

Charity Name	<b>Backstage Theatre CLG</b>
Registration Charity Number (RCN)	20101800
Annual Reporting Period	Jan to Dec 2021
Date approved by the Board of Charity Directors/trustees	23 November 2021

Companies Registration Office Number is: 555234

Under the [Charities Governance Code](#) all registered charities are required to complete this Charities Governance Code Compliance Record Form every year.

Please fill in this form to record:

- the actions that your charity takes to meet each standard of the Charities Governance Code; and
- the evidence that backs this up.

You should approve the Compliance Record Form at a board meeting before you report on your compliance to us.

**You are NOT required to file the Compliance Record Form with the Charities Regulator. However, you must keep your Compliance Record form as the Charities Regulator could ask you for it at any time.**

#### **What do we expect?**

The type of evidence we expect depends on the complexity of your charity.

The minimum expected of all charities would be to discuss and agree at board meetings how they will meet the standards and document their decisions in the minutes. For volunteer-only charities this will be enough to meet many of the core standards.

We would expect a charity with paid staff to provide more documentation like workplans and written policies as evidence of the actions they have taken.

We would expect more complex charities to provide more extensive documentation than other charities.

You can add or delete columns as required.

Please use the glossary within the [Charities Governance Code](#) when filling in the form and include dates where appropriate.

**Please click [here](#) for more information, guidance and templates.**

**1.1 Be clear about the purpose of your charity and be able to explain this in simple terms to anyone who asks.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The stated purpose of our charity is to present a high quality, diverse and innovative programme of arts activities which is valued by and engages the community we serve and which provides a platform for artists and companies to create and present their work.</p> <p>A Board of Directors Handbook (DH) has been developed, approved and provided to all members. This includes a detailed account of our vision, mission and aims &amp; objectives.</p> <p>All new board members are provided with our Induction Pack which includes a copy of our constitution, the Directors Handbook and our Strategic Plan 2020 to 2024</p> <p>Our constitution is published on our website and is available for reference at all board meetings.</p> <p>Our purpose is described on our website under the heading 'Our Mission'.</p> <p>Our Main Object (Charitable Purpose) is stated in our Annual Report</p>	<p>Directors Handbook approved - Minutes of meeting 1<sup>st</sup> December 2020 Contents of Induction Pack: List of Board Directors, Register of Members, List of Employees, our Constitution, our Strategic Plan 2020 to 2024 and Terms of Reference for the following committees of the board: Artistic Development, Governance Review, Finance, Staff Liaison.</p> <p>Directors Handbook and Induction Pack available on request</p> <p><a href="http://www.backstage.ie">www.backstage.ie</a></p> <p>Minutes of all AGMs - Chairpersons address - Copies available</p>

**1.2 Consider whether or not any private benefit arises ([see glossary](#)). If a private benefit arises, consider if it is reasonable, necessary and ancillary to the public benefit that your charity provides.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Backstage has a number of paid employees who are necessary to the efficient delivery of our programme and the achievement of our charitable objectives.</p> <p>Salary scales for employees are calculated based on available information on pay scales in the Arts Sector and are reviewed at least annually by the Finance Committee and recommendations made to the Board of Directors. Increases are considered within the constraints of the financial resources of the theatre and expected long-term commitments of funding partners.</p>	<p>Theatre Forum Pay Scales review</p> <p>Minutes of Finance Committee Meeting dated 30<sup>th</sup> April 2019 Review of Salary Scales for all Staff and Recommendations to Board Minutes of Board Meeting dated 30<sup>th</sup> May 2019</p>
<p>Employee contracts describe the terms and conditions under which travel and subsistence may be claimed in line with Revenue Guidelines</p> <p>Charity directors/trustees (here after called directors) understand that travel and subsistence expenses can be claimed in line with the Civil Service Rates as per Revenue Guidelines. Directors rarely claim expenses.</p>	<p>Staff Contracts of Employment. Revised contracts approved at the board meeting on 4<sup>th</sup> April 2017.</p> <p>Directors Handbook</p>

