

the
corrymeela 
community

CORRYMEELA GOVERNANCE FRAMEWORK

APPROVED August 21 2018

For Review: August 2019

Draft: August 10th 2018

Contents

1. INTRODUCTION AND PURPOSE	3
1.1.KEY DEFINITIONS	4
2. UNDERPINNING PRINCIPLES	5
3. THE CORRYMEELA COMMUNITY	5
4. CORRYMEELA COUNCIL	6
4.1.COUNCIL MEMBERSHIP	7
4.2.COUNCIL OPERATION	8
4.3.COUNCIL AGENDA CYCLE	10
5. CODE OF CONDUCT	11
6. ROLE OF CHAIR	17
7. ROLE OF VICE-CHAIR	18
8. ROLE OF THE HONORARY TREASURER	18
9. PEOPLE MANAGEMENT	20
9.1.ROLE OF THE CENTRE LEADERSHIP TEAM	20
10.GOVERNANCE COMMITTEES	22
10.1.OFFICE BEARERS’ COMMITTEE	23
10.2.COMMUNITY LIFE COMMITTEE	25
10.3.AUDIT & RISK COMMITTEE	28
10.4.GOVERNANCE & NOMINATIONS COMMITTEE	30
11.AUTHORITIES AND DECISION-MAKING FRAMEWORK	31
11.1.DELEGATION	31
11.2.PROCUREMENT POLICY	31
11.3.DECISION-MAKING FRAMEWORK	31
11.4. CORRYMEELA DRAFT SCHEME OF DELEGATION	31
12.APPENDICES	36
12.1.APPENDIX 1: CORRYMEELA — TRANSFORMING DIVISION THROUGH HUMAN ENCOUNTER.	36
12.2.APPENDIX 2: JOB DESCRIPTION — EXEC DIRECTOR OF CORRYMEELA.	38
12.3.APPENDIX 3: JOB DESCRIPTION — LEADER OF CORRYMEELA.	43
12.4 APPENDIX 4: PROCUREMENT POLICY	46

1. INTRODUCTION AND PURPOSE

Corrymeela began in 1965 and is today the oldest peace-building organisation on the island of Ireland. Corrymeela works to transform division through human encounter: repairing relationships within and between fractured communities, as well as addressing the relational, societal, structural and power dynamics that contribute to sectarian conflict. Corrymeela's work began before the Troubles, and has, over more than 50 years, been a constant witness to a different way of responding to division. The mission of Corrymeela is to Transform Division through Human Encounter and this mission envisions a society where divisions are not destructive, where people live, learn and work well with each other. To this end, a governance framework is established to hold all office bearers, trustees and senior staff to account in order to achieve the mission of Corrymeela through faithfulness to our organisation's purpose and in full compliance with charitable requirements.

As outlined in the 2018-2020 strategic plan, Corrymeela's programme work led by staff focuses on four key areas, and furthermore the community members are also involved in promoting the mission of Corrymeela in public witness to Corrymeela's vision. Activities of both staff members and community member initiatives are incorporated into the strategic plan and under the leadership of both the Executive Director and Leader (see Appendix 2 and 3 for job descriptions of both) an operational plan is produced annually against which reports are written. Through all these initiatives, complete with a governance framework that protects and ensures the mission of Corrymeela is carried out safely, in compliance, and in accordance with charitable regulations, Corrymeela continues its prophetic work as an inclusive ecumenical witness to reconciliation, through social, theological, community, educational and informative programmes.¹

Purpose of "Corrymeela Governance Framework"

Corrymeela is a registered Charity and is also a Company Limited by Guarantee. These terms both have a legal status and as such there are requirements and responsibilities attached to those who are Council members. Council is a term chosen by Corrymeela and its members are the directors under company law and the trustees under charity law.

As a Company there is a Memorandum and Articles of Association, amended October 2014,, (further updated 2018/2019) which governs what we can do and how we must do it. As a Charity in Northern Ireland we are governed by the Charities Act (Northern Ireland) 2008.

The purpose of this Framework is to provide information and guidelines to Council Members and the Leadership Team on their task, their responsibilities and the policies and ethos which Corrymeela has established for the running of the organisational aspects of the Community.

Note from Chair:

As chair, I wish to particularly thank Joe Walsh and Mike Mullan for their extraordinary work and effort in researching, writing and collating this document. Kate Pettis, chair of Council.

¹ For a fuller description of the history and contemporary programmes and projects of the Corrymeela Community, please read the 2018-2020 Strategic Plan and furthermore consult Appendix 1 of this document.

1.1.KEY DEFINITIONS

Member	A person who has membership of the Corrymeela Community
Council Member	A person elected to Council by the Corrymeela membership who is a trustee of the charity and director of the company
Executive Director (ED)	See Appendix 2 for job description
Leader	See Appendix 3 for job description
Office Bearers' Committee	Committee consisting of Council officers - Chair, Vice Chair and Hon Treasurer For Terms of Reference see Page 21 The Leader and Executive Director will normally be in attendance.
Centre Leadership Team	The senior members of staff who are responsible for the day to day operational running of the Ballycastle Centre and Programme.

2. UNDERPINNING PRINCIPLES

Corrymeela endorses the principles laid out in the Code of Good Governance published by the Northern Ireland Council for Voluntary Action and Good Governance: A Code for the Voluntary and Community Sector in England.

The seven principles of good governance followed and applied by Corrymeela in this document are:

1. Council Leadership
2. Council Control
3. Council Performance
4. Council Review and Renewal
5. Council Delegation
6. Council Integrity
7. Council Openness

This framework sets out the main governance elements adopted by Corrymeela and underpins the implementation of the above seven principles of good governance. The framework is intended to be complementary to all prevailing statutory, legislative and regulatory governance requirements applying to Corrymeela. It will be a living document which is reviewed on a continuing basis to ensure that it remains up to date under the direction of the Chair of Council.

3. THE CORRYMEELA COMMUNITY

Please see Appendix 1.

4. CORRYMEELA COUNCIL

Council is the executive body of the Community. Council's good governance responsibilities are to set Corrymeela's strategic aims, ensure that the necessary financial and human resources are in place to meet its objectives and review management performance.

Council members are accountable to the total membership and are not representatives of any particular grouping within the Community.

Council members carry responsibility for the administration of Corrymeela's affairs and may in certain circumstances be held legally liable.

GENERAL OBJECTIVE OF COUNCIL MEMBERS

The objective of Council members individually and collectively, is to ensure, that Corrymeela operates in a manner which enables it to fulfil the objectives listed in the Memorandum and Articles of Association as effectively as possible.

Overall the role of Council is to govern, while the responsibilities for management rest with the Executive Director and where appropriate and agreed, the Leader. In carrying out its responsibilities, Council will uphold the values of accountability to its stakeholders, probity and transparency.

In short, Council:

1. Sets out the vision, mission and values
2. Agrees the strategy to deliver the vision and mission
3. Agrees the governance structure and policies
4. Approves the Operational Plan to deliver the strategy
5. Approves the overall staff structure to deliver the Operational Plan
6. Monitors delivery

More specifically the key roles of Council are to:

- Provide Strategic Direction
- Ensure compliance with all legal and regulatory provisions
- Ensure the delivery of excellent services
- Ensure the organisation's financial and physical resources are effectively and efficiently managed
- Support the generation of income
- Ensure effective human resource management, understanding and respecting the relationship between Council and Staff
- Ensure risk is effectively managed
- Support effective communications
- Ensure effective internal governance functions in particular providing clarity around delegation of authority

- Appoint, manage, appraise and, if required, dismiss the Executive Director and Leader
- Prepare for AGM, election of Office bearers and possible co-options that address perceived imbalances
- Arrange the induction of new Council and carrying out a regular skills audit and refresher session for all Council members.
- Be accountable to Members of Corrymeela Community
- Review Code of Conduct every three years

SPECIFIC DUTIES

Every Council Member is required to:

- Read the Memorandum and Articles of Association and fully understand Corrymeela's objectives and the rules governing how we operate;
- Regularly attend and contribute to Council meetings and support others to contribute;
- Exercise confidentiality concerning Council business;
- Take time to understand the breadth of Corrymeela's work and involvement;
- Represent an agreed Council position or decision when speaking outside Council;
- Ensure that Council accomplishes its key roles, as defined above.

4.1.COUNCIL MEMBERSHIP

AS of the proposed amendments to the Articles of Association (2018), the number on council shall be up to 12 people, comprising of no fewer than 6 and no more than 8 elected members and up to 4 co-opted trustees (co-opted trustees may not necessarily be members of the community). Elected members are elected from full members at the AGM.

