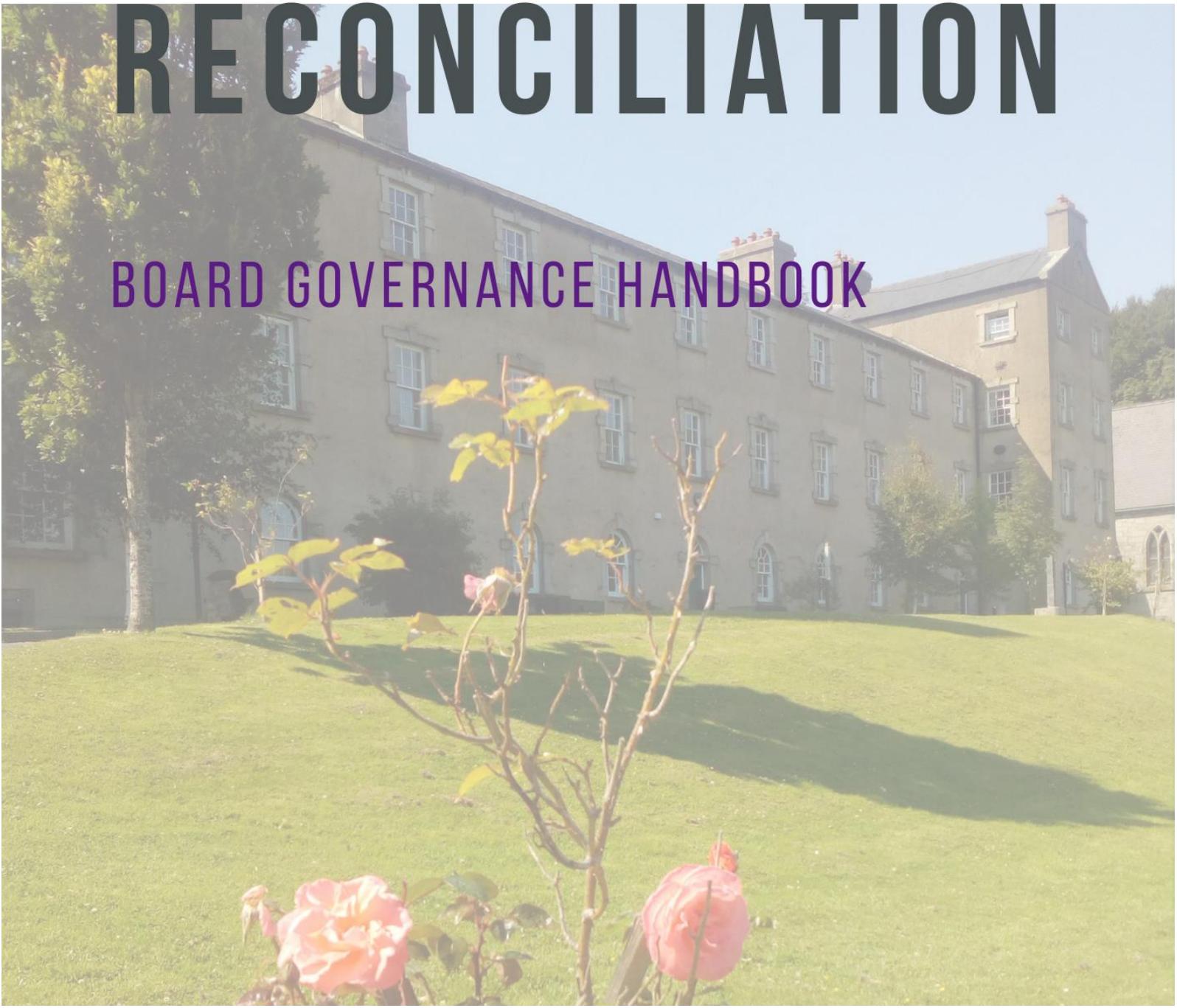


# GLENCREE CENTRE FOR PEACE & RECONCILIATION

BOARD GOVERNANCE HANDBOOK



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## Introduction

### **The Purpose of this Handbook**

This handbook sets out The Glencree Centre for Peace and Reconciliation policies and procedures in relation to all aspects of the charity's governance from the perspective of the board members. The handbook documents the legal obligations of the board members as well as the processes that the charity has in place to meet good governance standards, including those set out in the Charities Governance Code.