**1.3 Agree an achievable plan for at least the next year that sets out what you will do to advance your purpose.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Our Annual submission for Arts Council Funding requires a detailed description of our full programme planned/proposed activities for the coming year including a detailed proposed budget.</p> <p>The annual budget/plans have two stages (1) The budget submitted with the Arts Council annual funding application in Sept/Oct of the previous year (2) A revised budget plan submitted on receipt of the Arts Council Funding decision.</p> <p>The Finance Committee scrutinises the initial budget and revised budget before presentation to the board for final approval.</p>	<p>Arts Council Application available on request</p> <p>Completed Arts Council Application Form submitted for deadline of Thursday 23 September 2021</p> <p>Revised Budget approved Minutes dated 25<sup>th</sup> March 2021</p> <p>Finance Committee Meeting 15<sup>th</sup> March 2021</p> <p>Finance Committee Meeting 21st September 2021</p>
<p>As County Council Funding is on a 3-5 year cycle a plan is provided to the Local Authority on this basis with submissions seeking 3-5 year funding. Annual reports/plans are submitted on request.</p>	<p>Copy of last outline plan provided to the County Council available on request</p> <p>Minutes of Meeting 30<sup>th</sup> May 2019</p>

**1.4 Make sure your charity has the resources it needs to do the activities you plan. If you don't have the resources, you need to show a plan for getting those resources.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Our Annual detailed plan submitted to the Arts Council includes a detailed description of the resources required to carry out our annual programme. These resources include projected box office income, Arts Council and Local Authority annual funding and business sponsorship</p> <p>Annual plans and activities are scaled back or reconfigured if annual funding awarded is lower than requested to ensure that the organisation is operating within its means</p>	<p>The revised budget submitted to the Arts Council for 2021 was approved at a board meeting on 25<sup>th</sup> March 2021.</p>

Directors review the annual plan and track progress at all board meetings The board receives regular and detailed reports on box office income and programme expenditure against projections to ensure that targets are being met in all areas of activity and that adequate financial resources are available to fund programmes	Minutes of Board Meetings Throughout 2020 and 2021 the Artistic Director regularly presented revised projections due to the closure of the theatre, cancellation of events and restructuring of programmes as a consequence of Covid. These were reviewed by the Finance Committee and the Board to ensure continuous oversight and judicious financial management. Recorded in Minutes of Finance and Board Meetings 2020 and 2021
Directors discuss and agree avenues to maintain or increase resources including business sponsorship and fundraising activities.	The Directors and Artistic Director participated in the Arts Council funded Raise programme to identify ways to increase sponsorship  The organisation undertook a major fundraiser in February 2020 raising over €15,000

**1.5 From time to time, review what you are doing to make sure you are still:**

- acting in line with your charity's purpose; and
- providing public benefit.

Actions our charity takes to meet standards:	Evidence of our actions:
Our activities and governing document are regularly reviewed to ensure we continue to act in line with our charitable purpose and provide public benefit	Our Strategic Plan is a standing item on our Agenda
A new Constitution was approved at an EGM on 20 <sup>th</sup> September 2016 and submitted to Revenue in November 2016. This involved a period of significant restructuring of the company and included detailed discussions with our founding bodies	Minutes of EGM dated 20 <sup>th</sup> September 2016
The board Directors worked collaboratively with the staff and stakeholders on the development of a Strategic Plan for 2020 to 2024, reviewing the organisation's Vision, Mission, Values to inform the development of strategic priorities in the achievement of our charities purpose.	Strategic Plan available on our website <a href="http://www.backstage.ie">www.backstage.ie</a> Minutes of Meeting dated 26 <sup>th</sup> November 2019

**1.6 Develop your charity's strategic plan and associated operational plans.**

**Actions our charity takes to meet standards:**

**Evidence of our actions:**

Our strategic plan is supported by operational plans and budgets, as well as defined key performance indicators

An experienced external facilitator was engaged in 2019 to facilitate workshops with staff and Directors exploring our mission values and to provide guidance on the development of a Strategic Plan.

On foot of this process we identified and agreed strategic priorities for the organisation in order to develop a five-year Strategic Plan for 2020 to 2024.

The Strategic Development Plan 2020-2024 was approved by the board on 26<sup>th</sup> November 2019 and sets out clear goals, actions to achieve our goals and success indicators of goal attainment.

Our strategic plan is reviewed regularly to ensure that it is supported by operational plans and budgets, as well as defined key performance indicators.