Under normal circumstances, Trustees may not serve more than six years (although provision is given for some office bearers to serve an additional 15 months where deemed absolutely necessary).

Primarily membership of Council needs to ensure skills balance. Additionally co-options are made by Council to ensure other balances: age, gender, religious affiliation, and geographical location. Co-options are for a non-renewable period of a max of three years.

A person employed or formerly employed by the Charity shall not be eligible for nomination as a Trustee until a period of at least one year shall have elapsed since their employment with the Charity has ceased. (Articles of Association of the Corrymeela Community).

The Leader and the Executive Director will be in attendance at Council meetings. Where appropriate, other staff may be invited to attend Council meetings for specific business and reporting purposes.

4.2.COUNCIL OPERATION

OFFICEHOLDERS

At the first meeting following the AGM, Council will elect a Chair, Vice Chair and Treasurer. These posts will be held for a period of a year

MEETINGS

Council meets at least 7 times a year, normally on the third Tuesday of the month. There is also a residential weekend normally held in January/February. Meetings are generally held in Belfast with some held in Ballycastle

AGENDA AND PAPERS

The Chair draws up an agenda, in consultation with the Executive Director, Leader and Office Bearers' Committee. This is circulated prior to each meeting to ensure that appropriate issues are addressed, sufficient time is allocated, and those items identified in the agenda cycle are covered.

TIMELY AND SUITABLE PROVISION OF PAPERS FOR MEETINGS

- Any substantial issue, new project or direction should be dealt with through a paper circulated in advance.
- Submitted papers will normally include background information, identification of issues for decision, financial implications and recommendations
- Except in cases of emergency, the Chair will ensure that all papers are circulated to Council members at least four working days in advance of meetings to allow sufficient time to read and digest them.
- All meetings are minuted and these are agreed at the next meeting.

ITEMS OF BUSINESS

- Items of business need to be given an appropriate time for discussion. Council members are encouraged to make their comments, to ensure that other members are given space to make theirs and not to monopolise the discussion.
- Council members should not share the outline or details of Council business outside of Council with anyone who is not a council member.
- The Executive Director is responsible for communicating Council decisions to staff, unless otherwise agreed.
- Council business is shared with community members by a regular communication from the Chair.

QUORUM

The quorum for Council meetings is one half of the trustees rounded up, plus one. Council will endeavour to reach decisions by consensus. In the case of an equality of votes, the

person who is chairing the meeting shall have a second or casting vote. (See document 'Articles of Association of the Corrymeela Community').

In the absence of a quorum, members present may discuss informally any items on the agenda circulated but may not take decisions. The business must be conducted and any decisions taken at a quorate meeting.

PAYMENT

Council members may not receive payment from Corrymeela for any services or any project under the auspices of the Corrymeela Community except for agreed out-of-pocket expenses. (See Section 7 of 'Articles of Association of the Corrymeela Community'). No Council member may be in a trading relationship with Corrymeela without strict adherence to the agreed Procurement Policy.

PROVISION OF FINANCIAL INFORMATION FOR COUNCIL MEMBERS

Financial information is provided by the Executive Director to each Council meeting, on an income and expenditure basis, comparing actual expenditure and income against budget for each operational area and explaining any variances; along with a statement of Cash Flow.

4.3.COUNCIL AGENDA CYCLE

Each Meeting

- Minutes of previous meeting and matters arising
- Declaration of any conflict of interest
- Review of Leaders report
- Review of Executive Director's report based on all significant areas of responsibility -
- Review of performance against KPIs/ Scorecard
- Health and Safety Report
- Safeguarding Report
- Governance Committees' Updates, as appropriate

Quarterly

- Review of management accounts covering performance to date against the year's budget and recommendations for improvement plus cash flow, fundraising and related matters
- Reports from selected Governance Committees

Half-yearly

- Report from ED on long-term plans, not simply against budget. Are the policies, objectives and strategies on track? Is the organisational structure effective?
- Risk register review
- Regulatory compliance assurance and policy register review

Annually

- Approval of Operational Plan
- Approval budget for the coming year and consider consequential issues
- Annual review of Council's own performance as a board
- Receive from the Chair the Annual Performance Review of the Executive Director and Leader
- Approval of Annual Accounts and Directors' /Trustees' Report
- Prepare for AGM including election of Council Members
- Elect office bearers (under review - may become every three years) and agree co-options to address any perceived imbalances
- Review membership and remit of Governance Committees
- Approve Governance Action Plan presented by Governance & Nominations Committee

5. CODE OF CONDUCT

In exercising responsibility for governance, Council Members should adhere to the following Code of Conduct:

- This Code of Conduct aims to ensure the integrity of the ethos and vision of the Corrymeela Community.
- It focuses on clarifying the boundaries of acceptable conduct by identifying what is considered to be professional and unprofessional behaviour.
- Whilst it is impossible to cover all situations within which members may find themselves, it provides general guidance.
- Where there is any doubt about a particular situation, Council members should consult the Chair.

PERSONAL COMMITMENT

- Attend all Council meetings and contribute as appropriate outside Council meetings.
- Act collaboratively with other Council trustees in a spirit of mutual respect and team work.
- Develop effective relationships with senior management, providing support and advice when required.

OBJECTIVITY

- Take decisions objectively in the interests of the charity. Trustees should think and act independently, ensuring that proper critical review is given to Council's collective decisions and actions.

TRUST

- Council members are required to be reliable, punctual and honest, fulfil reasonable expectations and communicate in a way that engenders trust and confidence in their integrity and reliability.
- Decisions must be taken in the best interest of Corrymeela and its members without regard to personal or professional gain or prospects.
- Council members will not commit any act (including saying or writing anything) that may potentially bring Corrymeela into disrepute or diminish the trust and confidence of members of the public.

FINANCIAL & ADMINISTRATIVE INTEGRITY

- Council members are expected to demonstrate absolute integrity and honesty in relation to the finances and resources of Corrymeela.

PERSONAL COMPETENCE

- Corrymeela requires that Council members will be emotionally and mentally competent.
- The skills and knowledge of Council members allied to a willingness to learn are vital in ensuring quality governance.
- Council members have both the right and responsibility to actively participate in identifying their own learning needs, receiving feedback and participating in appropriate training and development activities to address those needs.

DRUGS AND ALCOHOL

Council members will

- Not consume alcohol or drugs (except for medicinal purposes) while participating in Corrymeela business.
- Be moderate in their consumption of intoxicants prior to being involved in or undertaking Corrymeela business (i.e. not more than 2 units of alcohol within 4 hours before being involved in Corrymeela activities/business.)

VALUING DIVERSITY

- Council members will not try to impose their own personal, political or religious beliefs on colleagues, staff members, volunteers, Community members or service users nor suggest that adoption of particular beliefs or values may result in preferential treatment.

EQUITY

- In as far as possible, Council members will work in a way which affords equal opportunity for colleagues, staff members, volunteers, Community members and service users and will not discriminate on the grounds of age, sex, race, disability, sexual orientation, marital or family status, nationality, religion, political beliefs or tradition.
- Council members will make every effort to ensure that the rights in law and custom of the aforementioned groups are observed and upheld.

RELATIONSHIPS WITH STAFF

- In a relationship between a Council member and a staff member it is the responsibility of the Council member to maintain the appropriate boundaries between personal and professional relationships and identify if and when the relationship is inconsistent with the requirements of good governance or creates a potential conflict of interest. If in doubt the Council member should consult with the Chair and the Leader.
- Council members are not involved in the management of staff and should not become involved in line-management issues.

GIFTS AND BENEFITS

- Council members will not ask for or otherwise seek any personal gifts, fee or benefits (including inclusion in a legacy) from Corrymeela, staff members, volunteers, Corrymeela members or beneficiaries. Such gifts will be actively discouraged.
- Council members may not receive personal gifts from suppliers or potential suppliers of services or products to Corrymeela.

PROCUREMENT OF SERVICES AND RESOURCES

- Where a Council member has a conflict of interest, or may be perceived to have a conflict, in relation to the procurement of any service or item, or the recruitment of any person, this conflict of interest will immediately be declared, and the Council member will take no part in and not be present during the procurement or recruitment process.
- At all times we must follow our approved Procurement Policy.

BULLYING AND HARASSMENT

- Council members will not subject fellow Council members, staff, volunteers, Community members or service users to any form of bullying or harassment (i.e. any behaviour which results in the person feeling unsafe or uncomfortable) including harassment of a sexual nature or which has sexual implications.
- Bullying and harassment may include using inappropriate language or humour as well as other forms of behaviour.