This handbook will be reviewed every three years, although changes can be proposed at board meetings and the handbook adapted accordingly. Any change that would affect the Constitution of the charity must be ratified at an Annual General Meeting or Emergency General Meeting.

### **Principles Guiding the Board of The Glencree Centre for Peace and Reconciliation**

The Board of The Glencree Centre for Peace and Reconciliation is committed to the principles of the Charities Governance Code.

As such, each member of the Board of The Glencree Centre for Peace and Reconciliation is understood to commit to:

1. Advancing the Charitable Purpose
2. Behaving with integrity
3. Leading people
4. Exercising control
5. Working effectively
6. Being accountable and transparent

The Glencree Centre for Peace and Reconciliation is currently compliant with the Charities Governance Code.

## 1. Advancing the Charitable Purpose of The Glencree Centre for Peace and Reconciliation

*Charitable purpose has a specific meaning in charity law. The Charities Act 2009 sets out four categories of charitable purpose: prevention or relief of poverty or economic hardship; advancement of education; advancement of religion; and any other purpose that is of benefit to the community – Charities Governance Code.*

1.1 The main objects of The Glencree Centre for Peace and Reconciliation are:

### MAIN OBJECTS

3. The main objects for which the Company is established are to promote the general good of the community in the Republic of Ireland and elsewhere by pursuing any objects deemed by law to be charitable, and in furtherance thereof, but not further or otherwise, the Company may:
  - 3.1 Foster mutual respect, tolerance and understanding between individuals or groups in conflict. Assist, encourage and undertake activities which will promote understanding, justice and reconciliation between individuals or groups involved in conflict, be it national or international, be it economic, political, racial, religious or other kind;
  - 3.2 Assist, encourage and undertake research into the causes of conflict and into effective methods of resolving conflict, assist, encourage, undertake and divulge, educational programmes which will seek to inform people of the causes of conflict and of non-violent methods of solving such conflicts. Hold seminars, symposiums and debates, meetings and discussions and pay instructors, lecturers, organisers and other necessary persons and provide all necessary and proper clothing, Directors lodging and medical and surgical attendance, appliances, nursing and comforts as may be necessary or desirable in connection with the promotion of any of the objects or purposes of the Company;
  - 3.3 Establish a permanent centre for the provision of facilities for people living under conflict and for the provision of other facilities in furtherance of the objects of the Company;
  - 3.4 Provide facilities for the training and education of laymen and women of every tradition to play a responsible and effective part in society and for retreat, readjustment and renewal and for providing a medium for and encouraging the general and positive application in terms of conduct and service in the community with the principle of reconciliation; and
  - 3.5 Assist and supplement the work of statutory authorities, voluntary organisations, associations and groups concerned with special problems arising from conflict of any kind and arising from unemployment, poverty or distress, the improvement of health or physical wellbeing, the advancement of education, the promotion of service, the furtherance of urban and rural renewal and the social, cultural and economic development of the community.

These objects fall under the definition of charitable purpose for public benefit as set out in the Charities Act 2009.

1.2 The Board is satisfied that any private benefit arising to anyone employed or providing services to The Glencree Centre for Peace and Reconciliation is reasonable, necessary, and ancillary to the public benefit that your charity provides.

1.3 The Glencree Centre for Peace and Reconciliation conducts a strategic planning process involving the board members, management, staff, volunteers, and other stakeholders and develop a 5-year strategy and strategy implementation plan. This plan is supported by an annual operational plan.

1.4 The Board commits to ensuring that The Glencree Centre for Peace and Reconciliation has the resources it needs to carry out planned activities.

1.5 The Board regularly reviews our work to ensure we continue to act in line with our charity's purpose and provide public benefit. We regularly review our Constitution.

