



co³

Chief Officers 3rd Sector

Trustee

Information Pack

Contents

Welcome from the Chair	3
Who we are	4
What we do	5
Our strategy	6
Meet the Board	7
How we're organised.....	9
Finances.....	10
Time commitment.....	11
Trustee Role Profile	12
The Application Process.....	14

Welcome from the Chair

Dear Candidate

Thanks very much for your interest in joining CO3's Board.

CO3 is the third sector leadership charity with a sole focus of supporting and developing leadership in the third sector, and our primary aim is to best serve our members. We pride ourselves on being membership-based and membership driven.

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. Our membership and the range of services we deliver have grown substantially, to the point where we have 700 members and a turnover of c£400k.

This unique model demands a unique set of skills at board level, which is where you come in. We hope to enhance our board with the skills needed to improve further our training and development services, as well as capitalise on business development opportunities to maintain our income generating business.

If successful you will be joining a highly skilled and passionate Trustee team, supported by a small but dedicated staff team.

I invite you to take some time to read this information pack intended to enable you to understand what we do and who we are looking for. If you believe you have the credentials, commitment and experience to become a CO3 Board Member, please submit your interest via our board recruitment wing, Engage, in the first instance.

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.

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



Anne-Marie McClure
Chair



Who we are

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 35 years, we have provided support, development and an inspiring, collective voice for our members across NI. We have a network of 700 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.



What we do

Since 1985, CO3 has been providing peer networking, training opportunities and a range of cross-sectoral mentoring and coaching services to third sector leaders serving a range of beneficiaries.

At its core CO3 is a strategic convener and serves as a neutral space for leaders to connect. Being able to identify, engage and nurture partnerships and collaboration is a central focus of CO3.

Its strategy is to build on its impact in the spirit of the third sector's commitment to improving society, and the appetite across all three sectors it connects with to enhance the quality of life in our community, including to those most vulnerable.

Its portfolio of leadership development programmes and services is intended to facilitate that enhancement.

It does this from the starting point that **change comes from the people who lead rather than the processes they manage**. It does this through the provision of formal leadership training courses, the hosting of intra-sectoral and cross-sectoral peer networks, and a range of individualised support in the form of coaching and mentoring services.

Over the decades, its work has taken on increasing significance as the 700 leaders it represents have sought to equip themselves with the skills and cross-sectoral networks needed to successfully meet the challenges of accelerating change. That change is characterised by increased demand in the quantum and variety of services they must deliver to their beneficiaries, and a constantly changing environment in terms of sustainability and resourcing.

[Click here to find out much more about our activities on the CO3 website](#)



Our strategy

[Click here to download our 2022-2025 strategic plan](#)

OUR VISION ...what success looks like

A fair and connected society with a vibrant, valued third sector, led by influential leaders, delivering outstanding impact.

OUR MISSION ...we will achieve our vision by

Developing inspirational, innovative and highly skilled third sector leaders.

VALUES

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

> **Courage**

We are ambitious for our members and the sector at large. We will speak truth to power, providing an independent voice and a range of services to respond to our members' needs.

> **Empowering Leadership**

Leading a third sector organisation requires the highest level of dynamic, innovative, skilled and influential leaders. Everyone in an organisation has a leadership role to play and can make an impact. The best leaders are those that build leadership capabilities in others. We will show empowering leadership and help build this kind of leadership throughout the sector.

> **Unity**

Social problems are not resolved by third sector organisations acting on their own but by collaborating with other organisations and sectors. Third sector leaders are also more effective and resilient when they collaborate and provide mutual support. We will optimise opportunities for mutual support, collaboration and the sharing of skills and knowledge.

> **Quality**

As the beneficiaries of third sector organisations have the right to expect excellent services to meet their needs, those involved in third sector leadership should expect to receive services of the highest quality that meet their needs. We will be member-led, regularly assess the needs and satisfaction of members and ensure that all CO3 services are responsive and of the highest quality.

> **Social Justice**

Everyone has the right to be valued equally, treated fairly and be included in society. We acknowledge the need to explore, expand and learn about diversity. We will celebrate and harness the value of difference, and work to identify and positively influence change in removing barriers to accessibility and inclusion.