HEALTH AND SAFETY

All Council members will comply with the law and Corrymeela's policy and procedures in relation to Health and Safety. In particular they will:

- take reasonable care for the health and safety of themselves and others.
- cooperate with Corrymeela in complying with the relevant Health and Safety requirements (see the Health and Safety Manual for details)
- not interfere with or misuse anything provided in the interests of Health and Safety
- identify and report potential hazards.

CONFIDENTIALITY AND ACCESS TO INFORMATION

- Council members have an individual responsibility to observe confidentiality.
- Council members will not disclose confidential Council business to an unauthorised person.
- Council members will not disclose personal information concerning individual Council members, staff members, volunteers, Corrymeela members or beneficiaries

- Council members will comply with Corrymeela's policy on data protection and access to information.
- Confidentiality may only be breached where it is approved by the individual, it is demonstrably in the interest of the individual, it is required by law, or where there is over-riding concern for the rights or welfare of others.
- In the carrying out of any research or publication of publicity material which identifies individuals, Council members will ensure that the rights of the individuals identified are upheld and their privacy respected. Such individuals identified will be consulted to obtain their consent prior to any material identifying them is obtained or published.

CHALLENGING UNPROFESSIONAL PRACTICE

- Any Council member who becomes aware of any action or proposed action by a Council member or staff member which s/he considers is not consistent with this Code of Practice, or which may be harmful to Corrymeela, Council, an individual Council member, staff member, volunteer, Corrymeela member, or member of the public, has a responsibility to make such representations as will remedy the situation. If no satisfactory outcome is achieved, or it is clearly a serious issue, the concerns must be communicated to the Chair. A Council member who fails to make such representations is colluding in the unprofessional conduct and therefore, in part, shares responsibility for it.
- Colleagues cannot give permission for other Council members to disregard the Code of Practice or other organisational policies or procedures.

VICTIMISATION

- Council members will not in any way victimise other Council members, staff members, volunteers, Community members or service users who have raised concerns, formally or informally, about another Council or staff member within the organisation or invoked the grievance procedure, regardless of the nature of the issue or the eventual outcome, or contacted an external agency in relation to allegations of the abuse of children or vulnerable adults, harassment, etc.

COMPLAINTS

- Where a Council member receives a complaint from a staff member, volunteer, Corrymeela member, staff from another organisation or a member of the public, s/he will listen carefully to the nature of the complaint, give due consideration to its content and advise the complainant of the formal and informal avenues to take the complaint further and ensure that the complaint is recorded appropriately.
- Where the complaint represents an allegation of serious misconduct by another Council or staff member, or where another person may be in danger, the complaint will immediately be referred to the Chair and the Leader.

LEGAL INFRINGEMENT

- Council members will not knowingly encourage any infringement of the law by Council or staff members, nor collude with a colleague in the evasion of the consequences of an illegal act.
- If a Council member becomes aware of an illegal or potentially illegal act s/he must inform the Chair and the leader immediately.

CONFLICTING INTERESTS

- Where there appears to be a conflict in applying different aspects of this Code to a particular situation, or where a Council member believes that it is wrong to follow this Code in particular circumstances, s/he will seek advice and guidance as soon as possible from the Chair.

REVIEW OF THE CODE OF CONDUCT

It is recognised that any Code of Conduct will require regular review and improvement to allow for both external and internal changes.

Council will therefore review the code every three years. Council members will be consulted for their views in relation to any such review.

In the meantime, Council members are encouraged to identify any shortcomings/omissions in the Code or to suggest additions or amendments at any time.

6. ROLE OF CHAIR

The Chairperson is pivotal in creating the conditions for overall Council and individual trustee effectiveness. Specifically, the chair's responsibilities are:

- To lead the Council and set its agenda in consultation with the Executive Director and Office Bearers' Committee
- To ensure that Council members receive accurate, timely and clear information, in particular about the performance against budget and operational plan; to enable the Council to monitor effectively and to make sound decisions.
- To ensure effective communication with stakeholders and ensure the trustees develop an understanding of the views of major partners.
- To manage Council meetings effectively, ensuring adequate time is available for discussion of complex or contentious issues and recording clear decisions.
- To monitor the implementation of decisions taken at Council meetings.
- To ensure that the performance of Council and its committees is evaluated annually.
- To encourage active engagement of all Council members.
- To promote effective relationships between Council members and staff.
- To set clear goals, line manage and supervise the Leader and Exec Director, establish close relationships of trust with both providing supervision, support and advice and conducting their annual appraisals.
- To chair the general meetings of the Corrymeela Community

In addition

- Chair and lead the Office Bearers' Committee
- Represent Corrymeela as required.
- The Chair acts as the final arbiter in any whistle-blowing cases which may arise.
- The Chair will lead in the resolution of issues regarding real or perceived conflicts of interest by Council members.
- Sit on appointment and disciplinary panels at senior level as required

The Chair will also have a role in relation to the company Annual Report to ensure the following information is provided:

- an outline of all significant developments occurring in the reporting year.
- details of major issues likely to arise in the short to medium term.
- an affirmation that all appropriate procedures for financial reporting, internal audit, procurement and the disposal of assets have been complied with.

- a statement on the system of internal financial control.
- an affirmation that codes of conduct for directors and employees have been put in place and have been adhered to.
- an explanation of any failure to comply with any of the above and stating what corrective action has been taken or contemplated.
- an outline of significant post-balance-sheet events.

7. ROLE OF VICE-CHAIR

In addition to complying with their general duties as a Trustee, the Vice-Chairs role is:

- To deputise for the Chair of Council as requested.
- To assist and support the Chair of Council in providing leadership and fostering a team approach among Council members.
- To accompany the Chair of Council to meetings where appropriate.
- The Vice-Chair is a member of the Chairs Committee
- To attend the meetings of committees/working groups as required.
- To represent Corrymeela at functions and meetings and act as spokesperson where appropriate.

THE ROLE OF VICE-CHAIR REQUIRES:

- Leadership skills.
- Experience of committee work.
- Good communication and interpersonal skills.
- Tact and diplomacy.
- Impartiality, fairness and the ability to respect confidentiality.

8. ROLE OF THE HONORARY TREASURER

In addition to complying with their general duties as a Trustee, the Treasurer's role is:

- To provide advice, information and clarity to the other trustees on Council on their responsibilities in respect of the financial aspects of Corrymeela's operations
- The Treasurer chairs the Audit and Risk Committee and reports to Council on the work of the committee, with particular reference to the adequacy of the Charity's financial health, internal controls and the risk register.
- To act as the main point of contact on the Council for the Head of Finance, external auditor and any member of management concerned with the financial aspects of Corrymeela's operations
- Be instrumental in the development and implementation of financial reserves and investment policies

- Oversee major contracts and projects including funder interaction and reporting commitments.

MAIN DUTIES

General financial oversight.

- To oversee and present budgets, accounts and financial statements.
- To liaise with designated staff about financial matters.
- To ensure that appropriate accounting procedures and controls are in place.
- To ensure compliance with relevant legislation.
- To ensure any recommendations of the auditors are implemented.
- To ensure accounts meet the conditions of contractual agreements with external agencies such as funders and statutory bodies.

Financial planning and reporting.

- To present financial reports to Council.
- To make a presentation of the accounts at the annual general meeting (AGM).
- To advise on the organisation's reserves policy and investment policy.
- To advise on the financial implications of the organisation's strategic and operational plans.
- To advise on the fundraising strategy of the organisation.
- To ensure that there is no conflict between any investment held and the aims and objects of the charity.