## 2. Behaving with integrity

2.1 The Board has agreed the values of The Glencree Centre for Peace and Reconciliation and publicise them widely. The values are:

- Independent
- Non-violence
- Inclusivity
- Equality and diversity
- Transparency
- Confidentiality
- Improvement through learning

2.2 The Glencree Centre for Peace and Reconciliation has a Conflicts of Interests and Conflicts of Loyalties policy which all board members are required to sign on joining the The Glencree Centre for Peace and Reconciliation Board.

The purpose of these policies is to assist board members of The Glencree Centre for Peace and Reconciliation to effectively identify, record and manage any conflicts of interest or loyalty in order to protect the integrity of The Glencree Centre for Peace and Reconciliation and to ensure that board members act in the best interest of the charity.

A conflict of interest is any situation in which a charity trustee's personal interests or loyalties could, or could be seen to, prevent the charity trustee from making a decision in the best interests of the charity. This personal interest may be direct or indirect and can include interests of a person connected to the charity trustee. These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of the charity and therefore must be managed accordingly.

2.3 The Glencree Centre for Peace and Reconciliation has a Code of Conduct Policy which all board members are required to sign. This document sets out the standard of behaviour expected from board members in order to ensure that:

- the Glencree Centre for Peace and Reconciliation is effective, open, and accountable
- the highest standards of integrity and stewardship are achieved
- the working relationship between board members, staff and any volunteers or employees is productive and supportive.

### 3. Leading people within The Glencree Centre for Peace and Reconciliation

3.1 All new board members joining the board of The Glencree Centre for Peace and Reconciliation receive an induction where their roles and duties as board members are discussed. All new board members are given a welcome letter setting out their role, responsibilities and duties as board members of The Glencree Centre for Peace and Reconciliation which is signed by the board member and a copy returned to the Company Secretary (GC).

All staff members and volunteers are given a job description which sets out their role and responsibilities.

3.2 The Glencree Centre for Peace and Reconciliation currently does not run a volunteer programme. In the event that a decision is taken to introduce such a programme a Volunteer Policy, Volunteer Role Descriptions and a Volunteer Handbook will be developed and approved by the Board.

3.3 The Glencree Centre for Peace and Reconciliation has arrangements in place that comply with employment legislation for staff members all of which are captured in our Employee Handbook and is approved by the Board and reviewed every 3 years.

3.4 In addition to policies contained within the Employee Handbook The Glencree Centre for Peace and Reconciliation has a comprehensive range of other operational policies. The Board Sub-Committee, the Governance Committee are responsible for the development, approval and review of all the charity's policies. Certain policies will be put forward for ratification to the Board by the Governance Committee. See List of Policies in Appendix 1.

### 4. Exercising control over The Glencree Centre for Peace and Reconciliation

4.1 The Glencree Centre for Peace and Reconciliation is a non-profit organisation and is registered as a charity. As such, it is governed by the Charities Act 2009. The Board is responsible for ensuring it remains aware and informed of future changes to the Act. It is the responsibility of the CEO to keep the Board updated on this.

The Glencree Centre for Peace and Reconciliation is a company limited by guarantee.

As per the legal requirement of a company, the Constitution of The Glencree Centre for Peace and Reconciliation is comprised of a Memorandum and Articles of Association, which comprise the governing documents for The Glencree Centre for Peace and Reconciliation.

All board members are provided with a copy of The Glencree Centre for Peace and Reconciliation Constitution on joining the Board. In line with legal requirements, the Constitution is lodged with the Companies Registration Office (CRO) and Charities Regulatory Authority (CRA) and is publicly available. The Board of The Glencree Centre for Peace and Reconciliation is responsible for ensuring the Constitution accurately describes the organisation's structure and activities.

Where there is a change in charity mission, objectives or structure, or a significant change in activities or governance procedures, the Constitution is reviewed and amended if necessary. Legal advice will

be sought with our Solicitors (Arthur Cox) where any significant changes are made. Changes made are communicated at an AGM or EGM. The Company Secretary ensures the CRA and the CRO is informed of any changes.

