



IRISH COMMUNITY CARE
CÚRAM POBAIL ÉIREANNACH
MANCHESTER

Trustee Handbook

(Aug 2025)

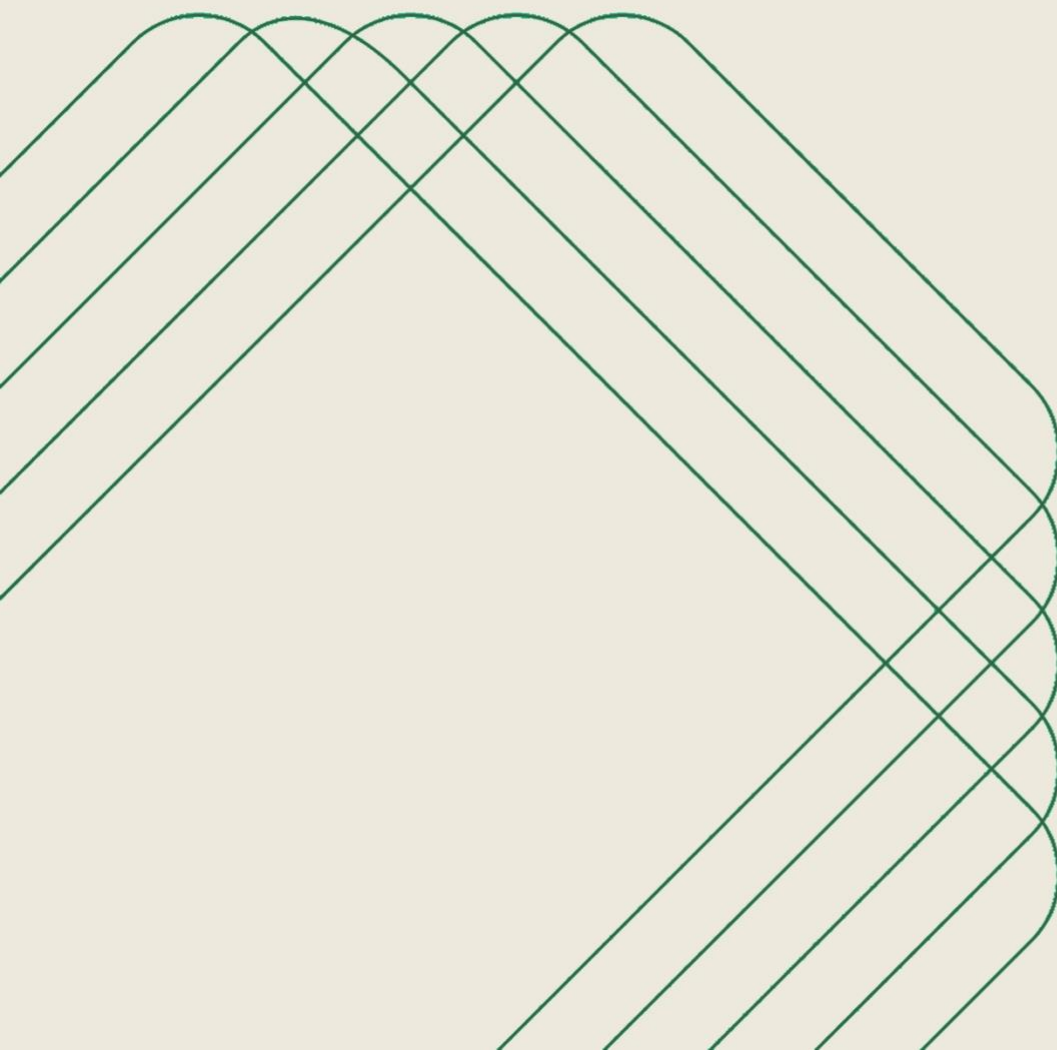


Table of Contents

Introduction.....	3
About ICCM	3
Strategy	3
The Difference we make.....	4
Legal framework	6
Governance processes	6
Annual General Meeting	6
Board structure	6
Board Sub Committees.	7
Safeguarding.....	7
Staff Structure	7
ICCM Policies.....	9
Board of Trustees: duties and responsibilities	9
Trustee Commitment.....	10
Trustee duties	11
Trustee Agreement - our commitment to trustees:	12
In return we expect you to:.....	12
Trustee recruitment	13
Trustee recruitment processes	13
Eligibility.....	14
Becoming a trustee	14
The Board of Trustees.....	15
Chair: Ann Potter	15
Vice-Chair: Michael Gorman	16
Treasurer: Brendan Hegarty.....	16
Secretary: Sinéad Barry	17
Barbara Aherne	17
Geraldine Vesey.....	17
Noel Russell	18
Martin Connolly.....	18
Appendix 1 - Finance Sub-Committee Terms of Reference	19
Appendix 2 - Governance Sub-Committee – Terms of Reference.....	22
Appendix 3 - Chief Executive Officer Role Description	25
Appendix 4 - Board meeting standard agenda/minutes template.....	27
Appendix 5 - Finance/Governance Sub-Committee meeting template.....	30
Appendix 6 – Board of Trustees Register of Interests.	32

Introduction

This trustee handbook is designed to inform existing and new trustees on their duties and responsibilities as leaders of Irish Community Care Manchester. ICCM recognises that good governance is paramount to the success and sustainability of the charity and is key in ensuring we continue to deliver the best service possible to the communities we serve.

About ICCM

Irish Community Care Manchester (ICCM) has been supporting people who are Irish, of Irish descent and Irish Travellers since its foundation in the mid 1980's. ICCM was incorporated as charity in 2015. ICCM's Articles of Association can be found on our website www.irishcommunitycare.com

Ours is a busy charity delivering support through advice and information and facilitating a range of events and activities. We work to build a thriving and resilient Irish and wider community, fully engaged in life within Greater Manchester.