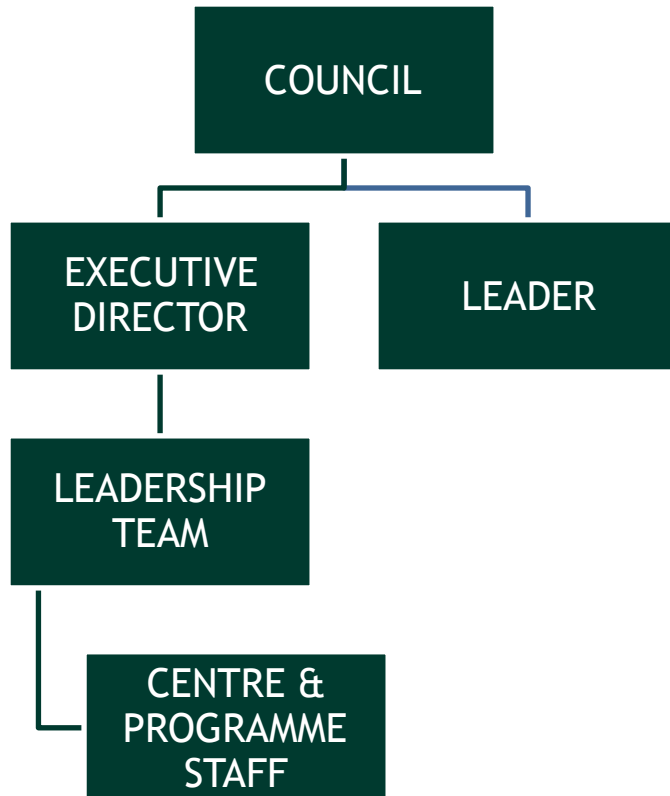
QUALITIES AND SKILLS PREFERRED.

- Experience of financial control and budgeting.
- Experience of fundraising and pension schemes.
- Good communication and interpersonal skills.
- A willingness to be contacted on an ad hoc basis.
- Ability to ensure decisions are taken and followed-up.
- Good time-keeping.

TIME COMMITMENT REQUIRED.

The role of the Treasurer requires an estimated commitment of 20 hours per month

9. PEOPLE MANAGEMENT



Below Council the Leadership Model for Corrymeela consists of two separate posts: an Executive Director and a Leader of Corrymeela.

- The Executive Director's focus is on the management and sustainability of Corrymeela's operations, centres and programme
- The Leader's focus is to provide leadership for the Corrymeela Community and hold Corrymeela as ONE, leading on the exploration and promotion of public and civic engagement relevant to the mission, vision and values of Corrymeela with reconciliation at its core.

Whilst the Executive Director and Leader have specific tasks it is essential that they work collaboratively to achieve clarity of purpose, clear structures and clear authority decision-making.

9.1.ROLE OF THE CENTRE LEADERSHIP TEAM

The Centre Leadership Team in Corrymeela consists of the Executive Director (who acts as Chair), Head of Programme, Head of Finance and Business Development, Chaplain, Hospitality and Facilities Manager, Trust and Corporate Relations Manager, Guest Relations and Arrangements Manager and Fundraising Manager. The Leader will attend where appropriate and receive minutes and papers.

In addition, the Executive Director and the Community Leader will meet (or speak on the phone) every week to ensure that planning, leadership and communications are smooth and of high-quality.

Council delegates to the Executive Director (and in conjunction with him or her, the Centre Leadership Team) responsibility for managing Corrymeela's activities. Thus, while Council owns and approves strategy, mission and approach, the Executive Director, together with the Centre Leadership team, implements them and all other management aspects of Corrymeela operations.

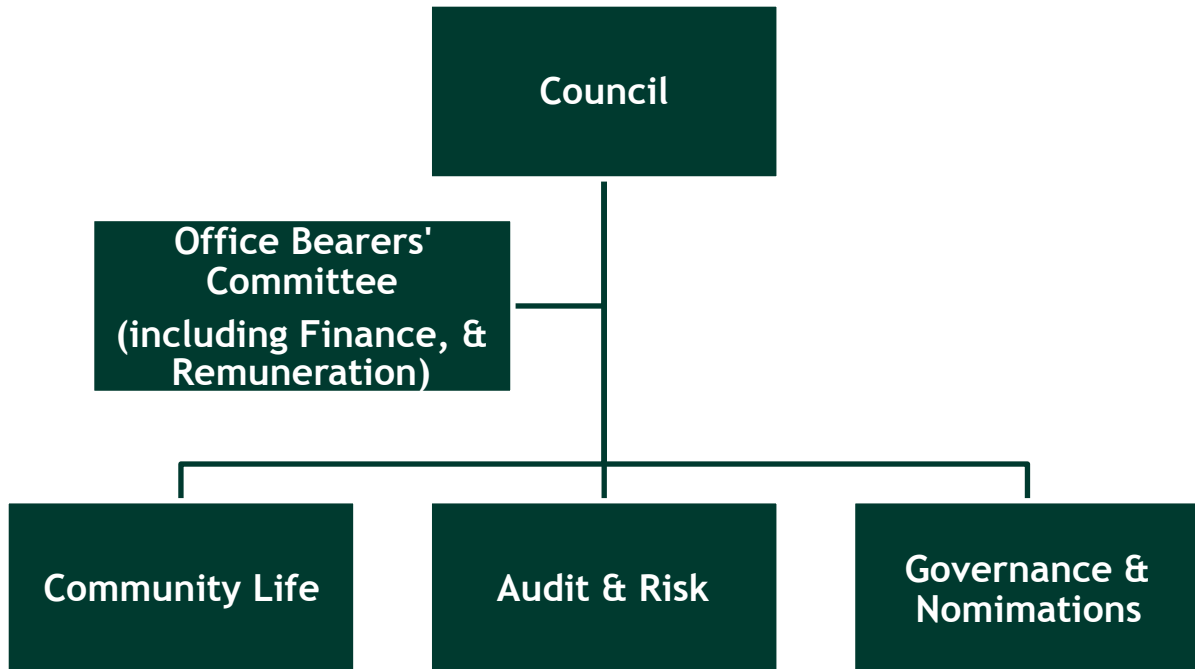
The Leadership Team's role in the strategic and operational planning processes are complementary to those of Council and include the following:

- the allocation of approved resources to ensure the effective discharge of the agreed strategy
- the development and refinement of the strategic plan in line with Council
- the efficient and effective implementation of the Council's strategy
- the development of a detailed operational plan
- regular updates and reviews
- Undertaking research and providing draft Strategic Plans and annual Operational Plans to Council for approval.
- Ensuring that plans are effectively communicated to all internal and external stakeholders.
- Providing regular reports to Council on delivery of objectives set out in plans to agreed budgets and timescales.
- Leadership and management of Corrymeela's staff and volunteers.
- Performance management of staff and supervision/ support of volunteers, ensuring that everyone is contributing to delivery of the Strategic Plan and annual Operational Plan.
- Development, implementation and review of policies and procedures.
- Compliance with all relevant legislation and standards.

Effective management of Corrymeela depends on a co-ordinated, co-operative and communicative approach between members of the Centre Leadership Team and their respective staff.

The Centre Leadership Team reports on the progress, performance and results of the departments for which they are responsible to Council via the Executive Director on a regular basis in line with the agreed Council agenda cycle.

10. GOVERNANCE COMMITTEES



The purpose of any governance committee is to support Council in its governance responsibilities

Council may appoint time-limited support or project groups to address specific issues as and when required.

There are currently 4 Committees appointed by Council:-

1. Office Bearers' Committee
2. Community Life Committee
3. Audit and Risk Committee
4. Governance and Nominations Committee

The following underpinning principles provide the backdrop to the work of all Committees.

- Governance Committees of Council will contain at least one Council member.
- Council will appoint the Committee Chairperson who is responsible for ensuring effective adherence to its terms of reference.
- Council will approve the membership of each Committee.
- Additional members may be drawn from Council, the general Corrymeela Membership or be external to the Community dependent on the specific skills required.
- The Executive Director and Leader attend these committees where appropriate.
- Where possible, membership of Committees will reflect a breadth of age, gender, religious affiliation, and expertise.

- Committee members will normally serve a maximum of three years.
- Spouses and partners may not have membership of the same Committee and Community members may only hold membership of one Committee at any one time.
- Minutes of all Committee meetings will be sent to the Council Chairperson for circulation to Council members

10.1.OFFICE BEARERS' COMMITTEE

OVERALL PURPOSE

To advise Council on the governance of the organisation and to ensure the effective support and guidance to the Executive Director and the Leader.

REMIT

- Provide a “sounding board” for the ED and Leader, linking the strategic vision with operations, building a common vision.
- Support effective communications between Council and Management.
- Review monthly operations reports, particularly in months where there is no full Council meeting.
- Plan calendar of future council meetings, with regard to the rhythm of Corrymeela and the need for good governance via timely review of policies and risks.
- Provide a common vision in order to ensure Council is better informed to improve decision making

SPECIFIC RESPONSIBILITIES

Council Meetings

- Plan, and discuss the draft agenda, for forthcoming Council meetings
- Plan for how key items should be dealt with by Council
- Devise and review, with the Executive Director and Leader, an annual timetable of Council meetings and regular key agenda items

Governance

- Advise Council on governance issues
- Ensure the governance objectives of the Operational plan are achieved
- Plan reviews of Council's governance performance

Office-Bearers

- Help plan for appropriate succession to office-bearer posts within the Memorandum and Articles of association.