Minutes of Meeting dated 19<sup>th</sup> March 2019

Workshops 15<sup>th</sup> April 2019

Copy of Facilitators Report from Directors and Staff Workshops available on request

Copy of Strategic Development Plan

Minutes of Meeting dated 26<sup>th</sup> November 2019

Strategic Plan is a standing item at Board Meetings - Minutes of meetings available on request

- 1.7 Make sure there is an appropriate system in place to:**
- **monitor progress against your plans; and**
  - **evaluate the effectiveness of the work of your charity.**

Actions our charity takes to meet standards:	Evidence of our actions:
The Board has established and will maintain a 5-year strategic planning cycle and undertakes regular reviews of the organisations activities and progress against targets set out in the strategic plan to ensure that we are achieving the goals set out in the plan	Minutes of Board Meetings Progress against our Strategic Development Plan is a standing item on all Agendas
<p>Our Directors regularly review the sustainability of our income sources in the short, medium and long term and identify diversified income streams.</p> <p>This includes a full review of reports presented by the Artistic Director on income generated by theatre activities, Arts Council Funding, Local Authority Funding, Creative Ireland Funding, Local Arts Office Funding</p> <p>At every board meeting the directors are presented with a detailed update of the programme of activities comparing actual income and expenditure with projected figures</p> <p>The Finance Committee of the board meets at least 5 times per year and provides detailed information to the board and brings recommendations for board decision.</p>	<p>Minutes of Board Meetings</p> <p>Quarterly Projections are presented at Board Meetings</p> <p>This Report is a standing item on all board meetings</p> <p>Minutes of Finance Committee meetings</p>



**1.8 From time to time, consider the advantages and disadvantages of working in partnership with other charities, including merging or dissolving (winding up).**

Actions our charity takes to meet standards:	Evidence of our actions:
The Directors Trustees regularly consider the extent to which our organisation works in partnership with other organisations, the benefits of collaborating with other organisations on projects and the value of membership of resource organisations	Minutes of Meetings
<p>Our organisation works and cooperates with venue members of various Theatre Networks (for example Nasc and Nomad Theatre Networks, Creative Counties Regional Network and the LIVE literary network). With board approval, collaborative projects such as touring initiatives are delivered collaboratively with these networks and the Artistic Director provides progress reports to the directors on a regular basis.</p> <p>We also work in cooperation with local arts organisations such as Backstage Youth Theatre and Shawbrook Dance.</p>	The Artistic Director is currently Chair of the Nomad Theatre Network
The Theatre subscribes to resource organisations such as Theatre Forum and Irish Theatre Institute.	The Artistic director was on the board of Theatre Forum for six years

**2.1 Agree the basic values that matter to your charity and publicise these, so that everyone involved understands the way things should be done and how everyone is expected to behave.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The company has gone through a period of restructuring from a company limited by share to a company limited by guarantee, with charitable status and registered with both the Companies Registration Office and the Charities Regulation Authority (2017).</p> <p>This process involved a review of our vision, mission and values. Our basic values were agreed, documented, adopted and outlined in a new Constitution</p> <p>We periodically revisit our vision, mission and values to ensure that they are still relevant and work well.</p> <p>The most recent review was undertaken as part of the development of our Strategic Plan 2020-24 which was approved by the board in 2019</p>	<p>Minutes of meeting EGM 20 September 2016 New Constitution approved</p> <p>The new constitution was approved at an EGM on 20<sup>th</sup> September 2016 and submitted to the CRO on 10/11/2016 and Revenue in November 2016</p> <p>Minutes of Meeting dated 26<sup>th</sup> November 2019 Backstage Theatre CLG Strategic Plan</p>
<p>Our Directors are aware of our values, mission and their responsibility to uphold these values. Directors are provided with a Directors Handbook which covers comprehensively all requirements in relation to values and behaving with integrity including a Code of Conduct Policy</p> <p>All staff are aware our values and mission and their role in ensuring these values are upheld. A Staff code of conduct is included in a staff handbook.</p>	<p>Minutes of meeting dated 23 October 2018 - Directors Code of Conduct approved Minutes of board meeting 1<sup>st</sup> Dec2020 - Directors Handbook approved</p> <p>Backstage Theatre CLG Staff Code of conduct in Staff Handbook Minutes of meeting dated 4<sup>th</sup> April 2017.</p>