Our Charitable objects as defined by our Articles of Association are:

The objects of the Charity are to promote the benefit of the inhabitants of Manchester and its surrounding areas, and in particular but not exclusively persons of Irish descent, regardless of sex, political, religious or other opinions, by associating with local authorities, voluntary organisations and inhabitants to—

(a) provide facilities in the interests of social welfare for recreation and other leisure time occupations with the object of improving the conditions of life of the inhabitants;

(b) preserve and protect good health by the provision and dissemination of health care advice and information;

(c) relieve elderly people who are in financial need, by providing items, services and facilities to relieve the needs of such persons.

Strategy

ICCM's program of development is set out in our 5-year strategic plan, *Ar dul ag aghaidh - Moving Forward 2030*. The strategic plan is underpinned by shorter term operational plans detailing activities on a rolling basis for the next 18-24 months. The 5 key ambitions we are working towards are:

1. Fostering a stronger more inclusive community
2. People getting the support they need
3. Older Irish People living well
4. Reducing the barriers for the Irish Traveller Community
5. Creating a more resilient organisation

In the furtherance of these ambitions, we provide activities to reduce social and cultural isolation, including older people's lunch groups, young women's group, allotment project

etc. to connect people to their community and their Irish identity, culture and traditions. All our activity is underpinned by the volunteer opportunities which we provide. We continue to plan and deliver culturally specific activities targeting underrepresented segments of the community and take a person-centred approach, understanding that the individual is best placed to make decisions about their own lives, and an asset-based approach building from the strength, passion and experience which already exists within the community.



ICCM's service delivery is structured around four key areas:

1. Cultural activity and engagement to provide opportunity for people to engage in their Irish heritage, culture and identity,
2. Social activity to foster Community cohesion and combat isolation and loneliness, particularly in the older community including providing volunteer opportunities and peer support.
3. Advice and Information aiding with single issues or signposting to support.
4. Advocacy and Support through a more intensive casework program achieving specific outcomes over a 12-week period.

While supporting individuals is important, in all cases, a consistent aim is increasing the cultural and social capital which exists in the community.

By building this capital, the impact of ICCM's work reaches beyond the outcome of individual support to having a more long lasting and exponential impact on the community, spreading the public benefit that ICCM delivers.

The Difference we make

We provide support to over 1,500 service users per year through:

- Advocacy and Support to members of the community who have multiple and complex needs to achieve positive outcomes.
- Support to the Irish Traveller community by providing culturally appropriate services and assistance.
- Supporting new emigrants to Manchester to develop a support network, find accommodation, employment, and access to other services.
- Support with applications for Irish pensions, passports, early life records, and other personal documents.
- Advice and information in relation to people's welfare benefit applications including support at tribunal to improve their immediate financial situation.

- Housing support for people who face eviction from their homes, we help with completing applications for suitable accommodation and to prevent homelessness.
- Cultural awareness training to statutory social workers, housing officers, and Greater Manchester Police, providing a greater understanding of the culturally specific aspects for services dealing with Irish and Irish Traveller communities.
- Weekly Older People's lunch groups across the city to reduce social isolation and loneliness, while promoting health and wellbeing.
- A community allotment project to reduce social isolation, provide volunteer opportunities and a focus for people to connect with others resulting in a positive impact on mental and physical health.
- Providing respectful and dignified burials for people who have died alone with no next of kin.
- Being one of the lead organisations supporting former residents of the Mother and Baby and County homes in Ireland, who now live in the north of England.

We have developed strong, sustained relationships with the range of statutory and voluntary community services (VCS) across Greater Manchester. We have developed referral and care pathways to support our service users, e.g., Adult and Children Social Care, DWP, Health, and the range of voluntary services. In addition, local stakeholders regularly connect with us to make us aware of members of the community that need support. Stakeholder relationships are vital as it allows us to locate and support people who can often be 'off the radar' and would not be exposed to more usual methods of contact and visibility such as digital and social media.

We understand the additional barriers and challenges many Irish people experience in accessing services. Our support enables people to access the range of mainstream and specialist services within the statutory and voluntary community sectors to receive the most appropriate support achieving best outcomes in their lives.

We provide regular site visits to Traveller sites to ensure all residents can access our services.

We work closely with like-minded charities in Liverpool (Irish Community Care) and Leeds (Leeds Irish Health & Homes) through our Fréa partnership. Fréa is a formal partnership established between the three charities to support income generation and larger regional projects. This currently includes the delivery of the St Patrick's day ball, Fréa's Big Breakfast campaign and the Women of Irish Heritage Professional Network. Fréa is also responsible for running the Renewing Roots project which supports former residents of Ireland's Mother and Baby and County homes.

Fréa is itself a registered charity (charity number 1197939). The Chief Executives of each of the partner charities are the directors/trustees of Fréa. www.frea.org.uk

ICCM is also a long-standing member of Irish in Britain. Irish in Britain is a national umbrella charity providing support to over 100 members comprising Irish welfare organisations, housing associations and Irish cultural groups. They provide training, policy and support for Irish organisations giving a stronger voice to the Irish community nationally. For more information see: www.irishinbritain.org

ICCM is a [Living Wage](#) Accredited Employer

Member of NCVO, GMCVO and Salford CVS

We hold accreditation with [Charities Excellence Framework](#) and [UK CPD accreditation service](#). Currently undertaking [Investors in Volunteers](#) and the [Advice Quality Standard](#)

Legal framework

Irish Community Care Manchester is a charitable company registered with the Charity Commission for England and Wales ([Charity number 1169291](#))¹

It is a Private Limited Company by guarantee without share capital use of 'Limited' exemption. Registered with Companies House on 18 November 2015. [Company number 9877345](#)²

The trustees of the charity as also directors of the company for the purpose of company law. The trustees are the legal representatives of the charity.

Registered office address:

895 Stockport Road, Levenshulme, Manchester, England, M19 3PG

The Charity is recognised by HMRC, but it is not registered for VAT or corporation tax. The charity is registered for Gift aid.

The charity leases its office premises and does not currently own property.

Governance processes

Annual General Meeting

The Annual General meeting of the charity is the supreme governing body for the charity. It operates under the rules for the charity as set out in our Articles of Association. Some decisions, such as amending key parts of our Articles, can only be taken by the membership at an AGM, or an Extraordinary General Meeting (EGM). All members of the charity are entitled to attend and vote on matters at a general meeting.