> **Integrity**

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

Meet the Board



Andrew Irvine
CEO, East Belfast Mission



Karen Gilmore
Dir of Corp Servs, Clanmil
Housing



Anne-Marie McClure - Chair
CEO, Start360



Martin Flynn
Chief Executive, OCN NI



Declan Cunnane - Treasurer
CEO, NI Chest Heart & Stroke



Nigel Hampton
Director, IncredABLE



Jacinta Linden - Vice Chair
Director, Bolster Community



Peter Bryson
Head of Country, Save the
Children



Jonathan McAlpin
CEO, East Belfast Enterprise



Stephen Dallas
Director, The Bytes Project

Meet our Senior Fellows

Our Senior Fellows are former members of CO3. They are exceptional individuals who have given more than most in a lifetime of service to our community and they remain highly respected third sector leadership influencers.



Brendan McDonnell



Margaret Haddock MBE



Dawn Shaw



Wendy Osborne

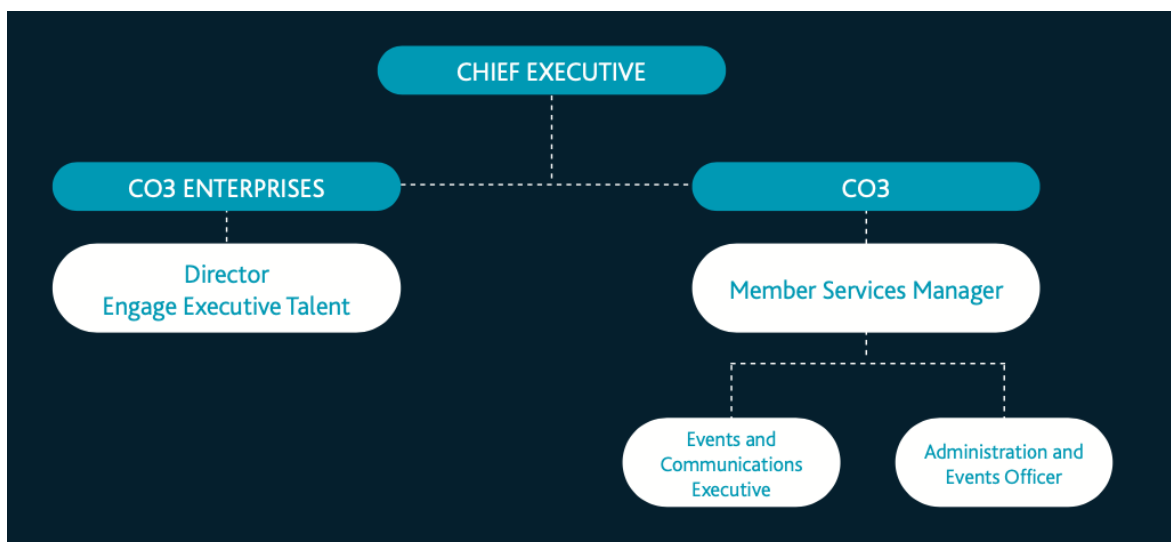


John McMullan





How we're organised



Finances

Further details on our financial performance may be accessed by clicking on the links below to our Annual Reports. Here is a summary of our most recently reported finances.

		Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	Notes	2021	2021	2021	2020	2020	2020
		£	£	£	£	£	£
Income from:							
Donations and legacies	3	79,135	-	79,135	56,737	-	56,737
Charitable activities	4	210,185	87,453	297,638	138,001	89,338	227,339
Investments	5	107	-	107	92	-	92
Total income		289,427	87,453	376,880	194,830	89,338	284,168
Expenditure on:							
Charitable activities	6	202,076	35,258	237,334	331,663	89,338	421,001
Net income/(expenditure) for the year/							
Net movement in funds		87,351	52,195	139,546	(136,833)	-	(136,833)
Fund balances at 1 April 2020		108,038	-	108,038	244,871	-	244,871
Fund balances at 31 March 2021		195,389	52,195	247,584	108,038	-	108,038

	Notes	2021	2020
		£	£
Fixed assets			
Tangible assets	10	602	1,203
Current assets			
Debtors	11	171,466	120,841
Cash at bank and in hand		139,123	52,170
		310,589	173,011
Creditors: amounts falling due within one year	12	(63,607)	(66,176)
Net current assets		246,982	106,835
Total assets less current liabilities		247,584	108,038
Income funds			
Restricted funds	14	52,195	-
Unrestricted funds			
Designated funds	15	(26,901)	(42,095)
General unrestricted funds		222,290	150,133
		195,389	108,038
		247,584	108,038

[Annual Report to March 2021](#)

[Annual Report to March 2020](#)

[Annual Report to March 2019](#)

Time commitment

Full Board Meetings and Committees

Board meetings are quarterly and usually last around 90 minutes, commencing at 10am on a weekday.