**2.2 Decide how you will deal with conflicts of interests and conflicts of loyalties. You should also decide how you will adhere to the Charities Regulator's guidelines on this topic.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Backstage Theatre CLG developed a Conflict of Interest Policy which was documented and approved by the board of directors and is in keeping with the Charities Regulator's Guidelines.</p> <p>Conflict of Interest is a standing item on all board meeting Agendas. The Chairperson also reminds all directors to declare any conflict of interest at each board meeting, to prevent it arising as a result of an oversight. Conflicts should they arise are addressed in accordance with our Conflict of Interest Policy</p>	<p>Minutes of Meeting dated 23<sup>rd</sup> April 2019 - Conflict of Interest Policy approved</p> <p>Agenda &amp; Minutes of all board meetings</p>
<p>A Register of Interests is completed by all Directors and regularly updated.</p>	<p>Register of Interests available on request</p>

**2.3 Have a code of conduct for your board that is signed by all charity directors/trustees. It must make clear the standard of behaviour expected from charity directors/trustees. This includes things like maintaining confidentiality and what to do in relation to:**

- gifts and hospitality; and
- out-of-pocket expenses.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>A Code of Conduct was developed, agreed, documented and approved by the board in line with the Charities Regulator's guidance on 'Code of Conduct for Charity Directors/trustees.</p> <p>This Code of Conduct is included in the Directors Handbook</p> <p>All directors have signed a Commitment to the Code of Conduct</p>	<p>Minutes of Meeting dated 23/10/2018</p> <p>Backstage Theatre CLG Code of Conduct for Board Members</p> <p>Directors Handbook approved 1<sup>st</sup> Dec 2020</p>

**3.1 Be clear about the roles of everyone working in and for your charity, both on a voluntary and paid-basis.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The primary governing document for Backstage Theatre CLG is our Constitution which documents the legal framework within which Backstage Theatre CLG operates. The Director's legal duties and responsibilities are set down in this Constitution.</p> <p>To further assist Directors are provided with a Directors Handbook which contains detailed descriptions of all board roles, responsibilities and duties.</p> <p>New Directors are provided with an induction pack at the AGM or on joining the board which includes a copy of the constitution and current Strategic</p> <p>Key officers such as the Chairperson and Secretary have specific functions assigned to them, which are clearly documented in the Directors Handbook and which are understood by each Officer</p>	<p>Minutes of meeting EGM dated 20 September 2016 New Constitution adopted.</p> <p>Directors Handbook adopted on 1<sup>st</sup> Dec 2020.</p> <p>Copy of Induction Pack for Board Directors</p> <p>Directors Handbook</p>
<p>Key staff roles and responsibilities are discussed, agreed and documented in contracts of employment. Staff are also provided with detailed job description to ensure they have a full understanding of their role and responsibility</p> <p>An externally qualified person was engaged in 2017 to develop a Staff Handbook which includes a code of conduct as well as disciplinary and grievance procedures.</p>	<p>Contracts of employment are securely stored in personnel files</p> <p>Minutes of Meeting dated 4<sup>th</sup> April 2017 - Handbook adopted by the board. Copy of Staff Handbook available on request.</p>
<p>The Theatre participates in a shared Community Employment (CE) scheme managed by an external CE Supervisor. The Artistic Director liaises with the CE Supervisor on recruitment, induction and any issues arising for CE staff working in Backstage.</p>	<p>CE records are maintained in a secure CE File</p>
<p>A volunteer policy has been developed to ensure that our core team of volunteers have a clear understanding of their role.</p>	<p>Volunteer Policy Documents available on request.</p>

### 3.2 Make sure there are arrangements in place for the effective involvement of any volunteers, including what to do if any problems arise.

Actions our charity takes to meet standards:	Evidence of our actions:
Backstage has a core team of volunteers who assist as ushers Front of house on performance nights. Volunteers are not required to carry out any other duties other than ushering and are invited to watch the show if seating is available.	Volunteer Roster Many of our volunteers have been involved for many years and are members of the theatre's founding organisation.
A comprehensive volunteer policy includes a recruitment policy, a role description and a code of conduct to ensure that volunteers are supported in their role and are aware of their responsibility to the organisation.	Volunteer Policy documents available