The membership of the charity, through the Annual General Meeting, delegates the governance and running of the charity to the Trustees between AGMs.

The AGM for the charity typically takes place in the autumn each year.

Between AGMs the charity is governed by a board of trustees and has a small staff team and is supported by a cohort of volunteers.

Board structure

The minimum number of trustees shall be 3 but (unless otherwise determined by ordinary resolution) shall not exceed 12.

¹ <https://register-of-charities.charitycommission.gov.uk/en/charity-search/-/charity-details/5073060/charity-overview>

² <https://find-and-update.company-information.service.gov.uk/company/09877345>

At the first Trustee meeting following the Annual General Meeting the trustees elect from its own numbers a Chair, Vice-Chair, Treasurer and Secretary.

Questions arising at any trustee meeting shall be decided by a majority of votes, each Trustee having one vote on each question to be decided. In the case of an equality of votes, the person chairing the meeting shall not have a second or casting vote and resolution shall be lost.

Trustees have the power to take and agree decisions outside of Trustees meeting by electronic or written means should the board deem this acceptable. This provision is only for use when appropriate to expedite decision making.

Further details on eligibility of trustees, length of service and retirement of trustees can be found in the charity's Articles of Association.

Board Sub Committees.

The board operates two sub-committees. A Finance Sub-Committee and a Governance Sub-Committee. Appointment to the sub committees takes place at the first Trustee meeting following the AGM. Both sub-committees have their own Terms of reference (See appendix). Minutes from sub-committees are provided to the full trustee board for discussion.

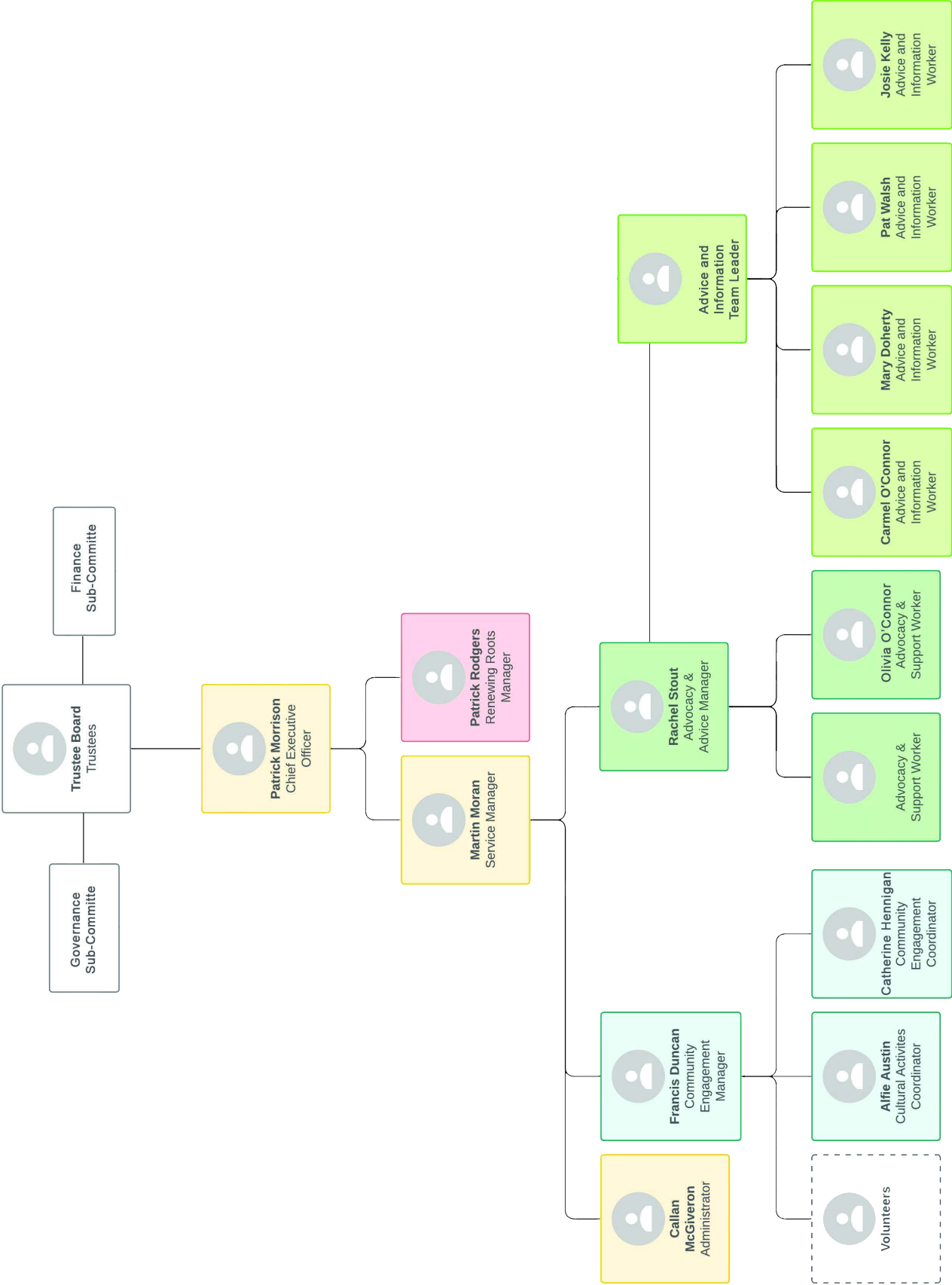
Safeguarding

As a charity which supports people who may be vulnerable, the Trustees have a responsibility to ensure good safeguarding practices are applied in our work. There is a lead Trustee for safeguarding who liaises regularly with the safeguarding leads within the staff team. The Board of Trustees is responsible for ensuring that safeguarding policies are appropriately implemented by the staff team, reviewed annually and updated as required. All Trustees are required to undertake safeguarding training with a focus on safeguarding knowledge and skills required for effective governance. Details of the training available for all Trustees will be provided on appointment/during trustee induction.