4.2 The CEO of The Glencree Centre for Peace and Reconciliation provides a quarterly CEO report to the board members. The Governance Committee and Audit and Risk Committee provide an update on compliance at each Board meeting. These updates, when required, on the following topics:

- Health and Safety
- Complaints
- Child Protection
- Staff Performance Management /Human Resources issues
- Data Protection
- Compliance with funders reporting requirements
- Any other issues in relation to risk management
- Compliance Requirements – CRO
- Compliance Requirements – CRA
- Standard Operating Compliance Requirements
- Employment Law Compliance Requirements
- Finance Compliance Requirements
- Register of Lobbying compliance Requirements

The CEO is responsible for informing the Board of any significant issues in a timely manner, determined by the nature of the issue. In serious or urgent matters requiring Board input, the Chairperson is informed as soon as possible. The Chairperson in conjunction with the CEO then determines the next steps in resolving the issue and ensures the Board is updated within an appropriate timeframe.

4.3 The Glencree Centre for Peace and Reconciliation has a Fundraising Policy which reflects the Charity Regulator's Guidelines for Charitable Organisations on Fundraising from the Public, and the CEO of The Glencree Centre for Peace and Reconciliation reports to the Board on all fundraising issues in the CEO quarterly report. See List of Policies in Appendix 1.

4.4 Financial Controls - The Glencree Centre for Peace and Reconciliation takes seriously its duty to maintain proper books of account and does so in accordance with the Financial Management Manual of the charity. The Financial Controller presents management accounts to the Board, for each board meeting, for consideration and discussion. The Audit & Risk sub-committee receives copies of the management accounts bi-monthly and reviews the finances of the organisation regularly and in advance of the board meetings. Due to the nature of the Audit & Risk sub-committee's work, at least one member has a financial qualification and experience as a financial manager, in financial accounting or similar.

#### Filing Accounts

Ensuring that the filing of accounts takes place at the appropriate time is the responsibility of the Secretary. The Glencree Centre for Peace and Reconciliation takes seriously its duty to file an Annual Return and Annual Accounts, which are true copies as laid before the AGM and include:

- Balance sheet
- Statement of financial activities
- Directors' report
- Auditor's report

Board members are responsible for approving the Financial Management Manual of Glencree which outlines all financial policies, procedures, processes and controls. This policy includes clarity on the level of financial authority given to the Board, Financial Controller, the CEO and other staff as applicable. The Glencree Centre for Peace and Reconciliation has in place a Reserves Policy.

#### Auditing

As per the legal requirements of a company, The Glencree Centre for Peace and Reconciliation accounts are audited annually. The audit is an examination of The Glencree Centre for Peace and Reconciliation financial statements, providing an informed statement regarding to what extent the financial statements:

- have been prepared according to: the companies acts, relevant legislation and standard accounting practices, and:
- give a true and fair view of the state of the company's affairs, profit or loss for the financial year and assets and liabilities at the end of that year.

The Board is responsible for ensuring there are adequate internal financial controls and risk management systems including: budgeting and planning, appropriate financial procedures, monitoring of these and adherence to relevant legislation.

#### Auditor

The appointment, remuneration and removal of the auditor is dealt with by the Audit and Risk sub-committee in the first instance, but approval for any such decision must be granted by Board. The removal of the auditor needs to be passed by ordinary resolution at a general meeting of the company.

#### Remuneration and Board members

Board members are entirely voluntary and receive no payment for their work. Expenses are reimbursed in accordance with the Travel and Expenses Policy. Board members can choose not to reclaim expenses if they so wish.

4.5 Risk Management – The Board of The Glencree Centre for Peace and Reconciliation is responsible for ensuring that the charity has a risk management system in place including a business continuity plan. The Glencree Centre for Peace and Reconciliation risk management system consists of:

Risk Management Expert: ARC Chair & one committee member

Risk Management Policy

Risk Register

The Risk Register is used on a continual basis by the CEO in carrying out operational decisions. The Risk Register is reviewed bi-annually by the CEO with the Senior Management Team prior to submission to the ARC for review. The Board reviews and approves the Risk Register and accepts the residual risks laid out in the risk register.

4.6 The Glencree Centre for Peace and Reconciliation takes advice on insurance needs as needed and has appropriate and adequate cover in place including Public Liability, Employers Liability, Professional Indemnity, Directors & Officers Liability, Personal Accident.