### 3.3 Make sure there are arrangements in place that comply with employment legislation for all paid staff including:

- recruitment;
- training and development;
- support, supervision and appraisal;
- remuneration (money paid for work); and dismissal.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The board of directors has assigned the responsibility for management, training and development of personnel to the Artistic Director.</p> <p>In 2017 an external HR Consultant was engaged to develop and document a new Staff Handbook containing all relevant employment policies and procedures and to review and update all employment contracts to ensure compliance with the most recent legislation.</p>	<p>Minutes of Meeting dated 4<sup>th</sup> April 2017 Handbook and revised contracts adopted.</p> <p>Backstage Theatre CLG Staff Handbook documents the following Company Joining Procedure, Code of Conduct, Personal Presentation, Time Keeping, Customer Care, Mobile Phones, Other Employment, Leaving Policy, Dignity at Work policy, Equality policy, Taking Leave Policy, Computer E-mail and Internet Policy Disciplinary Policy, Grievance Policy.</p>
The Charity is registered as an employer with Revenue Commissioners and all returns to revenue are completed well in advance of deadlines.	

<p>Staff/team meetings are held at the beginning of every season and with key staff members more regularly.</p> <p>Staff are provided with regular training on box office systems, customer services and technical skills. Training needs are reviewed at annual appraisals</p>	<p>Training Records and Performance Reviews and stored in secure personnel files</p>
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### 3.4 Agree operational policies where necessary, to guide the actions of everyone involved in your charity.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The development and adoption of operational policies has taken place over many years and are updated as required, e.g. changes in legislation and or the introduction of new policies under legislation.</p>	
<p>Current operational policies and procedures include:            Child Safeguarding Policy &amp; Procedures &amp; Vulnerable adult policy,            Health and Safety Statement (Manual) and Evacuation Procedure,            Financial, Audit and Accounting Procedures,            Employment policies including Anti bullying Policy, Grievance and Disciplinary Procedures, Travel and Subsistence policy (documented in all contracts),            Conflict of Interest Policy, Code of Conduct,            GDPR policy</p> <p>The Board reviews and updates existing policies as necessary</p>	<p>Minutes of Meeting dated 4<sup>th</sup> April 2017 - Staff Handbook            Contracts of Employment and job descriptions store din secure personnel files            Directors Handbook available on request            Any policy documents not published on our website are available on request</p>
<p>Risk Management policy and procedures were developed and approved by the board</p> <p>A Risk Register has been documented.</p>	<p>Minutes of meeting 1<sup>st</sup> Dec 2020</p>

**3.5 Make sure to document the roles, legal duties and delegated responsibility for decision-making of:**

- individual charity directors/trustees and the board as a whole;
- any sub-committees or working groups;
- staff and volunteers.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Backstage Theatre CLG operates under a written Constitution (Governing Document).</p> <p>The Directors Handbook documents and explains the roles, legal duties and delegated responsibility for decision-making of the directors individually and collectively as a board. This is in accordance with our Constitution and these are used as the guiding documents of the board. The Board handbook clearly outlines where responsibility for decision making rests with the Artistic Director and the requirement to report to the board</p> <p>Terms of Reference are documented for the following committees of the board Finance, Artistic Development, Governance &amp; Strategic Planning &amp; Staff Liaison and are included in the Directors Handbook.</p>	<p>Minutes of meeting EGM 20 September 2016 Backstage Theatre CLG Constitution (Governing Document)</p> <p>Directors Handbook available on request.</p>
<p>Staff Contracts of Employment and Job Descriptions clearly outline working and reporting relationships and lines of authority.</p> <p>We ensure that clear communication and reporting systems are in place and that key management staff understand their responsibilities in regard to decision</p>	<p>Contracts of Employment and job descriptions for all staff are held in secure personnel files</p>

**3.6 Make sure that there are written procedures in place which set out how volunteers are:**

- recruited; supported and supervised while within your charity; and
- the conditions under which they exist.

Actions our charity takes to meet standards:	Evidence of our actions:
Our volunteer policy includes a recruitment policy, a code of conduct and role description	Volunteer Policy Documents are available on request

**3.7 Decide how you will develop operational policy in your charity. You also need to decide how your charity directors/trustees will make sure that the policy is put in place and kept up-to-date.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Operational policy has evolved since the Theatre was opened in 1995. All operational policies are developed and agreed by board together with the Artistic Director and in consultation with stakeholders.</p> <p>These policies and procedures are reviewed periodically.</p> <p>All supervisors/ managers/ directors 'lead by example' in implementing policies and procedures. It is crucial that our expectations are demonstrated through modelling and leadership at all levels of management.</p>	<p>Operational policies documented in section 3.4</p> <p>New policies and procedures were put in place to deal with Covid from 2020 to the present and foreseeable future.</p>
All aspects of the day to day operation of the theatre has always been delegated to the Artistic Director. No board director gets involved in the day-to-day running of the theatre.	Artistic Directors Job Description Board of Directors Handbook