Staff Structure

Both the Chief Executive and the Service Manager attend and provide reports to the trustee meetings. Papers for Trustee meetings and Sub-committee meetings are prepared by the CEO in consultation with the chair and issued to trustees (or sub-committee members) one week in advance of the meeting. Papers include; agenda, minutes of the previous meeting, a delivery report, finance report (in the case of full trustee and finance meetings), Risk register and updates to ICCM policies. Together with the CEO and Service Manager, the Community Engagement Manager and Advice & Advocacy Manager form the Senior Leadership Team within the staff of the charity.

The personnel structure of the charity is shown in the following organisational diagram.



Note: The Renewing Roots Manager is a secondment position to the Renewing Roots project which is run under the Fréa partnership. This position is jointly line managed by the CEO and CEO of Irish Community Care Liverpool.

ICCM Policies

ICCM maintains a number of policies necessary for the running of the charity. These policies are reviewed as part of a regular cycle throughout the year and presented to Trustee meetings for approval. Policies may be reviewed more often if needed or at the request of Trustees.

Board of Trustees: duties and responsibilities

The duties and responsibilities of the Board of Trustees are based on the six key areas of responsibility as defined by the Charity Commission:

1. Ensure your charity is carrying out its purposes for the public benefit.
2. Comply with your charity's governing document and the law.
3. Act in your charity's best interests
4. Manage your charity's resources responsibly.
5. Act with reasonable care and skill
6. Ensure your charity is accountable.

Further information is available from the Charity Commission. All trustees, and potential trustees, are strongly recommended to read the Charity Commission guidance [‘The essential trustee \(CC3\)’](#)³ as a minimum.

Best practice is encouraged in line with the Seven Principles of Public Life (also known as the Nolan Principles) which apply to anyone who works as a public officeholder.

<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

As a charity which receives funding from the Irish Government, the National Lottery, and other sources, to deliver services to the public, and as a trustee who is accountable to our members and wider community, we consider the role of trustee to be a public office and hence the Seven Principles apply.

1. Selflessness - Holders of public office should act solely in terms of the public interest.
2. Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

³ <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

3. Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. Honesty - Holders of public office should be truthful.
7. Leadership - Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

([See gov.uk](https://www.gov.uk) for further information)

Trustee Commitment

All our trustees are required to act in the best interests of the charity, in accordance with charity and company law and in line with the ICCM's governing documents at all times.

All trustees automatically become members of the charity. As long as the Trustee Board has acted with due care and diligence, your financial liability as a trustee and member of the charity is limited to £1. You will only have to pay this should Irish Community Care Manchester close with debts.

Trustee Board members put themselves at risk of personal liability only if they act outside their powers, act fraudulently or without due care, commit an offence, or allow the organisation to carry on operating when they know, or should reasonably have known, that it is inevitably going to become (or already is) insolvent.

Your overall level of involvement will be up to you, but all of our Trustee Board members are required to meet the following obligations as a minimum:

- Make yourself available for a trustee induction process within a reasonable timescale after appointment. This will include meeting with the Chair, other trustees, and staff at agreed points, and familiarising yourself with the current priorities, policies, activity, and strategic plans for the charity.
- Attend Trustee Board meetings which currently take place online, on a quarterly basis. Usually on first Tuesday of a month at 6pm.
- Take part in at least one of the Board sub-committee meetings as appropriate and/or contribute and give guidance to specific projects within your area of expertise outside of usual board meetings. Sub-committees meet quarterly ahead of the main board meetings.
- Attend and participate in our AGM (usually in autumn each year)
- Attend and participate in at least one board away day annually.
- Be fully prepared in advance of meetings.

- Trustees must disclose any actual, potential, or perceived conflicts of interest arising due to being a trustee. Such declarations are maintained on the board's register of interests and reviewed annually.
- Trustees can serve up to a maximum of 6 years on the board. At our AGM each year one-third of the trustees are required to resign and may seek re-election subject to the rules set out in our Articles of Association.

If as a trustee, you become unable or unwilling to meet these criteria then you must notify us at the first opportunity and step down as a trustee.

You can resign at any time.

Trustee duties

The duties of the Trustees are to ensure that:

1. ICCM pursues its objects as defined in its governing document and always acts in the public interest.
2. Protect and manage the property and assets of the organisation and ensure the proper investment of its funds. Ensuring all the charities resources are applied in the pursuance of its objects.
3. Trustees understand the financial position of the organisation and are equipped to certify the financial stability of the charity. Ensuring robust systems are in place for internal financial control and the protection of the charity's funds and assets.
4. There is effective and efficient administration of the organisation, including having appropriate policies and procedures in place. This includes appointing, monitoring, and holding to account, the CEO in an appropriate manner.
5. The strategic plan is agreed, and performance is evaluated against agreed goals and targets.
6. The major risks to the charity are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.
7. Give serious consideration to procuring external professional advice on any matter that presents a material risk to the charity that is beyond the established risk management process, or where the trustees could be perceived to be in breach of their duties.
8. The organisation is properly insured against all reasonable liabilities.
9. The trustees act as ambassadors for the promotion and furtherance of the charity. This includes participating in activities to promote ICCM to our beneficiaries, funders and the wider public.
10. The board effectively communicates with and is accountable to the community, funders, and other stakeholders, through approved methods and lines of communication.
11. The views of individual members, member organisations, funders, staff and associated partners and stakeholders are regularly sought and considered.

12. An Annual General Meeting is held, and annual returns are made to the Charity Commission and Companies House
13. There is a regular review of the board's own performance against an agreed programme. Including ensuring that trustees have an agreed process of holding themselves to account.
14. The board regularly reviews its own training needs and creates an expectation of continuous professional development throughout the organisation.
15. Safeguarding best practice is always applied. Due to the nature of the work undertaken by the charity, all trustees are expected to understand the safeguarding role of trustees and undertake regular training (provided by the charity) to keep their safeguarding knowledge up to date.

Trustee Agreement - our commitment to trustees:

We value the contribution of all our Trustee Board members. We will make sure you:

- are treated fairly and with respect.
- receive an induction and training so that you are clear on your responsibilities.
- are supported so you can bring your best to meetings and to the charity.
- are given space to be heard.
- have a clear process to be able to raise any concerns.