Executive Director and Leader

- Ensure that the Executive Director and Leader receive supervision and appraisal
- Provide advice appropriate support and feedback, to the Executive Director and Leader as required.

Remuneration

- Recommend the general Remuneration Policy to Council.
- Periodically review the Remuneration Policy
- Consider input/recommendations provided by the Executive Director and Leader
- Consider the salaries of Executive Director and Leader
- Oversee the overall salary framework - detailing the level and structure of remuneration across Corrymeela
- Keep salaries under consideration and conduct and recommend an annual salary review, covering both cost of living, benchmarking and affordability

Finance

- Review regularly the progress on fundraising and income generation and monitor performance against budget
- Review on-going expenditure against budget
- Review and advise Council on all significant developments outside the agreed budget
- Discuss and make recommendations to be considered by Council for budget for following year

Other

- Review Personnel Performance Management reports and ensure that any appropriate action arising is undertaken
- Undertake such other tasks as are delegated by Council.

MEMBERSHIP

- Office-bearers are elected by Council at the first meeting following the AGM.
- The membership of the Committee will be the Chairperson, Vice-chair and Hon. Treasurer.

- The Executive Director and Leader will normally be in attendance at Office-bearer meetings.
- Other staff members may attend on request.
- External Advisors may be asked to attend a meeting on request.

QUORUM

- The quorum will be two honorary officers.

MEETINGS

It is envisioned that the Office Bearers' Committee will normally meet monthly, with a face to face meeting most months. Use of video or telephone conference facilities may be used to reduce travel time occasionally, but the building and nurturing of close working relationships requires face to face encounter.

DELEGATED AUTHORITY FROM COUNCIL

The Office Bearers' Committee has no additional powers delegated to it from Council, except for those ordinarily already held by its office bearers by nature of their role as Chairperson, Vice-Chairperson and Hon. Treasurer.

Council may delegate a specific task to the Office Bearers' Committee. That task will be recorded in the Council minutes and the Office Bearers' Committee shall report back to the full Council via email as soon as any action or decision is taken.

Decisions will normally be made by consensus.

Members of the Committee must abide by all relevant policies, and in particular, the Conflict of Interest and Procurement Policy.

REPORTING

The Committee will produce minutes of all meetings which will initially be circulated to its members for comment. The Chair will circulate the minutes to the full Council as soon as possible.

REVIEW

This committee shall review its procedures periodically and report to Council in March 2019 as to its effectiveness with any recommendations for changes.

10.2.COMMUNITY LIFE COMMITTEE

OVERALL PURPOSE

To oversee the membership, pastoral needs, participation and accessibility of opportunity to engage of the Corrymeela Community Members and provisional members.

Some of the things that are areas of our care and interest are:

- The galvanising of community members in fora to deepen faith, deepen practice of reconciliation and deepen witness to Corrymeela's purpose.
- The celebration of the life of community – through participation, care, prayer and relationships of reconciliation and love.
- Community Membership – learning from and supporting the current membership.
- Supporting new provisional members.
- Increase in opportunities for participation for all – inclusive of age, ability, gender and religious interests.
- Finding ways to support Corrymeela's on-going learning at weekends,
- Supporting Corrymeela's on-going public voice in matters of Faith, Politics and Reconciliation.
- Facilitating the on-going ease of relationships and shared work between those who work for Corrymeela, those who volunteer for Corrymeela and those who are members of Corrymeela.
- Finding ways to support training, support, feedback and opportunities for members' involvement at the centre.
- Finding ways to facilitate community reflection on the language we use in our statements of faith.
- Supporting special project of the leader for community witness & relationship.

CLC FUNCTIONING

- All members have a specific role.
- CLC currently meet on the first Wednesday of the month.

CLC TIMETABLE

Week 1:	CLC Meeting
Week 2:	CLC minutes sent to participants and to Nicola (who includes these in Council minutes)
Week 2-3:	Folks working on their areas.
Week 3:	Secretary sends reminders to people of what the agenda will be for the next CLC meeting.
Week 4:	Short report and agenda for next CLC goes out.
Week 4:	Any feedback requested from Council is collated and sent to CLC – either in the report or via the Leader.

Some of the Roles covered by CLC membership.

- Membership Secretary
- New provisional members support.
- Presentation to Council for approval of list of nominees for full membership in October/November
- Community Weekends – practical (including dedication service)
- Community Weekends – thematic (including dedication service)
- Community Weekends – youth stream
- Cell group liaison
- Monthly meetings liaison
- Pastoral liaison & Prayer person.
- Supporting leader in new Corrymeela Community Innovations (For instance: Muslim friends of Corrymeela / Corrymeela forum on gender / Corrymeela forum on race, oral archiving of community members / audit of members)
- Connections with other Dispersed communities (Agapé, Iona, Taizé)
- Someone supporting Fundraising efforts or Public Events by members.
- Someone supporting member financial giving (Leader)
- Chair / co-chairs / vice-chair.
- Taking minutes and collating the brief paper in advance.
- Cover & Presence coordinator. (including training, support and feedback)

- Someone supporting recruitment for participation in events.
- Everyone: Member pastoral care phone/email team.
- Centre Liaison.
- And More

10.3.AUDIT & RISK COMMITTEE

OVERALL PURPOSE

To help protect the charity against theft, fraud and other risks, including reputational risk, by providing assurance that Corrymeela has the appropriate policies, procedures and controls in place and that they are effectively and consistently implemented.

MEMBERSHIP

- Members are appointed to the Audit & Risk Committee by Council on the basis of relevant expertise. There may be members of the Audit & Risk Committee (A&RC) who are not members of Council.
- Members will be appointed by Council at its first meeting following the AGM.
- The Committee will have a maximum of 5 members - at least one of whom should be an accountant. The Hon. Treasurer will be an ex officio member.
- The Executive Director will attend with the Leader and Head of Finance attending on request.

MEETINGS

- The A&RC will meet at least twice per year. It will meet with the external auditors in May/ June to examine the Key Issues Memorandum (KIM) and any other information which the external auditors wish to draw to the attention of the A&RC. The A&RC will report to the June meeting of the Board in order to seek ratification of the Annual Report of the Directors and the Annual Accounts.
- The Chairman of the A&RC, the Executive Director and Head of Finance will liaise to draw up an agenda. The Executive Director will take minutes, which will be approved by the Chairman prior to circulation.
- The Committee Chair may convene additional meetings if he or she deems it necessary.
- The quorum will be 50% of the members of the committee.
- The Chair of the Committee may ask other employees of the Charity to attend to assist with discussions on a particular matter.

AREAS OF RESPONSIBILITY

The Committee will:

- Provide Council with an annual report on its functions.

- Ensure that audit and internal control arrangements and the management of risk within the Charity are deemed effective in dealing with the risks which the Charity may face.
- Ensure the internal and external auditors have unrestricted access to the organisation, and, when required, to the Committee Chair.
- Provide assurance to Council on the strategic processes for risk management, control and governance within Corrymeela and both the adequacy and effectiveness of internal control.
- Recommend the appointment of external auditors and of the appointment of internal auditors.
- Oversee the planned activities of and reports from the internal and external auditors.
- Ensure that there is an adequate response from Management to issues identified by audit activity, including the external auditors' Key Issues Memorandum (KIM); anti-fraud policies, whistle blowing processes and arrangements for special investigation.
- Provide assurance on any documents laid before the Governance Board relating to internal control, accounting, auditing and risk management.
- Review the Risk register on a half-yearly basis and present it to Council.
- Review policy, practice and progress regarding investments and make recommendations to Council.

INFORMATION

Ensure through the Executive Director that the following are available to the Committee:

- A Register of Risks and Ratings of Risks identified
- Any subsequent changes to risks and their rating
- Updates on how risks are being managed and any additional action required
- A Financial System Manual and updates to the Manual
- An internal audit plan
- Reports on internal audit activities
- Information regarding the selection, appointment and role of auditors, both internal and external
- Reports any changes to accounting policies or practices.
- The external auditors' report on any other work done during the financial year
- Management's responses to issues identified by internal and external audit activity, including the external auditors' management letter.

10.4.GOVERNANCE & NOMINATIONS COMMITTEE

The Committee will consist of three Council members and the Leader in attendance on request. The Chair of Council will chair the committee. The Governance and Nominations Committee will lead the process for appointments to Council and committees and make recommendations to Council.

