefully consider the essential and desirable criteria listed and ensure this is reflected in your application. The assessment method clearly states the information required at application stage. Ensure this is provided in your CV and answers to the questions listed.
- Please ensure you complete all sections, attach your CV (no more than three pages) and answer the four questions listed above.
- Please provide us with three references listed within your CV including your most recent employer. References will not be sought without your prior permission.
- Do not exceed the word count for each of the questions. We cannot accept applications that exceed the word count.
- The examples provided should be concise and relevant to the criteria.

Timeline

CV, Supplementary Questions and Equality Monitoring and Criminal Convictions forms to be submitted	5pm, Monday 4 October 2021
First Interviews	Thursday 14 & Friday 15 October 2021
Second Interviews (may include a seen or unseen task)	Friday 22 October 2021

Please note the interview dates are indicative and provided for information purposes.

If you have any queries regarding the recruitment process, please contact Anne-Marie McClure by email chair@co3.bz

If you would like an informal conversation about the role this may also be arranged with our current CEO Nora Smith by nora@co3.bz

These communications will be treated in complete confidence.

Please address any enquiries relating to the advertised position, and your submission, to CO3's recruitment partners:

Engage Executive Talent

Tel: 07825432333
Email: nora@co3.bz

www.engageexec.co.uk

Enquiries unrelated to this recruitment can be addressed to:

Chief Officers 3rd Sector (CO3)

31 Bruce Street
Belfast BT2 7JD

Tel: 028 90 245356
Email: info@co3.bz

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