## 5. Working effectively

5.1 Board members are appointed to the Board of The Glencree Centre for Peace and Reconciliation in accordance with The Glencree Centre for Peace and Reconciliation Constitution and the Charities Act 2009. When recruiting new board members The Glencree Centre for Peace and Reconciliation also follows the guidance from the Charities Regulator as set out in their documents:

- Succession Planning
- Due Diligence for prospective Board members
- Recruitment and Induction
- Induction Pack Checklist

Before recruiting a new board member, the board of The Glencree Centre for Peace and Reconciliation will always consider what is working well with the current Board and what could work better. The Board will also be mindful of what skills, experience and knowledge are available to it already from existing board members. This process is led by the Board Chair and should help to identify any competency / skills gaps on the board.

5.2 The Board of The Glencree Centre for Peace and Reconciliation meets six times a year with meetings planned a year ahead. The Glencree Centre for Peace and Reconciliation Constitution states that the minimum number of Board members required for the Board to conduct business (quorum of three). Meetings may go ahead without a quorum but decisions made require ratification (either virtually or at the next meeting of the Board).

Board members are expected to attend all meetings (via conference or in person when Covid -19 restrictions permit), although it is understood that there may be times where other events prevent attendance. Where appropriate, participation by conference call will be arranged. Where a board member cannot attend, they are asked to send apologies in advance to the Chair as far as possible in advance.

In the event that a specific decision must be made/ input is required, but the board member cannot attend the meeting, the Chair may invite the board member to indicate their position, which will be reported to the meeting.

Board members who miss three meetings in a row or four meetings in a rolling 12 month period will be contacted by the Board Chair. Non-attendance may result in a requirement to resign from the Board.

### 5.3 Agenda setting

The Chair of the Board should consult with the CEO/Corporate Services Executive in advance of the Board meeting to discuss any issues arising and develop the agenda for the Board meeting. Board members can propose items for the agenda by communicating directly with the Chairperson, Corporate Services Executive or the CEO.

The Corporate Services Executive will ensure that the agenda for the upcoming meeting is communicated to the members of the Board and any additional attendees.

Supporting material should be circulated with the agenda to provide background to any topics included, i.e. minutes of previous meetings, agreed actions, management accounts, and relevant reports at least seven days prior to the meeting.

The Chair has discretion as to whether or not items can be raised under Any Other Business (AOB) section of the meeting agenda. Items that require a board decision should not be taken as items under AOB, unless in exceptional circumstances and there is unanimous agreement by all Board members present that a Board decision can be taken on the item raised under AOB. It is good governance practice to restrict items raised under AOB to matters of information and not matters requiring a board decision.

5.4 A board pack with the necessary supporting board papers is prepared and issued seven days before the meeting.

#### Minutes and Action Items

The Corporate Services Executive, will be responsible for taking the minutes:

- Minutes are a record of key actions and decisions discussed and agreed at the meetings
- The Chair of the Board will review the minutes once they are drafted, prior to circulation

The Corporate Services Executive will ensure that the minutes are completed within two weeks of the Board meeting and consult with the CEO an appropriate window for circulation. Historically the minutes have been circulated seven days prior to the next board meeting. The minutes will include a summary document outlining key issues discussed, key decisions made, key actions agreed and associated completion responsibility and timeframe and a detailed minute of the meeting:

Every effort should be made to ensure that key decisions have the full support of the board members. However, where necessary key decisions will be made using a majority of votes:

- Every board member shall have one vote
- Where there is an equality of votes, the meeting Chair shall be entitled to a casting vote
- Attendees and ex-officio members do not have voting rights. They may be asked to leave the meeting if a vote is deemed necessary.

#### Board decisions/approvals in between scheduled meetings

There may from time-to-time be a requirement for the Board to decide or approval a matter outside of a normal scheduled meeting. In situations where the CEO requests a board decision or approval for a matter that cannot wait until the next scheduled Board meeting, the CEO should contact either the Chairperson, Vice Chair setting out the background to the matter and outlining why a decision or approval is required before the next scheduled meeting of the Board.