The Board has a Finance, Audit and Risk sub committees which also meets quarterly a fortnight before the main Board meeting.

During their tenure, Trustees may be invited onto the FARC sub-committee.

Meetings have been convened on online during the pandemic, but we hope to move to a hybrid meeting format to allow for face-to-face meetings from 2022.

Trustee Induction and Support

Trustees will be offered a full induction programme and supporting materials.

Trustee Term Limits

Trustees are appointed on a three year term, renewable for up to a total of nine years.



Trustee Role Profile

Main Purpose

Trustees ensure the good governance of the organisation and are responsible for the overall governance and strategic direction of CO3, developing the Vision and Values, and the organisation's strategic objectives in accordance with the Articles of Association and other legal and regulatory guidelines.

Specific Responsibilities

A trustee:

- Ensures that CO3 complies with its Articles of Association, charity law, company law and any other relevant legislation or regulation.
- Ensures that CO3 pursues its objects as defined in the Articles of Association.
- Ensures that CO3 uses its resources exclusively in pursuance of its objects and does not commit resources to activities which are not included in those objects.
- Contributes actively to the Board of Trustees in giving firm strategic direction to CO3, approving CO3's strategy and annual business plan and monitoring its implementation.
- Sets and monitors the overall policy of CO3, defining goals and setting targets and evaluating performance against those targets.
- Ensures that CO3 has the resources needed to achieve its objectives, supporting the office bearers in ensuring the financial stability of the organisation.
- Protects and manages the property of CO3 and ensures the proper investment of CO3 funds.
- Appoints the Chief Executive Officer and monitors their performance.
- Supports the Chief Executive Officer and their staff in the performance of their duties.
- Safeguards the good name and values of CO3.
- Complies with the standards and rules set out for a trustee in the Governance Handbook, within company and charity law and within the Articles of Association.

Expenses

In order that they are not out of pocket as a result of participating in the governance of CO3, trustees are entitled to claim legitimate expenses (e.g. mileage, travel costs, etc).

Authority

It should be noted that individual trustees do not have any authority in relation to CO3 outside the collective authority of the Board of Trustees, unless specific authority is delegated by the Board.

Skills, Experience and Qualities Required

All members of the Board should have, or acquire as soon as possible after appointment:

- Understanding of the objectives of CO3 and current strategic challenges and opportunities for the organisation.
- Understanding of CO3's structure, including key relationships. Commitment to CO3's vision and values and understanding of CO3's culture.
- Bring an overview of the organisation as a whole and ensure a good balance between oversight and operational involvement.
- Understanding of any relevant legislation or other rules governing CO3.
- Broad understanding of the charity sector, particularly good governance arrangements.

Eligibility

Candidates must disclose any information about their personal or professional life which in the Trustee Board's perception could bring CO3 into disrepute, including removals from previous governance roles, current or previous membership of organisations which may conflict with the aims, principles and values of the organisation, or behaviour which might be seen to undermine public confidence and trust.

Candidates must also disclose if they have been convicted of a crime, which debars them from acting as a company director, or they are an undischarged bankrupt or disqualified to act as a company director.

Candidates must disclose any information, which could give rise to a perception of conflict of interest with their role as a Trustee. This will not necessarily result in an inability to serve on the board.

Candidates must become members of CO3 prior to becoming a Trustee, noting that membership is free.

Candidates must be over the age of 16.



The Application Process

For a confidential discussion about the position in the first instance, please contact Engage Director Patrick Minne, patrick@co3.bz 07792 509003.

1. Candidates are asked to provide a full CV by email to Engage by **noon on Monday 27 June 2022** to Patrick Minne patrick@co3.bz.
2. Engage will submit your application to the CO3 Board panel which will shortlist candidates.
3. Shortlisted candidates will be invited to meet the panel for a two-way discussion about their candidacy.
4. The full Board will vote to ratify the selection of the successful candidate.





Chief Officers 3rd Sector

Please address any enquiries about the advertised position to CO3's recruitment wing:

Patrick Minne
Engage Executive Talent

Tel: 07792 509003
Email: patrick@co3.bz

www.engageexec.co.uk

Enquiries unrelated to this recruitment can be addressed to:

CO3
31 Bruce Street
Belfast BT2 7JD

Tel: 028 90 245356

Web: www.co3.bz

CO3 has been registered with the Charity Commission for N. Ireland NI103498 and is a company limited by guarantee NI37439