<p>We ensure that new employees/ contractors are trained and familiar with our policies and procedures, and that existing staff receive appropriate training. This responsibility is designated to the Artistic Director and documented in revised contracts.</p> <p>All our policies and procedures are in a single binder, and copies readily available to all employees/ volunteers.</p> <p>Policies and procedures are discussed regularly at team meetings to ensure that employees remain aware of the importance of the policies and procedures.</p>	<p>Minutes of Meeting dated 4<sup>th</sup> April 2017 Staff Handbook Contracts of Employment</p> <p>Internal policies/ Procedures manual (binder)</p>
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**4.1 Decide if your charity's current legal form and governing document are fit for purpose. Make changes if necessary, telling the Charities Regulator in advance that you are doing so.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The Company was restructured recently from a company limited by share to a company limited by guarantee with charitable status. This involved a review of our legal structure, the adoption of a new Constitution (Governing Document) and reduction in the size of the board from 12 to 9 members.</p> <p>The new Constitution (Governing document) was developed and approved in 2016 in Consultation with our founding bodies, The Arts Council and the Local Authority and other stakeholders.</p> <p>These changes were communicated to the Charities Regulator, Revenue and the Companies Registration Office in 2016.</p>	<p>Minutes of EGM dated 20/9/2016 - new Constitution approved</p> <p>Registered with CRO 10/11/2016 Registered with CRA Company Constitution registered 7/12/ 2015</p>
<p>Our directors are satisfied that our current legal form and governing document are appropriate to our organisation taking into account our charitable purpose, planned activities and how we propose to fund these activities.</p> <p>Directors regularly review our legal structure and any changes to the charities legal form and governing document are communicated to the Charities Regulator in advance.</p>	<p>See above.</p>

## 4.2 Find out the laws and regulatory requirements that are relevant to your charity and comply with them.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The directors understand the legal and regulatory framework for our charity and are satisfied that our charity meets its legal, regulatory and contractual obligations and any constitutional requirements.</p> <p>The following Laws and Regulations are applicable to our charity and are in place:</p> <ul style="list-style-type: none"> <li>• Equality Law</li> <li>• Copyright and Related Rights Act 2000</li> <li>• Data Protection Act 1998 and Data Protection (Amendment) Act 2003 and the GDPR regulation which came into force 24<sup>th</sup> May 2016 and applies since 25<sup>th</sup> May 2018</li> <li>• Health, Safety and Welfare at Work Act 2005</li> <li>• Consumer Protection Acts 2007</li> <li>• Charities Act 2009</li> <li>• Companies Act 2014</li> <li>• Protected Disclosures Act 2014</li> <li>• Employment Law and Acts</li> <li>• Public Procurement Guidelines</li> <li>• Licensing Acts</li> <li>• Finance Acts (Taxation)</li> <li>• Child and Vulnerable Persons legislation <ul style="list-style-type: none"> <li>▪ the Children First Act 2015</li> <li>▪ the Criminal Justice (Withholding of Information on Offences against Children and Vulnerable Persons) Act 2012.</li> <li>▪ the National Vetting Bureau (Children and Vulnerable Persons) Acts 2012 to 2016;</li> </ul> </li> </ul>	<p>Our annual Return submitted to Companies Registration Office CRO before the 5<sup>th</sup> of July each year</p> <p>Our annual return submitted to the Charities Regulation Authority (CRA) before the 31<sup>st</sup> of October each year</p> <p>Policy Documents include:  Health &amp; Safety Statement  Child Safeguarding Policy  GDPR Policy  Staff Handbooks and Employments contracts  Audit Procedures</p> <p>Our Artistic Director is currently undertaking training in the development of an Equality diversity and Inclusivity Plan.</p>

**4.3 If your charity raises funds from the public, read the Charities Regulator's guidelines<sup>1</sup> on this topic and make sure that your charity adheres to them as they apply to your charity.**