In return we expect you to:

- be committed to the vision, mission, and values of ICCM.
- act with fairness, impartiality, honestly and integrity
- use your skills and experience in providing leadership and direction.
- be aware of and keep up to date with external issues which may impact on ICCM.
- behave in a professional and courteous manner, respecting other trustees, staff, volunteers, and external stakeholders.
- be a passionate advocate and ambassador for ICCM, its work, and the wider Irish community.
- understand and abide by the principle of joint decision making and responsibility.
- have the ability to respect confidentiality.
- uphold the high standards of Equity, Diversity, and Inclusion which we set for ourselves.
- be prepared in advance: scrutinising board papers and other communications, bringing questions and contributing to meetings

Trustee recruitment

Trustee recruitment processes

The Board of Trustees will actively undertake regular board reviews, which will highlight the strengths and areas for development of the board, including the need for succession planning and timely recruitment of trustees. This review process will be led by the Governance Sub-Committee.

Trustee recruitment may be by advertisement, recommendation or by an individual expressing an interest in becoming a trustee. However recruitment is initiated, the approved trustee recruitment process will be followed and will include a focus on the specific skills and experience of desired candidates, informed by the ongoing board review process.

Candidates interested in becoming a trustee of Irish Community Care Manchester will be asked by the CEO to provide a summary CV and a covering letter outlining why they wish to be considered for the position of trustee of ICCM. This should include information about their professional or other work background if applicable, any personal interest or connection to the charity, and the skills and experience they consider they will bring to the board and the charity. Contact details of a personal referee who can comment on the candidate's character (with reference to the Seven Principles of Public Life) must also be provided within the application.

Applications should be sent to the CEO: p.morrison@irishcommunitycare.com

Applications will be forwarded to the Chair and to the Governance Sub-Committee, who will oversee the trustee recruitment process,

When assessing suitability, the board will give due consideration to:

- The skills and experience needed for the board, including any identified skills gaps
- Lived experience and diversity of the board to try and ensure the board reflects the diversity of the community it represents.
- How potential new trustees will complement the existing board and bring added value to the charity.

After consideration of initial applications, candidates who the board feel may be suitable, will be offered a preliminary conversation with the CEO and the Chair, if one has not already taken place.

They will then be invited to an meeting with 2 trustees, usually members of the Governance Sub-Committee, and one of whom will usually be the Chair.

Following a successful process, the candidate's personal referee will be contacted and asked to comment on their suitability to be a trustee, with reference to the Seven Principles of Public Life.

Subject to receipt of a satisfactory personal reference, candidates who are considered to have skills and experience that would be an asset to the charity will be invited to observe a Board meeting, with a view to co-opting them as a new trustee at the end of the meeting.

Co-opted trustees will then be ratified by the charity's membership at our next AGM.

Eligibility

To be eligible as a charity trustee you must be willing to act as a trustee of Irish Community Care Manchester and understand ICCMs purposes (objects) and rules set out in its governing document (Articles of Association).

From a legal standpoint we are required by the Charity Commission to ensure you must not be prevented from acting as a trustee because of disqualification due to:

- an Individual Voluntary Arrangement (IVA), debt relief order and/or a bankruptcy order.
- Having been removed as a trustee in England, Scotland, or Wales (by the Charity Commission or Office of the Scottish Charity Regulator)
- been removed from being in the management or control of any body in Scotland (under relevant legislation)
- being disqualified by the Charity Commission
- being disqualified company director
- being a designated person for the purposes of anti-terrorism legislation
- being on the sex offenders register
- having been found in contempt of court for making (or causing to be made) a false statement.
- having been found guilty of disobedience to an order or direction of the Charity Commission

Legal compliance should always be seen as the minimum standard and as such, principles of duty of care, good governance and best practice should always be strived for. It is the trustee's responsibility to safeguard the good name and values of ICCM.

Becoming a trustee

Once approved by the Trustee board, new trustees are provided with a full Induction, this includes, but is not limited to:

- meeting with the CEO
- visiting the office to meet some of the staff team and see first-hand some of the work of the charity.
- an invitation to visit some of our ongoing activities (particularly our lunch clubs)
- being provided with copies of relevant policies and procedures including our Articles of Association
- receiving copies of recent Annual reports and other published brochures/leaflets which the charity has produced.
- completing safeguarding for charity trustees training (provided by NSPCC online)
- being provided a copy of the Charity Commission Guidance CC3 *The Essential Trustee*

- information on reclaiming expenses as a trustee
- Information on additional training and/or development as a trustees
- the opportunity to ask any questions or seek clarification.

In the first instance, new trustees are required to complete:

- Personal / contact details record form
- Charity Commission declaration
- Register of Interests form
- Bank mandate documents (if applicable)
- And identify which of the sub-committees they would like to be part of.

Note: it is the responsibility of the trustee to inform the charity of any change in details or personal circumstances.

All trustees are required to provide an updated declaration of interests annually.

Trustee vacancies may be filled by the decision of the members at the Annual General Meeting subject to the trustee recruitment process as determined by the board. Any vacancies not filled at the Annual General Meeting or, if a vacancy arises between annual general meetings, the board may appoint a person who is willing to act as a trustee on a co-opted basis. Co-opted persons must retire from the board at the next Annual General Meeting and seek re-election by the membership. The trustee recruitment strategy and all trustee and co-opted appointments will have due regard to the skills and experience needed for developing the charity and be reflective of the diversity and representation of the board and charity membership.

The Board of Trustees

Chair: Ann Potter

I was born and brought up in Manchester to Irish-born parents, who met after emigrating to England - my mother from County Tipperary and my father from County Wexford.

I am proud of my Irish heritage, and it is a very important part of my identity.

Professionally I have previously held various roles in social work, and latterly I was a social work academic at Manchester Metropolitan University. I am currently working as a freelance academic and researcher.

On a voluntary basis I have held governance roles for many years, on several boards and committees across different sectors.

I have been a Trustee of Irish Community Care Manchester since 2021 and during that time it has been a pleasure to be able to use my skills and experience in safeguarding and governance to contribute to the work of the ICCM charity.



