

OUR JOURNEY SO FAR...

Irish Community Care Manchester (ICCM) has been in existence since 1987. Prior to this Irish welfare was promoted by St Brendan's Irish Centre in Old Trafford. In 1985 the Salford Diocese approached local businesses and individuals to establish an Irish welfare organisation in the city managed by representatives of existing Irish organisations and volunteers. A newly established Irish Government funding programme was accessed and ICCM was founded.

Historically, many Irish people who arrived and settled in Manchester had neither financial support nor information about services that could help them. ICCM, like many charities, has taken many twists and turns since its inception. During the mid-1990s it had 13 employees operating different projects including youth work; support for Irish Traveller communities; health outreach, including luncheon clubs, and its advice and information service. An ICCM house, in Cheetham Hill, operated as its HQ and satellite bases were often ad-hoc. Originally linked with the Catholic parish network, ICCM remains non-denominational welcoming all people who need support from an Irish community organisation. It maintains positive working relationships with many of the original community members and remains a much-loved community care body.

In 2014, an audit by the Irish Government led to a change of structure and management. A new charity was constituted in the following year following positive dialogue with the Irish Embassy. A Health Needs Assessment, in 2015/16, identified Manchester's vulnerable Irish population still had a wide set of needs. Negotiations took place, in late 2016, with Leeds Irish Health & Homes (LIHH) who had a successful track record in delivering quality support services. It was agreed by ICCM's Board of Trustees, The Irish Embassy and Irish in Britain to ask LIHH to second their Chief Executive for 2 days per week to "rebuild the organization" through the development of a robust strategic plan. Funding for this was supported via a National Lottery *Awards for All* grant and ICCM's own resources

The Strategic Plan was negotiated and signed off by the Trustees and the Embassy in July 2017 with Emigrant Support Programme (ESP) funding from the Irish Government. An experienced full-time manager was employed to provide administrative and procedural back-up for the CEO role.

During the last 5 years ICCM has enjoyed a positive trajectory. New Trustees, with key skills including finance, social care, legal and communications, have been recruited to create a dynamic and supportive Board. In 2019 a successful bid to the National Lottery *Reaching Communities* programme secured 3 year's funding to provide long term support and advocacy from October 2020. Year-on-year increases in the grants from the Emigrant Support Programme also highlights the trust and faith in ICCM's service quality.

After the sale of the Cheetham Hill premises a new refurbished office, in Levenshulme, was opened recently. Staff terms and conditions have been aligned and upgraded. The volunteer pool is growing and a blossoming social media presence showcases the valuable work undertaken. The care and outreach of the staff and volunteers during the pandemic really underpinned the values of ICCM.

In 2017, the turnover for the year was £111,000. The budget for 2022-23 is £369,000. ICCM now needs a full-time Chief Executive Officer to ensure ICCM fulfils its potential. Funding, representation, innovation, growth and inclusive engagement are key drivers for us as well as holding dear the history and experiences that have made us who we are today. Could you be the person to take ICCM forward and lead the team at this exciting point in our story?

SPECIFIC DELIVERABLES

The Board of Trustees have agreed these as specific outcomes to be achieved by the postholder.

Work area	Identified Role	Identified Responsibility	Achieved Outcomes	Timescale
Strategy	Business Planning	Review current organisational strategy	<ul style="list-style-type: none"> Robust business plan developed and delivered 	April 2023
		Organisation work planning	<ul style="list-style-type: none"> Identify current work priorities & success measures for 2023 	February 2023
		Risk management	<ul style="list-style-type: none"> Identify organisation risk and mitigations for 2023 New risk register 	February 2023
		Review and identify the Irish community in Manchester in 2023	<ul style="list-style-type: none"> A well-founded understanding of community needs 	July 2023
	Stakeholder engagement	Build on current key relationships and develop successful new relationships	<ul style="list-style-type: none"> Enhance ICCM's positive profile is locally, regionally, nationally – and between Britain & Ireland Assume proactive leadership & representation at events, conferences, & community activities 	July 2023
	Fréa Partnership	Assumes the role of nominated lead for ICCM	<ul style="list-style-type: none"> Recognise ICCM's shared responsibility for Fréa's growth 	Ongoing
Finance	Funding	Review all current funding to identify gaps	<ul style="list-style-type: none"> Ensure ICCM is adequately resourced Identify potential new funding sources and submit bids 	Immediate
		Oversee annual Emigrant Support Programme grant bid	<ul style="list-style-type: none"> Submit quality bid maintaining or improving on current levels 	February 2023
	Fundraising	Develop fundraising strategy and targets	<ul style="list-style-type: none"> Fundraising strategy in place 	April 2023
		Assume management responsibility for all financial aspects of ICCM	<ul style="list-style-type: none"> CEO leads on all aspects of financial probity 	Immediate
	Audit management	Develop positive relationships with	<ul style="list-style-type: none"> ICCM completes annual audit process 	July 2023

Work area	Identified Role	Identified Responsibility	Achieved Outcomes	Timescale
		auditors and manage audit process	with unqualified opinion	
Personnel	Ensure personnel best practice is achieved	Support senior managers to ensure best results from staff & volunteers	<ul style="list-style-type: none"> • Positive working relationships maintained • Senior staff feel equipped and supported to manage effectively • Staff & volunteers feel valued and rewarded 	
		Oversee annual appraisal process	<ul style="list-style-type: none"> • All staff members have annual appraisals with targets aligned to business plan 	
		Ensure ICCM is the organisation of choice for people wishing to volunteer from the Irish community in Manchester	<ul style="list-style-type: none"> • Volunteer quality mark achieved • Regular flow of volunteers and volunteering opportunities • Excellent relationships created with establishments such as universities, GAA, CCE etc 	
Governance & Compliance	Ensure all ICCM governance & compliance requirements met	Ensure all aspects of charity law and best practice are adhered to	<ul style="list-style-type: none"> • Charity status is maintained • ICCM recognised as beacon organisation 	
		Board of Trustees responsibilities fulfilled	<ul style="list-style-type: none"> • Board meetings process managed and supported • Trustee registers maintained and developed 	
	Policies and procedures	Full policy and procedure review	<ul style="list-style-type: none"> • ICCM policies updated in line with best practice 	September 2023