Actions our charity takes to meet standards:	Evidence of our actions:
The board of charity directors is committed to complying with the principles set out in the Charities Regulator's 'Guidelines for Charitable Organisations on Fundraising from the Public'	
<p>The Theatre has a Business Friends Scheme which raises a small amount of support from local businesses each year.</p> <p>The theatre also occasionally runs events to raise funds through ticket sales and programme ads</p> <p>The organisation does not raise funding directly from the public in any other way</p>	<p>The Finances raised through the Business Friends Programme are shown in the Annual Accounts of our Organisation</p> <p>Any income earned through ticket sales is shown as box office revenue in our audited accounts</p>

**4.4 Make sure you have appropriate financial controls in place to manage and account for your charity's money and other assets.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Internal financial controls for income, expenditure, banking, assets and investments have been agreed and implemented in line with the Charities Regulator's 'Internal Financial Controls Guidelines'.</p> <p>A comprehensive and detailed document outlining accounting procedures for cash handling and all income and expenditure areas and has been developed and agreed in consultation with our Auditor. These Financial controls are documented in the Terms of Reference of the Finance Committee to ensure oversight by the Board Directors.</p> <p>Financial controls are regularly reviewed and monitored.</p>	<p>Financial Controls are reviewed each year and the recommendations of our Auditor are presented at the AGM and acted on.</p> <p>A Box Office Report is presented at all meetings of the Board Box Office Projections are presented throughout the year</p>

<sup>1</sup> See Guidelines for Charitable Organisations on Fundraising from the Public - available from: <https://www.charitiesregulator.ie/media/1265/guidance-for-fundraising-english.pdf>

<p>The board reviews the financial position of the organisation at every board meeting. The Artistic Director presents quarterly projections of income and expenditure for planned activities and reports on all programme income and expenditure against these projections. A bar Income and Expenditure Report is also provided at all meetings</p> <p>All Payments made by the theatre are examined and signed by two directors every quarter. Any internal control flaws and unusual transactions are reviewed and discussed at board meetings.</p> <p>The Finance Committee meets at least 5 times per year and reports back to the Board with observations and recommendations on all financial matters</p>	<p>A summary of these reports is included in the minutes of all board Meetings and the board are provided with the relevant papers.</p> <p>Schedule of payments maintained.</p> <p>Minutes of Finance Committee Meetings</p>
<p>Backstage adheres to the Charities SORP (Statement of Recommended Practice) in preparing our annual accounts and reporting on the company finances</p> <p>The organisation complies fully with the financial conditions required by our main funders the Arts Council and the Local authority.</p>	<p>The annual Financial Report is presented by Auditor at all AGMs</p>

#### 4.5 Identify any risks your charity might face and how to manage these.

Actions our charity takes to meet standards:	Evidence of our actions:
A Risk Management Policy and Procedures are in place	A copy of our Risk Management Policy is available on request
A Risk Register, in which specific risks are identified and analysed in terms of likely occurrence and severity of impact, has been documented in line with the Charities Regulator's 'Guidelines on Risk Management for charities' and is regularly updated	A copy of our Risk Register is available on request

#### 4.6 Make sure your charity has appropriate and adequate insurance cover.

Actions our charity takes to meet standards:	Evidence of our actions:
Backstage has appropriate and adequate insurance cover which is renewed in August each year and which covers Public liability, Building Liability and Employers Liability	A copy of our Insurance Policy is available on request
Directors Liability Insurance is also in place	A copy of our Insurance Policy is available on request
Principle 4: Exercising Control <b>ADDITIONAL STANDARDS</b>	

#### 4.7 You should have written procedures to make sure that you comply with all relevant legal and regulatory requirements.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Our organisation review and discuss all relevant legal and regulatory requirements to ensure that we are in compliance with same.</p> <p>Policy documents are developed and updated regularly to ensure compliance with the latest legislation</p>	<p>Backstage Theatre has the following Policies and Procedures in place</p> <ul style="list-style-type: none"> <li>• Board Directors Handbook</li> <li>• GDPR Policy</li> <li>• Accounting Procedures and Financial Controls</li> <li>• Risk Management Policy</li> <li>• Health and Safety Statement</li> <li>• Employment Contracts &amp; Staff Handbook</li> <li>• Child Safeguarding &amp; Vulnerable Adult Policy</li> <li>• Insurance Policy</li> </ul>
We ensure that all agreements and contracts are regularly reviewed and kept securely, and that all visiting artists and contractors are properly supported and supervised, to protect our organisation's interests.	