I was elected as Chair by my fellow Trustees in November 2024., I look forward to continuing to work with the Board, the CEO, the staff team and volunteers, our partners and stakeholders, and all in our diverse Irish community, to continue the positive growth and development of the ICCM charity, whilst promoting our ICCM values of 'care, culture and community'.

Vice-Chair: Michael Gorman

Although I have lived most of my life in Greater Manchester and Cheshire, I am very proud of my Irish roots and heritage, coming from a farming family in County Laois, and County Sligo on my mother's side. I am currently Vice Chair of Irish Community Care Manchester and the Manchester Irish Education Group plus I'm a director of the Irish World Heritage Centre. I am also a member and keen supporter of the Manchester Irish Language Group.



With a background in the print and media industries I was laterally employed as a Senior Academic at MMU. I am currently Deputy Leader of Cheshire East Council and Chair of the Economy & Growth Committee.

I am a strong advocate for the third sector and have been, and am, a board member of several charities. I was a trustee of the Prince's Trust Northwest, and also Chair of Fairbridge in Greater Manchester, a national charity which worked with young inner-city adults to get them into jobs and training.

As Vice Chair, I look forward to supporting Ann and the Board, Patrick and the staff team and volunteers, to continue to provide the vital range of services for the Irish community in Manchester. Le dea-ghuí,

Treasurer: Brendan Hegarty

Born and raised in Dublin Brendan moved to Manchester in 2001. Brendan works for NatWest Social & Community Capital providing social investment to charities and social enterprises. Brendan also sits on the investment committee for Manchester based social lender GMCVO. Brendan is the treasurer for ICCM and chairs the Financial Sub Committee using his knowledge and skills to support with the financial management for ICCM.



Our Treasurer is also chair of the Finance Sub-Committee

Secretary: Sinéad Barry

Born in Sligo and grew up in Dublin I have been a resident of Manchester for the past 20 years. I have a successful career in management and recruitment and currently work as Director for a recruitment business covering the Northwest and Northeast of England. I am responsible for recruiting HR professionals and manage a small team. Previously I worked for a global recruitment business as a Regional Director - that role saw me manage a large team and gain valuable experience in change and business management. I also volunteer as a Governor and an Enterprise Advisor.

I have been a Trustee of ICCM since December 2025 and I am delighted to have been given this opportunity. I am passionate about Ireland and with my Irish background it is a pleasure be working with a charity that supports the Irish communities across Manchester.



Barbara Aherne

I was born in Withington Hospital on Sunday 26/12/1943. I lived in St. Kentigern's parish until I was 17. I was educated at the Hollies Convent FCJ in the Junior school and in the Grammar school. I worked for a stockbroker from 1962 until 1965, working out contracts.

I married in 1964 and spent years bringing up my family. I became a qualified Irish céilí teacher in 1997 and used to take dancers to ICCM to entertain occasionally on Wednesday afternoons.

I worked for a GP practice in Lance Burn HC from 1980 until 2001, then the practice was transferred to Claremont and Pendleton medical centres. I took early retirement in 2006 but carried on as part time receptionist until the present now dealing with the Patient Participation group (PPG).

I became a trustee for ICCM and was secretary and treasurer for some years. I also still teach set dancing and céilí for adults.



Geraldine Vesey

Geraldine Vesey was born in Manchester to parents from Mayo and Roscommon. Starting her career at Brent Irish Advisory Service in London where she wrote the first Irish in Britain Directory, Geraldine has maintained a keen interest in issues impacting the Irish diaspora. Geraldine brings her communication and marketing skills to the board of trustees where she chairs the Governance Sub Committee.



Noel Russell

Noel grew up on a farm in County Waterford and after working and studying in Dublin, Galway and New York, came to work at the University of Manchester in 1979, retiring in 2017. He joined the Board of Trustees at ICCM in 2019 and is currently a member of the Governance Sub-Committee.



Martin Connolly

Martin was born in North Manchester and has always lived in the city, his parents were from Leitrim and Connemara and met at the Carousel, Manchester. From a very early age he understood he was Irish. He read and kept up to date with the issues Ireland was experiencing and always took an interest in all things Irish. He became a committee member of the Irish Centre and remains an active member to date, and he is a Trustee of the Irish Diaspora Foundation. His involvement in Irish Community Care started as a committee member and he is proud to have chaired ICCM following its recent reorganisation. Martin is proud of the work being undertaken by ICCM for the Irish Community becoming their voice especially in their time in need.



Appendix 1 - Finance Sub-Committee Terms of Reference

1. Purpose

To provide oversight of the financial systems, operations, and strategy on behalf of and reporting to the Board of Trustees.

2. Responsibilities

- Development of a financial strategy to fund the organisational strategy.
- Review annual accounts before presenting to the Board of Trustees
- Review quarterly financial report and action to address any deviation from budget.
- Assess and recommend the annual budget to the Board, including robust testing of assumptions.
- Provide oversight of major projects costing in excess of £5k
- Provide oversight of major projects or contracts requiring a commitment longer than 1 year.
- Develop reserves policy and strategic finance plan, particularly income generation.
- Monitor compliance with SORP and recommended good practice, in particular financial requirement for Charity Commission and Companies House.
- Ensure that systems of internal control and supporting policies are in place and effective.
- Ensure accounting, finance and resource management deliver value for money, are of a high standard and subject to regular review.
- Provide oversight of financial risk management.
- Ensure banking and cash management are effective and adequate fraud risk controls are in place.
- Monitor financial aspects of Major funding agreements.
- Review audit obligations and recommend appropriate company/individual to carry out.
- Approval of novel or contentious expenditure proposals.
- Oversight of investment strategy and performance, management of investments.
- To review annually staff salaries and remuneration and recommend any changes to the Board.
- Review and report to the board the purchase, disposal (including write-off or on) of assets or equipment in line with financial controls policy.

3. CEO's delegated powers.

- Oversight of contract tendering and ongoing management.
- Oversight of trading activities and subsidiaries, including tax and reporting obligations.
- Ensuring tax reliefs are maximised and tax payments and returns completed.
- Oversight of annual insurance review.
- Ensuring compliance with obligations in respect of our land/buildings.