The Chairperson, Vice Chair or Treasurer may decide depending on the nature of item requiring decision/approval to call a special board meeting where board members are physically present at the meeting or via conference call. The required quorum of three board members also applies to this type of meeting. If it is not practical to call a meeting, he/she may alternatively ask the CEO or Company Secretary to email the board members setting out the matter requiring the decision/approval. A minimum of six board members must give their consent by email for the approval to be valid. The matter must then be formally ratified and minuted at the next meeting of the Board.

The use of the email to board members procedure for board approvals in between scheduled meetings should only be used infrequently and should not become standard practice for making board decisions.

5.5 Board members are appointed to the Board for a term of 3 years and the maximum number of terms would be 2 terms (from May 2021). However, in exceptional circumstances this may be

extended 'up to two years'. A maximum of two Board members be allowed to serve an exceptional term at any one time. The Constitution will be updated to reflect same during the next planned review.

5.6 The induction process for new board members to the Board of The Glencree Centre for Peace and Reconciliation involves the provision of an induction pack, and meetings with the existing board members, the Chairperson and other key employee(s) or volunteer(s) within the charity.

An induction pack with also be given to each new board member which will include the following key documents under three areas:

#### Information on The Glencree Centre for Peace and Reconciliation

- A letter of welcome
- Glencree's current Strategic Plan and Annual Business
- A brief history of Glencree and an outline of the current work
- A recent progress report
- Organisation Chart

#### Legal status and regulatory guidance/requirements

- Glencree Centre's Memorandum and Articles of Association
- A Declaration of Interests form
- All organisational policies
- Charities Regulator's links for The Charities Governance Code and Guidance for Charity Trustees
- Details of the Board members' responsibilities under Company law and under all relevant legal and regulatory frameworks

#### Governance

- Role descriptions for Board members, Chairperson, Secretary, Treasurer, CEO
- A list of Glencree's current Board members and contact details for the Chairperson, Vice Chairperson, Treasurer, Company Secretary and CEO
- Board minutes of the three most recent board meetings
- A schedule of forthcoming board meetings
- A list of the board sub-committees, their terms of reference and membership
- The annual report and accounts for the past two years
- Current risk management audit/risk register
- Details of Glencree's indemnification of Company directors
- Code of Conduct for Board members (for signature and return to the Company Secretary)
- Conflict of Interest and Conflict of Loyalty policies
- Board roles and responsibilities policy

5.7 Board Members Role - The Board of The Glencree Centre for Peace and Reconciliation has both the authority and responsibility to carry out the following roles:

#### Leadership

- To define, uphold and work towards the vision, mission, values and objectives of The Glencree Centre for Peace and Reconciliation and to fully comply with the Constitution, charitable purpose, and public benefit
- To provide overall strategic direction and leadership for The Glencree Centre for Peace and Reconciliation by developing and approving a strategic plan in line with the Constitution
- To monitor progress against the strategic plan through regular reporting from the CEO and Board sub-committees as relevant and to review the plan periodically

- To ensure that an appropriate system is in place to assess the impact of the work
- To approve all policy, systems and controls necessary to govern the activity and maintain the ethos of The Glencree Centre for Peace and Reconciliation

#### Roles

- To appoint a CEO, agree the CEO's job description and put appropriate systems in place for their support and performance management
- To ensure that appropriate systems are in place for the support and supervision of all staff by delegating the responsibility for other staff management to the CEO
- To establish and agree the terms of reference of any sub-committees that may be necessary
- To agree a schedule of matters specifically reserved for decision-making by Board

#### Resources

- To ensure that The Glencree Centre for Peace and Reconciliation has the financial and human resources needed to implement its strategic plan and to promote the prudent and effective management of those resources
- To ensure that appropriate financial management procedures are in place and are being implemented
- To agree a risk management policy for the organisation

#### Accountability

- To agree an appropriate process for communicating with and being accountable to funders, stakeholders, and the general public
- To identify and comply with all relevant legal, regulatory, and funding requirements as outlined in this Board Handbook
- To carry out board business efficiently and effectively