The role of the Committee is to:

- Carry out an annual Council evaluation;
- Ensure that on appointment, Council members receive an induction pack setting out clearly what is expected of them and oversee the delivery of structured Council member training;
- Taking into account the challenges and opportunities facing Corrymeela and identifying requisite skills and expertise, identify and nominate, for approval, candidates as required, having due regard for succession planning.
- Regularly review the structure, size and composition of committees and make recommendations to Council with regard to any changes;
- Recommend an Annual Governance Action Plan to Council.

The Governance and Nominations Committee will meet as often as required and at least once each year. The quorum for meetings is two.

11. AUTHORITIES AND DECISION-MAKING FRAMEWORK

11.1. DELEGATION

Council delegates the day to day running responsibilities to the Executive Director and Leader and through them to the Leadership Team and the rest of the staff. **Any issues that Council Members have with staff or volunteers carrying out their duties must be taken up with the Executive Director or a member of the leadership team, not the member of staff.**

11.2. PROCUREMENT POLICY

At all times any expenditure must follow the approved Corrymeela Procurement Policy which sets out the levels of expenditure that may be exercised by the Executive Director and the Centre Leadership Team, together with the framework for decision making under different circumstances. (for current Procurement policy, please see Appendix 4)

11.3. DECISION-MAKING FRAMEWORK

For clarity of authority, the framework below set out the matters which are reserved matters for Council and provides a clear framework for the distinction between Council governance and the executive management control placed on the Executive Director, the Leader and the Centre Leadership Team.

11.4. CORRYMEELA DRAFT SCHEME OF DELEGATION

RATIONALE

A number of decisions are reserved to Council in line with its responsibilities for:

- ensuring that Corrymeela fulfils its charitable purposes and objectives;
- complying with legal responsibilities set out in the Charities Act (Northern Ireland) 2008 including reporting to The Charity Commission for Northern Ireland on its activities, governance and finances on an annual basis;
- determining the overall strategic direction of Corrymeela;
- monitoring the performance of the Executive Director and Leader and holding them to account for delivery against plans and budgets;
- promoting and protecting Corrymeela's values, integrity, and reputation; and
- ensuring high standards of governance that command the confidence of Corrymeela's Members, staff and external stakeholders.

PRINCIPLES OF DELEGATION

- In order to maximise efficiency and effectiveness, authority to take decisions should be aligned with the skills and knowledge needed to make relevant judgements.
- In order to promote transparency, delegations should be in writing and published.
- All decisions taken under delegated authority should be recorded and should be open to audit.
- Staff to whom authority to take decisions is delegated must understand what decisions have been delegated to them, the limits of their authority, and that they are accountable for the decisions they make.
- The person who delegates responsibility remains accountable for the outcome of the decision or work delegated.
- Where a member of staff judges that the decision they are able to make is in some way contentious or sensitive, they should use their judgement and escalate the matter to the next most senior person for advice or decision.

The majority of operational decisions are delegated to the Executive Director, in line with his or her responsibilities for managing Corrymeela in accordance with the strategic, planning and budgetary parameters and risk management strategy, as approved by Council.

ESCALATION TO COUNCIL

There are some issues on which Council seeks early warning or dialogue, or on which the Executive Director or Leader may seek advice and/or input.

An agreed approach to risk assessment and management is used to identify high risk and or high impact issues or cases that require early flagging and possible escalation to Council.

Escalation ensures that Council is made aware and kept informed of high-risk issues, and enables it to explore issues with the Executive Director and exercise discretion as to whether or not it may need to approve decisions/action formally.

This process may also help to identify any policy issues arising from new, difficult or contentious decisions.

The extent to which the Executive Director will need to continue to flag/refer issues to Council will be reviewed and may evolve over time as the new governance arrangements become better established.

TABLE OF DELEGATED AUTHORITY

Subject	Reserved to Council	D e l e g a t e d t o Executive Director	Delegated to Leader
Corporate Governance	Consideration & approval of the corporate governance framework incl. principles of good governance, delegated powers, standing orders & key financial policies.	Delegation of authority to other Corrymeela staff All matters of organisational structure below the ED and centre leadership team.	
Strategy	Determining the overall strategic direction of Corrymeela. Consideration & approval of Corrymeela's Strategic Plan.	Preparation of the Strategic Plan in support of the Leader for consideration and approval by Council, ensuring early consultation with Council.	Leadership of the Strategic Plan in collaboration with ED.
Partnerships	Consideration & approval of formal strategic partnerships with other organisations.	Recommendations to Council for formal strategic partnerships with other organisations.	Recommendations to Council for formal strategic partnerships with other organisations.
Annual Operational Plans & Budget	Consideration & approval of Corrymeela's annual Operational Plan & Budget.	Ownership and preparation of Corrymeela's annual Operational Plan & Budget for consideration and approval by Council ensuring early consultation with Council. Once approved, full ownership rests with the ED	
Annual Report & Accounts	Approval of the Annual report & accounts	Preparation of the Annual Report & accounts	Contributing to the preparation of the Annual Report & Accounts where appropriate

Subject	Reserved to Council	Delegated to Executive Director	Delegated to Leader
Performance management	Approval of arrangements for performance management and consideration of regular monitoring reports. Specific performance management of ED and Leader through the Chairperson	Delivery against objectives and the approved Operational Plan and Budget, with variances and corrective action highlighted Informing Council of any significant issues in the operation of Corrymeela	
Risk Management	Approval of Corrymeela's Risk Management Strategy and consideration of reports re audit & risk.	Maintaining a system of internal control and assurance	
Human Resources	Appointment of Leader, Executive Director and Centre Leadership level. Annual salary review Approval of significant changes to HR strategy & policy including staff terms & conditions of employment Additional appointments/posts - outside planned budget.	Annual salary review and changes to terms and conditions proposed to Council Staff structure, at Centre Leadership level proposed to Council All appointments (within budget) must follow best recruitment procedures.	
Monetary Spend	Per the Procurement Policy	Per the Procurement Policy	Per the procurement Policy
Communications	Approval of a Communications Strategy.	Per operational plan	Per operational plan
Marketing	Per operational plan	Per operational plan	Per operational plan

Subject	Reserved to Council	Delegated to Executive Director	Delegated to Leader
Audit	<p>Recommend the appointment of the Auditors and approve terms of appointment, including fees.</p> <p>Approve the scope of the internal auditor assurance programme.</p> <p>Consideration of significant issues arising from the work of the appointed auditors.</p>	<p>Responsibility for the management of relationships with internal and external auditors.</p> <p>Report to Council on matters of significance arising from the work of appointed auditors.</p>	
Council Administration	<p>Approve the cycle of Council meetings, composition agendas and approval of the minutes of Council meetings.</p>	<p>Ensure that adequate resources are available for the functioning of an effective Council secretariat.</p>	

12. Appendices

12.1. APPENDIX 1: CORRYMEELA – TRANSFORMING DIVISION THROUGH HUMAN ENCOUNTER.

Corrymeela began in 1965 and is today the oldest peace-building organisation on the island of Ireland. Corrymeela works to transform division through human encounter: repairing relationships within and between fractured communities, as well as addressing the relational, societal, structural and power dynamics that contribute to sectarian conflict. Corrymeela's work began before the Troubles, and has, over more than 50 years, been a constant witness to a different way of responding to division.

The past twenty years since the landmark 1998 Peace Agreement have seen Northern Ireland move further away from sectarianism, a process supported by individuals, communities, politics, organisations and economic incentives. The achievements of this work are undeniable and unfinished.

Despite various political agreements since 1998, Corrymeela's work remains relevant and essential in 2018, as we strive to promote reconciliation between people of differing backgrounds and beliefs. Corrymeela works alongside groups as they respond to established and emerging conflicts, guided by values of relationships, welcome, reconciliation, communication and honesty.

Our belief is that our society – at both grassroots and leadership levels – will continue to embed the truth that peace is demonstrated in respectful and creative engagement across our common life. Arguments that once were deadly can occur within a framework of dignity. Disagreements can open a pathway to deeper democratic dialogue rather than sectarian entrenchment.

Corrymeela provides a high quality residential centre that hosts over 10,000 participants per year, and provides facilities for a lived community of volunteers and staff. Groups from many parts of the world visit our site, learning and sharing with us, as we deepen transformative practices that address the divisions impacting societies.

Our participants come from diverse social and economic backgrounds to experience the truth that sectarianism and conflict can be transformed by a genuine commitment to relationship, conversation and encounter. Division, scapegoating and violence prevent local and global change. By working with community leaders Corrymeela helps embed understandings of power, leadership and transformation as part of an overall vision for societal reconciliation.