4. Board

Reserved Powers. Approval of:

- Organisational and any other underpinning strategies.
- Annual business (operations), budget and risk management plans.
- Annual Accounts and Trustees' Report.
- Major projects.
- Contracts in excess of £10k and/or lasting longer than 3 years.
- Major changes to significant funding agreements.
- Ratification of appointments to the Committee.
- Creation of trading or other subsidiary.
- Opening of bank accounts or other forms of investment.
- Changes to staff remuneration and benefits, and approval of any ex gratia payments.
- Appointment or dismissal of the CEO.
- Contract awards, payments etc. to trustees, their close personal associates or company.
- Purchase or disposal of land or property.
- Key policies, such as the H&SW policy, financial controls and staff handbook.

Reporting. The Board is to be notified of:

- Actual or suspected instances of fraud.
- Major discrepancies in financial data.
- Significant non-compliance with major contracts.
- Substantive breach in compliance, such as H&SW, safeguarding or data protection.
- Major increase in risk, concerns regarding financial viability or reportable serious incidents.
- Any issue that might potentially lead to criticism in the media or by stakeholders, or censure by a regulatory authority.

The above is for guidance and any substantive matter that might realistically impact on the security or reputation of the organisation is to be reported. Urgent issues are to be reported immediately to the chair.

5. Members

- Treasurer
- at least 2 other board members (Trustees)
- CEO and Service Manager

Members should have experience in one or more of the following areas; strategy, business planning, budgeting, risk management, charity accounting, fundraising, managing commercial operations and contracts, internal auditing or business development, compliance, reporting, audit, tax, investment, pensions, public finance. Members should be appointed to ensure that the committee, is diverse with appropriate skills.

The committee will agree on the secretary.

External accountant/book keeping service to be invited to meetings, as required.

6. Meetings

To be arranged as required, but as a minimum; quarterly, to review quarterly accounts before they are presented to the full board meeting.

7. Quorum

CEO and 2 Trustees.

8. Reporting Arrangements

Minutes of meetings will be circulated to the FSC members and chair of the Board and be included in board meeting papers.

9. Attendance

FSC members will attend on a regular basis.

10. Monitoring Effectiveness

In its reports to the Board, the FSC will review its effectiveness against its objectives, including reviewing and updating membership as necessary.

11. Term of Membership

FSC members will be appointed by the board at the first trustee meeting following the AGM. Appointment will be for an initial term of 1 year, but may be re-elected.

Appendix 2 - Governance Sub-Committee – Terms of Reference

1. Purpose

To ensure that there is a robust and effective process for evaluating the performance of the board of trustees, Sub-committees and individual trustees, and to ensure that the board fulfils its legal, ethical and functional responsibilities.

2. Responsibilities

The Governance Sub-Committee is responsible for advising the Board on effective governance of the organisation through:

- Developing and reviewing governance policies and procedures,
- Recruiting suitable trustee board members,
- Providing induction and training programs for board members, and
- Regularly reviewing the performance of the board as a whole and evaluating the contribution of individual members.

3. Governance Policy Development

The Governance Sub-Committee will ensure that policies are created and periodically reviewed which define:

- The roles and responsibilities of the trustee board
- Duties and responsibilities of Trustees, CEO and Senior Managers
- Trustees' standards of conduct, including Code of Conduct
- Procedures for ensuring the organisation's legal and regulatory compliance
- Conflict of interest procedures
- Procedures for nomination, selection, and removal of Trustees
- Trustees' expenses policies [and remuneration, if any]

4. Recruitment & Selection

The Governance Sub-Committee will ensure that:

- The number of board members does not fall below the number required by the Articles of Association.
- Trustees appointed to the board understand and agree with the mission of the organisation and the code of conduct
- Trustees appointed to the board understand and agree to the time commitment and participation requirements of board membership
- Elections and appointments to the trustee board comply with the Articles of Association and other legal requirements
- There is a clear Trustee board-approved process for Board recruitment, and that this process is effectively implemented [The Sub-Committee may be charged with leading Board recruitment, or may be limited to ensuring that approved process is followed]

5. Education

The Governance Sub-Committee will ensure that there are effective induction and mentoring processes for trustee board members and that they have the necessary knowledge to be able to discuss, debate and plan the following:

- The charity's mission, goals, objectives, programs and services
- The Charity's budget and financial statements
- The roles, duties and responsibilities of the board, sub-committees, individual trustee board members and the CEO.

6. Board

The Governance Sub-Committee is accountable to the Board of Trustees for the following tasks:

- Annual assessment of the board's performance, including strengths, weaknesses and skills of the board as a whole
- Recommending a plan for board development based on the strategic plan and the annual board assessment
- Ongoing recruitment of board members who can augment the board's strengths and build on its weaknesses
- Mentoring new board members in order to develop their skills as board members
- Monitoring the attendance and contribution of board members
- Drafting governance policies and budgets for board development
- Keeping and up-dating records of recruitment history (e.g. names suggested, who was approached, what happened) and other relevant recruitment documents

The above is for guidance and any substantive matter that might realistically impact on the security or reputation of the organisation is to be reported. Urgent issues are to be reported immediately to the chair.

7. Members

- at least 3 board members (Trustees)
- CEO and Service Manager

Members should have experience in one or more of the following areas: strategy, business planning, risk management, charity governance, company law, compliance, reporting, audit, trustee development and appraisal. Members should be appointed to ensure that the Sub-Committee, is diverse with appropriate skills.

The Sub-Committee will agree on the chair and secretary for the committee.

8. Meetings

To be arranged as required, but as a minimum; quarterly, particularly in relation to preparation for delivery of Annual General Meetings.

9. Quorum

2 Trustees plus the CEO or Service Manager

10. Reporting Arrangements

Minutes of the Governance Sub-Committee will be circulated to all members of the sub-Committee and the Chair of Trustees. Minutes will form part of the board paperwork issued to the trustees in advance of the following full trustee board meeting.

11. Attendance

GSC members will attend on a regular basis.