#### Role of individual board members

- Comply with The Glencree Centre for Peace and Reconciliation Constitution
- Ensure that The Glencree Centre for Peace and Reconciliation is carrying out its charitable purposes for the public benefit
- Act in the best interests of The Glencree Centre for Peace and Reconciliation
- Act with reasonable care and skill
- Manage the assets of The Glencree Centre for Peace and Reconciliation
- Make appropriate investment decisions
- Ensure that The Glencree Centre for Peace and Reconciliation is registered on the Charities Regulator's Register of Charities
- Ensure that The Glencree Centre for Peace and Reconciliation keeps proper books of account
- Ensure that The Glencree Centre for Peace and Reconciliation prepares and furnishes financial accounts to the Charities Regulator
- Ensure that The Glencree Centre for Peace and Reconciliation prepares and furnishes an annual report to the Charities Regulator
- Ensure the Charities Regulator is informed if you are of the opinion that there are reasonable grounds for believing a theft or fraud has occurred (Disclosure obligation)
- Ensure that you comply with directions issued by the Regulator

## Role of the Chairperson

The Board Chairperson's duties include:

- Leading the Board of board members
- Promoting good governance among fellow board members

To ensure smooth running of Board meetings:

- Liaising with the CEO and Company Secretary to ensure all relevant items are on the agenda
- Consulting with other board members to ensure concerns are reflected in the agenda
- Allowing sufficient time for discussion and ensuring that meetings are kept to time (prioritising discussions when necessary)
- Ensuring adequate information is available for productive discussion
- Promoting maximum participation from all directors
- Ensuring decisions are understood, recorded, implemented and/or followed up on

To promote good governance:

- Initiating annual performance reviews/skills audits/etc
- Leading on recruitment of new board members
- Supporting new board members thorough induction

To supervise and provide support to the CEO:

- The CEO reports to the Board, and the Chairperson is line manager to the CEO.
- To support the CEO in leading The Glencree Centre for Peace and Reconciliation at the strategic level.
- To act as a Spokesperson for the Board or for The Glencree Centre for Peace and Reconciliation if required (e.g. The Chairperson of the Board may be required to act as media spokesperson, supported by the CEO.)

In the case where the Chairperson is aware that they will be unable to attend a Board meeting he/she will appoint another board member to chair the meeting in their absence, as set out in the Constitution. In the case where the Chairperson is unable to attend and does not give advance notice of same, the board members who are in attendance may approve one trustee from their number to chair the meeting.

Where there is an unexpected or ongoing vacancy in the position of Chairperson the existing board members may nominate from their number an interim Chairperson, for a period of up to six months.

## Role of the Company Secretary

As per the legal requirements of a registered company, The Glencree Centre for Peace and Reconciliation has a Company Secretary. It is the Company Secretary's responsibility to ensure duties are completed. The duties of the Company Secretary follow the guidelines and requirements of the Companies Registration Office.

## Role of the Secretariat

The secretary of The Glencree Centre for Peace and Reconciliation whose duties include:

- Administration and compliance
- Preparing for board meetings

- Notification of Board meetings
- Circulation of papers prior to Board meetings
- Taking meeting minutes
- Keeping an action log of all decisions taken
- Attending other meetings

The Glencree Centre for Peace and Reconciliation board members must ensure that the person has the skills and resources to perform these duties.

#### Sub-committees

Sub-committees of the Board are established, when deemed necessary by the Board, to deal with ongoing areas of work or to progress specific pieces of work. The following sub-committees are currently in place:

- Governance
- Audit and Risk
- Succession planning

All sub-committee members are appointed by the board members and all board members can be members of sub-committees. Each sub-committee will have a minimum of two board members with one of them chairing the sub-committee. External individuals may be invited to join based on their particular skills and/or experience. The Audit and Risk sub-committee should have a minimum of two board members and at least one with recent and relevant financial experience. Each sub-committee will nominate a Chair and their appointment will be approved by Board. The Chairperson of The Glencree Centre for Peace and Reconciliation does not Chair of the Audit & Risk sub-committee.

At the behest of the CEO and approval of the Chair of the sub-committee, members of staff may also be asked to attend sub-committee meetings but are not considered members of the sub-committee. Any trustee, including the Chair, may attend any sub-committee meeting and may be invited by the sub-committee to do so.

Meetings of sub-committees may take place in person or virtually (e.g., via conference calls). All sub-committee members, apart from any additional board members in attendance, have voting rights on sub-committees.