Corrymeela works alongside youth and school groups, family and community organisations, faith communities and political parties. In order to transform the legacies of our divided past, we believe in the power of people meeting to share their stories with honesty about the present. These encounters require time, trust, relationship, vulnerability, risk and creativity; they can transform division and contribute to a shared future.

Corrymeela's structure of being both an agency of peace and an open ecumenical Christian community gives us a voice to address contemporary conflicts where history, belief and politics are often uneasy collaborators. Almost 80% of the world's population has a

religious affiliation. Globally, we see the creative and destructive contribution of theologies to questions of land, borders, politics and belonging. We believe that religion, and religious people, can be a vital part of transforming violent divisions. We know this is difficult – we do not stand outside of sectarianism looking in; we are part of a society in which sectarianism flourished. We are part of the problem and we work hard to be part of the solution.

Corrymeela's structure of being both an agency of peace and an open ecumenical Christian community gives us a voice to address contemporary conflicts where history, belief and politics are often uneasy collaborators. A simple scan of international news highlights the extraordinary contributions of religious agents, as well as the complicated impact of religion on violent sectarianism. We believe that religion and religious people can be a vital part of transforming violent divisions. We know that this is difficult. As Corrymeela, we know this especially because we do not stand outside of sectarianism looking in, but are part of a society in which sectarianism flourished. We recognise that we are part of the problem, and work hard to be part of the solution.

12.2.APPENDIX 2: JOB DESCRIPTION – EXEC DIRECTOR OF CORRYMEELA.

JOB DESCRIPTION - EXECUTIVE DIRECTOR

Job Title:	Executive Director
Reporting to:	Chairperson and Council
Responsible for:	Is responsible to the Council for providing leadership and contribution to the strategic and operational management of the organisation in order to achieve agreed aims and objectives.

Key Purpose of the post

To deliver the overall strategic direction and performance of Corrymeela and provide effective management of its people and resources. Sustaining a culture of learning, accountability, collaboration and leadership.

To be accountable to Council for the overall strategic management, leadership and development of Corrymeela, and achievement of the organisation's strategic objectives.

To develop new and existing income streams which ultimately will lead to a balanced budget ensuring the sustainability of the charity.

To provide inspirational leadership to staff and volunteers and drive a performance oriented and developmental culture. Working with the Council to lead and support the development and delivery of the strategy, ensure effective monitoring & reporting is in place and Council receives appropriate advice and information on all relevant matters.

To role-model the values and ethos of Corrymeela.

The key roles of the Executive Director:

- Strategic Leadership
- Leadership and Operational Management
- Financial Accountability
- Income Generation
- Marketing, Communications and PR
- Governance and Compliance

Strategic Leadership

The Executive Director is accountable to Council for the overall strategic management, leadership and development of Corrymeela, and achievement of the organisation's strategic objectives to achieve its mission.

- Work with Council, Community Leader, staff and key stakeholders to ensure the development, implementation and review of an appropriate strategic plan.

- Develop an overarching annual operational plan with SMART objectives, for approval by the Council, and implement, ensuring key performance indicators are set for staff and review.
- Monitor and review the implementation and impact of the strategy and operational plan on a regular basis, delivering regular monitoring reports to Council.
- Together with the Community Leader, support the Chairperson and Council to ensure members are involved with and informed of the strategy and its implementation.
- Be accountable for the organisation's performance except for those aspects which are the responsibility of the Community Leader.
- Deliver measurable outcomes as outlined in Corrymeela's strategic and business/operational plans.
- Cultivate a culture that encourages and rewards creative thinking and innovation which helps Corrymeela to work towards fulfilling its mission and vision.
- Be an effective and impactful external ambassador and representative for the charity with key stakeholders.

Leadership and Operational Management

Be an outstanding leader with the skills and ability to inspire and strategically lead and motivate the staff team.

- Lead and motivate staff and volunteers towards a shared vision and a culture reflective of the vision and values.
- Role model a collaborative leadership style working closely with the Community Leader to instil a culture of effective partnership working.
- Supervise and appraise the staff working directly to the Executive Director encouraging collaborative working.
- Translate strategy into operational aims and objectives and implement same via Corrymeela's Leadership Team.
- Develop a culture of openness, accountability and continuous improvement through the development of performance management systems for the full staff team that ensures key targets are met and underperformance is addressed and supported in a timely manner.
- Work closely with the Community Leader on the development of open programmes exploring public theology relevant to Corrymeela's mission and vision.
- Support the Council and Community Leader to build up the Community life aspects of Corrymeela and in particular the development of Community Members' and Friends' events.

- Ensure Corrymeela has the facilities it needs to achieve its aims and objectives and these facilities are effectively and efficiently managed and developed. This includes overseeing the development and implementation of an effective maintenance plan, which adheres to the highest standards in health and safety, hospitality and catering.
- Ensure the development and delivery of a consistently high standard of appropriate programmes and other events which promote the mission and aims of Corrymeela.
- Ensure the development and implementation of processes to effectively measure the impact of programmes.
- Ensure that the organisation has in place adequate systems and procedures to enable it to operate efficiently. These systems will include ICT, (includes management information database), financial, effective and efficient procurement and statutory reports.
- Ensure that the organisation has the appropriate staffing structure in place and develops a recruitment and retention plan.
- Be directly accountable to the Chairperson on behalf of Council, through an effective performance management and appraisal system.

Financial Accountability

Act as chief accounting officer to ensure the effective planning, management and reporting of Corrymeela's finances, which enhances the sustainability of the charity.

- Be accountable to Council for the overall financial health and long-term sustainability of Corrymeela.
- Oversee preparation of budgets, regularly monitoring performance against budgets and analyse variances, ensuring that, where necessary, corrective action is taken on a timely basis.
- Ensure effective cost control and utilisation of resources to provide cost effective service options whilst maintaining quality of service.
- Ensure that Council receives sufficient and timely information and advice to enable Committee members to make informed decisions at Council meetings.
- Meet regularly with the Senior Leadership Team to monitor expenditure and organisational performance.
- Ensure, through the finance function, the good conduct and financial stability of the charity through consistent and accurate financial reporting systems.
- Ensure completion of annual reports in line with Charity financial requirements.
- Oversee the management of working capital requirements.

Income generation

Cultivate a portfolio of opportunities to generate income from a diverse range of sources which enables the charity to meet its objectives and secure a sustainable Ballycastle Centre of welcome, encounter and learning.

- Ensure an appropriate income generation strategy is developed, implemented and regularly evaluated.
- Develop new and existing income streams which ultimately will lead to a balanced budget ensuring the sustainability of the charity.
- Provide a strategic oversight role on the development of significant new corporate donors to support the sustainability of the charity and the effective delivery of programmes and events.
- Lead a programme of successful bids for income from a range of funders including statutory sources (grants and tenders), grant-making trusts and foundations.
- Develop and maintain a strong profile and relationships with our present and previous funder working collaboratively with the Community Leader as appropriate.
- Enhance our relationships with key donors and friends utilising Corrymeela's unique and strong identity to generate income to delivery on our programme of work, working collaboratively with the Community Leader as appropriate.
- Optimise income from community members, associates and other individuals, through regular giving, gift-aid, legacies, etc.
- Develop our existing partnerships and collaborative work with other like-minded organisations both statutory/non-statutory, to enhance our work and opportunities.
- Oversee and monitor an effective programme of income generation which ultimately results in a balanced budget for Corrymeela, thereby securing its sustainability.

Marketing, Communications and PR

- Represent the charity with all stakeholders (internal and external) promoting the charity's aim and objectives through the development of appropriate PR, Marketing and Communication plans (including digital and print) which includes publicising Corrymeela's programmes and events.
- Work collaboratively with the Community Leader to deliver a consistent message and understanding of roles and appropriate representation in internal and external communications.
- Act as a spokesperson (as appropriate) for the charity presenting a positive and professional external image of the organisation working collaboratively with the Community Leader as appropriate.
- Develop new relationships with potential commercial sector clients and philanthropic and charitable funders working collaboratively with the Community Leader as appropriate.

- Build, develop and maintain trust relations with key partners and act as a point of contact for important donors, funders, Northern Ireland Assembly, other elected institutions, civic society and other key stakeholders.
- Develop and implement relevant policies/procedures which utilises a range of communication platforms.
- Review internal communication systems to ensure they are meaningful and effective. Champion internal communications throughout the charity to ensure inclusion, information and empowerment of staff through regular co-ordinated team meetings and briefings.