12. Monitoring Effectiveness

The Governance Sub-Committee will be responsible for arranging the annual board review/ performance assessment to ensure that the board, its sub-committees and members are able to plan their activities with knowledge of the achievements, abilities, strengths and limitations of current board members, staff and volunteers.

13. Term of Membership

GSC members will be appointed by the board at the first trustee meeting following the AGM. Appointment will be for an initial term of 1 year but may be re-elected.

Appendix 3 - Chief Executive Officer Role Description

The role of ICCM Chief Executive Officer is as a key strategic driver for the organisation to deliver, develop and maintain best practice for our communities in Manchester and its surrounding areas. As such they are responsible to the Board of Trustees advising and informing them of risk and opportunity, and create cohesion and cooperation within ICCM, and with the broader community, to ensure ICCM remains the choice of anyone Irish, or of Irish descent, seeking support and guidance to maintain their health and well-being. The main roles and responsibilities are:

1.Strategy

- Business planning: to review the current strategy and develop and deliver a 3-year strategic plan; to develop organisational work-planning; to ensure risk-planning is in place
- To oversee a review of, and identify, the Irish community in Manchester
- Stakeholder engagement: to enhance and develop successful and lasting key relationships
- Fréa Partnership (www.frea.org.uk): to assume the role of nominated lead for ICCM

2.Finance

- Funding: to review all current funding, identifying gaps and opportunities; to ensure any outstanding funding bids are maximised, especially the Emigrant Support Programme
- Deliver a robust fundraising strategy aligned to the new Strategic Plan
- Assume management responsibility for all financial aspects of ICCM (including income and expenditure, accounting and payroll supervision)
- Audit management: develop positive relationship with auditors; oversee audit process

3.Personnel

- Ensure best HR practice is maintained: support and guide senior managers to ensure ICCM achieves the best results for service users from staff and volunteers
- Oversee annual appraisal process
- Ensure ICCM is the organisation of choice for volunteers with the Irish community

4.Governance and Compliance

- Ensure ICCM meets all governance and compliance requirements
- Ensure adherence to all aspects of charity law and best practice
- Ensure all responsibilities of the Board of Trustees are planned for and fulfilled
- •Ensure all policies and procedures are in line with best practice, including safeguarding

5.Promotion and Representation

- Represent ICCM in the community in which it works; establish effective links with local authorities, public representatives and other key opinion formers

- Represent ICCM in local, regional, national and international settings as appropriate. This will include speaking at conferences, seminars and events
- Be responsible for all contacts with the media on behalf of ICCM

Appendix 4 - Board meeting standard agenda/minutes template

BOARD OF TRUSTEES MEETING

<Date>, <Time>

<Location>

AGENDA

	Item and Content	Presented By	Purpose	Time
1.	Welcome	Chair		1
2.	Apologies	Chair		1
3.	Declaration of conflict of interest	All	Information	1
4.	Update / briefing from member of the staff team	Staff member	Information	15
5.	Minutes of the previous meeting held on <date> <ul style="list-style-type: none"> • Approval • Matters Arising 	Chair	Decision	5
6.	Board Discussion items specific to each meeting	Chair	Discussion and decision	
7.	CEO & Service Managers report	CEO/Service Manager	Information and discussion	15
8.	Governance Committee report	GSC Chair	Discussion and decision	15
9.	Finance Committee report	Treasurer /CEO	Discussion and decision	15
10.	Risk register	CEO	Update and discussion	10
11.	Health & Safety	CEO	Standing item	5
12.	Safeguarding	CEO/Ann	Standing item	5
13.	Any Other Business (Any item of other business must be notified to the Chair prior to the meeting)	Chair		5
14.	Date and time of next meeting	Chair		1

Irish Community Care Manchester

Board of Trustees Meeting

Minutes of the meeting held : <Date>, <Time>
<Location>

Present:

In Attendance:

By Invitation:

Apologies:

	Item and Content	Discussion /Decision	Action By
1	Welcome		
2	Apologies		
3	Declaration of conflict of interest		
4	Update / briefing from member of the staff team		
5	Minutes of the meeting held on <Date>		
6	Board discussion item(s)		
7	CEO / Service Manager report		
8	Governance Sub-Committee report		
9	Finance Sub-Committee report		
10	Risk register		
11	Health & Safety		
12	Safeguarding		
13	Any Other Business		
14	Date and time of next meeting		

Appendix 5 - Finance/Governance Sub-Committee meeting template

Minutes of the meeting held : <Date>, <Time>
<Location>

Present:

Apologies:

	Item	Summary of discussion	Action
1.	Welcome & Introduction		
2.	Declaration of conflict of interest		
3.	Minutes of the previous meeting		
4.	Matters Arising		
5.	Agenda Item 1		
6.	Agenda Item 2		
7.	Agenda Item 3		
8.	Agenda Item 4		
9.	A.O.B.		

10.	Date and time of the next meeting		

Appendix 6 – Board of Trustees Register of Interests.

I, as a Trustee of *Irish Community Care Manchester*, have set out below my interests in accordance with the organisation's conflicts of interest policy.

Name:	
Address:	
Contact E-mail:	
Contact Telephone no:	
Date you joined ICCM as a trustee:	

Category	<i>Please give details of the interest and whether it applies to yourself or, where appropriate, a member of your immediate family or some other close personal connection</i>
Current employment and any previous employment in which you continue to have a financial interest.	
Appointments (voluntary or otherwise) e.g. Trusteeships, local authority membership, tribunals etc.	
Membership of any professional bodies, special interest groups or other community organisations.	
Connections with companies, partnerships and other forms of business, major shareholdings and beneficial interests.	
Gifts or hospitality offered to you by external bodies and whether this was declined or accepted in the last twelve months.	
Do you use, or care for a user of ICCM's services?	
Any contractual relationship with ICCM.	
A member of Funding bodies/grant making trusts	
Any other conflicts that are not covered by the above.	

To the best of my knowledge, the above information is complete and correct. I undertake to update as necessary the information provided, and to review the accuracy of the information on an annual basis. I give my consent for it to be used for the purposes described in the conflicts of interest policy and for no other purpose.

Signed: _____ **Date:** _____