Sub-committees always have Terms of Reference agreed by the full Board and detailing the name, purpose, membership and authority of the group. Sub-committees deliberate issues within their remit separately from the full Board, and present recommendations to the full Board for ratification. The CEO of The Glencree Centre for Peace and Reconciliation may be invited to attend sub-committee meetings. All sub-committees report in writing to the Board.

#### Working Groups

From time to time, board working groups may be established to progress specific pieces of work. The following working groups are currently in place (if applicable):

- Strategic Plan Working Group
- Communications Working Group

5.8 Board members are committed to resolving problems and emerging issues as quickly as possible and in the best interests of The Glencree Centre for Peace and Reconciliation. This is achieved by:

- Effective engagement in the strategic planning process
- Holding regular board meetings and ensuring that emerging problems or issues are included in the CEO's report or put on the meeting agenda
- Board sub-committees reviewing and assessing emerging issues or problems

- The development and review of the Risk Register and
- Comprehensive financial management

5.9 Review of the Board – Good practice recommends that the performance of the Board should be formally appraised on an annual basis. The Chair of the Board of The Glencree Centre for Peace and Reconciliation will ensure that a process is put in place with the approval of the Board to assess the performance of the Board.

The Chair will recommend an appropriate approach for conducting this performance appraisal. Examples of possible approaches include:

- Self-Assessment Questionnaire completed by Board members. Under this approach, the questionnaire to be circulated to board members is developed and analysed by the Chair, the Vice Chair or agreed person/organisation.
- Interviews with Board and Sub-Committee members - would be conducted by the Chair or an external (independent) third party to bring increased objectivity
- Board / Sub-Committee group discussion – this could be led by the Chair of the Board, or one of the Chairs of the Sub-Committees or by an independent facilitator.

## 6. Being accountable and transparent

6.1 The Glencree Centre for Peace and Reconciliation displays our RCN, CRO and CHY numbers on our official Charity letterheads, website, emails, annual report, and social media platforms.

6.2 The Glencree Centre for Peace and Reconciliation stakeholders are any individuals or groups of people who have a legitimate interest in our work. Identifying who they are is important before in order for us to consider how we might communicate with them and how they might communicate with us. The Glencree Centre for Peace and Reconciliation stakeholders include:

- Beneficiaries
- Members
- Employees and volunteers
- Members of Programme Community
- Practitioners in the field of peacebuilding and conflict resolution
- Partner organisations and supporters
- Funders and donors
- Regulators
- Policy makers
- Diplomatic community
- Government and public representatives
- Media
- The general public

6.3 The Glencree Centre for Peace and Reconciliation involves relevant stakeholders in the strategic planning process and, where appropriate and possible, involves stakeholders in other significant decisions involving The Glencree Centre for Peace and Reconciliation.

6.4 The Glencree Centre for Peace and Reconciliation has a Complaints policy in place detailing the procedure to be followed in the event of a complaint being made. The policy is displayed on The Glencree Centre for Peace and Reconciliation website.

6.5 The Glencree Centre for Peace and Reconciliation is committed to following the reporting requirements of all of our funders and donors, both public and private.

## Appendix 1 – Policies List

### The Glencree Centre for Peace and Reconciliation Policies

#### For Board members

- Constitution
- Conflict of Interest/Loyalty Policy Board Code of Conduct
- Board Induction Policy
- Board Roles & Responsibilities
- Support to the Chair Policy
- Board Governance Handbook
- Board Recruitment Policy

#### Organisational Policies

- Financial Management Manual
- Reserves Policy
- Risk Management Policy
- Fundraising Policy
- Travel & Subsistence Policy
- Communications Policy
- Complaints Policy
- Social Media Policy
- Data Protection Policy
- Lobbying Policy
- Child and Vulnerable Persons Protection Policy
- Health & Safety Statement
- Covid-19 Policy

#### For Employees & Volunteers

- Employee Handbook
- HR policies & procedures
- Staff Recruitment Policy
- Staff Induction Policy
- Return to Workplace Policy
- ICT Policy
- Sick Leave Pay Policy

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