Governance and legal Compliance

- Work in partnership with the Chairperson to ensure the effective governance of Corrymeela.
- Provide clear and concise information to the Council through carefully structured meeting agendas, briefing papers, policy proposals and progress reports.
- Work with Council in fulfilling Corrymeela's constitutional, regulatory and legal duties, to ensure compliance with all relevant legislation, including employment law, charity law, company law and health and safety legislation.
- Ensure that the major risks to which the charity are exposed have been reviewed and systems including a live risk register have been established to mitigate these risks.
- Together with the chairperson, enable Council to maintain high standards of governance and to fulfil its role effectively through the provision of transparent briefings and reports, proportionate to their importance.
- Attend, support and offer guidance to relevant sub-committees of Council including Audit and Risk.

Additional duties

It is the nature of the work of Corrymeela that tasks and responsibilities are unpredictable and varied and as significant focus is placed on the residential centre at Ballycastle all staff are required to work in a flexible way to meet the needs of the organisation. This will include residential periods at the Centre and time away from home representing Corrymeela.

12.3.APPENDIX 3: JOB DESCRIPTION – LEADER OF CORRYMEELA.

JOB DESCRIPTION - LEADER OF CORRYMEELA

Job title:	Leader of Corrymeela.
Accountable to:	Corrymeela Council, through the Chair
Overall purpose:	To provide leadership for the Corrymeela Community and hold Corrymeela as ONE, leading on the exploration and promotion of public and civic engagement relevant to the mission, vision and values of Corrymeela with reconciliation at its core.

The current arrangement sees this role as 4 days per week, 16 days in total per a typical 4 week month. It is agreed that with varying workloads which include extensive evening and weekend working the post holder will work “full” time for weeks 1 and 4 and “light” time for weeks 2 and 3.

Key responsibilities:

1. Strategic Direction

- Actively promote and enable the mission, vision, values and aims of Corrymeela.
- Using their considerable leadership experience, as a senior stakeholder, work collaboratively with others (chair, vice chair, treasurer & ED) to lead the development and implementation of strategic, fund-raising and planning.
- Develop strategic alliances to strengthen the work and witness of Corrymeela locally and globally.
- Together with the Executive Director, support the Chairperson and Council to ensure Members are involved with and informed of the strategy and its implementation.

2. Community Life and Development

- Lead the development of the life and faith of Corrymeela (including monthly meetings: for worship, cell groups, staff and the lived community in Ballycastle.)
- Support, advise and oversee the work of the Community Life Committee.
- Support the planning and implementation of Community Weekends and learning events.
- Engage with individuals who are joining the community as provisional members.
- Oversee the structures for supporting all community members and associate members - in membership, participation, pastoral care and opportunities for engagement.

- Engage with established and emerging partners in faith and witness in Ireland, the UK and internationally, developing and sustaining important relationships and partnerships.

3. Public Space, Programmes and Theology

- Support and develop the public work and witness of the community of Corrymeela.
- Lead and develop Corrymeela's exploration and practice of public theology.
- Oversee worship and worship resources at the Ballycastle Centre.
- Develop open programmes at Ballycastle and Belfast that explore Corrymeela's public theology and its implications, in partnership with the ED, relevant staff and community structure.
- In engaging with contemporary society and politics, lead on taking opportunities for Corrymeela's legacy and witness to 'speak' into contemporary issues e.g. organizing events, for, speaking engagements, media engagements, blogs etc. (in collaboration with ED and relevant staff)
- Develop opportunities for Corrymeela to continue to witness to the learning of the Community and staff and use this learning to influence peace-making locally and globally.

4. Ambassadorial and Fundraising

- In collaboration with the ED, act as an ambassador and media spokesperson for the Corrymeela Community's vision and mission
- Act as an ambassador for Corrymeela with the churches and other faith-based networks and organisations in Ireland, UK and internationally, developing relationships and partnerships.
- Developing and maintaining the work of Corrymeela's Friends across the UK & Ireland (in
- partnership with ED & communications/fundraising staff roles)
- Build relationships and establish collaborations with other organizations and funders in order to progress the work of Corrymeela.
- Liaise with ED to take a key role in attracting funding/resource to contribute locally and globally with cutting edge and challenging theological thought, writing and resources.

5. Communications

- Ensure effective communications with Community Members, Associates and Friends about Community life and opportunities for involvement.
- Contribute regularly and substantially to internal and external communications.
- Relationships

- Build a strong effective working relationship with the Executive Director in line with the Governance Framework.
- Identify and manage conflicts and potential conflicts effectively.

6. Governance and Compliance

- Develop an annual work plan (and associated budget, through the Executive Director) of priorities which is agreed by the Chair of Council
- Provide a written report in advance of each Board meeting.
- Attend Council meetings (except where there is a potential conflict of interest) and Chair's Committee meetings.
- Meet regularly with the Chair of Council.
- Meet regularly with the Executive Director and other office bearers.
- Manage any staff appropriately, in line with Corrymeela policies and procedures
- Comply with all Corrymeela policies and procedures.

7. Other

- Carry out such other duties as are consistent with the overall purpose of the role

12.4 APPENDIX 4: PROCUREMENT POLICY

Procurement Policy.

Most purchases through the Corrymeela are financed from either publicly provided donations or grant funding. Staff are reminded of the need to purchase responsibly, obtaining best value for money and at all times acting within their delegated authority and recording accurately and fully their transactions.

Procurement must be followed for all payments and must take place in advance of the goods and services being ordered. The table below sets out the procurement control limits:

Estimated Value of Order (Including VAT) £	Number of Written Quotes Required
Up to £500	For goods & services evidence of a price check is not required providing the costs incurred can be considered reasonable.
> £500 < £2,000	3 "Price checks" or quotes - print out confirmation of price should be obtained.
> £2,000 < £30,000	3 Written Quotes/Tenders. Again in the interests of value for money identify 3 suppliers/service providers.
> £30,000 < EC Thresholds	Publicly advertised open or restricted tender competition

Clear detailed specifications should be drawn up by the relevant employee or budget holder, to facilitate a like for like comparison, and a business case as to the purpose or need for the purchase.

Such order value levels are for complete items or groups of items and may not be broken down to come under the relevant limit.

For regular goods and services the value should be the estimated spend for one year.

For contracts or leases the value should be the total for the term of the agreement. If the contract, lease or agreement is over one year it will require authorisation in line with the single tender action approval.

The quotes should be summarised on the Procurement Summary form supported by the written quotes and duly authorised as per the Levels of Authority and passed to finance for filing with the invoice.

A quotation other than the lowest may be accepted, but all such cases must be approved in writing by the Executive Director or Head of Finance, and if over £10,000 reported to the Finance and Personnel Committee, with reasons for the decision, to be reviewed and past to Council for approval.

Where there is a conflict of interest or perceived conflict of interest in any procurement, you must follow the conflict of interest procedure.

The exception to Corrymeela procurement is where a funder has specific requirements that must be adhered to as part of the terms of the funding.

Single Tender Action

In exceptional circumstances where there is only one economic operator with whom negotiations can take place this would be classed as a single tender action. It could be justified in such circumstances where:

1. follow up work is required related to a recent contract and the added value gained from the additional work being given to the same contractor outweighs any potential reduction in price that may be derived from competitive procurement. The follow up work should not be of significant cost, i.e. less than 50% of the original contract.
2. the expertise required is only available from one source. This may be due to exclusive design rights, brands or patents but the specification should be reviewed to ensure that no other product/service would meet user requirements.

A specification will still be required for a single tender action and a full rationale justifying the decision, including the business case.

Estimated Value of Order (Including VAT) £	Approval required
Up to £2,000	Executive Director & Head of Finance
> £2,000 < £10,000	Treasurer & Chair or Vice Chair
> £10,000	Council

Levels of Authority

Expenditure on revenue or capital items **within agreed budgets** can be authorised as follows:

Budget holders	up to £1,000
Department Heads	up to £5,000
Executive Director	up to £10,000
Chair / Treasurer	up to £15,000
Council	Unlimited

Such expenditure levels are for complete items or groups of items and may not be broken down to come under the relevant limit.

Expenditure **outside agreed budgets** can be requested by the Executive Director and be authorised as follows:

Two from the following : Chair, Treasurer or Trustee	up to £10,000
Council	unlimited

The expenditure outside agreed budgets will only be considered in an emergency situation, for example, when there has been a failure of essential equipment or an urgent compliance request with legislative terms.