**4.8 Make sure there is a formal risk register that your board regularly reviews.**

<b>Actions our charity takes to meet standards:</b>	<b>Evidence of our actions:</b>
A Risk Register in which Specific risks are identified and analysed in terms of likely occurrence and severity of impact has been documented in line with the Charities Regulator's 'Guidelines on Risk Management for charities'.	A copy of our Risk Register is available on request.
This risk register is updated on a regular basis and monitored by the board.	Minutes of board Meetings

**4.9 Consider adopting additional good practice standards that are relevant to the particular work that your charity does.**

<b>Actions our charity takes to meet standards:</b>	<b>Evidence of our actions:</b>
The organisation complies fully with the financial conditions required by our main funders the Arts Council and the Local authority.	Our Financial Statements comply are fully compliant with SORP We have been funded by the Arts Council since the theatre was first established and Local authority funding has grown significantly in recent years.
The organisation collaborates with 3 venue networks and local arts organisations to facilitate the sharing of information and expertise and to ensure that the highest standard of arts programming is offered to our audiences and that artists are supported to the best of our ability	The organisation has presented many Nasc, Nomad & LIVE network tours
We subscribe to Resource organisations such as Theatre Forum and ITI to ensure access to the latest information and advice relating to good practice in the Arts Sector	Minutes of meeting dated 20 <sup>th</sup> Oct 2020 - Policy on the remuneration of artists

**5.1 Identify charity directors with the necessary skills to undertake:**

- any designated roles set out in your governing document; and
- other roles as appropriate within the board.

Actions our charity takes to meet standards:	Evidence of our actions:
The range of skills and experience of directors is considered regularly with any significant gaps identified and filled.	A succession Plan is built into our Strategic Plan 2020-24
Director's roles and responsibilities are discussed, agreed and documented in the Directors Handbook	Board of Directors Handbook approved at Board Meeting 1 <sup>st</sup> Dec 2020
Directors with particular skills are identified and invited to sit on committees such Finance, Artistic Development and Governance.	Directors Handbook - Committee Terms of Reference

**5.2 Hold regular board meetings. Give enough notice before meetings and provide prepared agendas.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>A minimum of nine board meetings are held annually.</p> <p>The Agenda and minutes are discussed and approved by the chairperson before each meeting.</p> <p>Notice with Agenda, minutes and all relevant documents are provided to the board members at least five days in advance of meetings.</p> <p>An AGM is held in June of each year.</p>	Minutes of Board Meetings & Board Papers available on request
Meetings are called and run in accordance with the governing document and, if relevant, company law.	



**5.3 At a minimum, your board agendas should always include these items:**

- **reporting on activities;**
- **review of finances; and**
- **conflicts of interests and loyalties.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The following items are always on our board agendas: A full report and update on completed and planned activities and a review of how these activities and projection impact on the financial position of the organisation</p> <p>Conflicts of interests and loyalties, Health &amp; Safety, Child Protection, Governance Compliance and HR are standing items on all board meeting.</p>	<p>Minutes of meetings and records of decisions</p> <p>Minutes of meetings and records of decisions.</p>

**5.4 Make sure that your charity directors/trustees have the facts to make informed decisions at board meetings and that these decisions are recorded accurately in the minutes.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Board papers provide the level of detail that is necessary for the board to understand the impact of the theatre's current position and enables the board to make sound decisions.</p> <p>Regular and clear reports are presented to the board on the organisation's activities and finances by the Artistic Director and, when appropriate, by the relevant Committee of the Board e.g. the Finance Committee.</p> <p>These reports include detailed accounts of the income and expenditure across each art-form and activity compared with projections to enable the board to assess the organisations current financial position and make informed decisions about future plans</p>	<p>Minutes of Meetings</p> <p>Box Office Projections and Actual Reports, Theatre Bar Income and Expenditure included in board papers.</p>

Minutes are taken of board meetings and all formal decisions of the board are properly recorded.	Minutes of board meetings
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**5.5 Consider introducing term limits for your charity directors/trustees, with a suggested maximum of nine years in total.**

<b>Actions our charity takes to meet standards:</b>	<b>Evidence of our actions:</b>
<p>Our Constitution (Governing Document) has specific reference to terms of office Directors are appointed, resign, or retire according to our governing document</p> <p>We keep appropriate records regarding directors, with details of when their term is up and if they are eligible for re-appointment.</p> <p>Length of service of board members and any requirements for meeting attendance is specified in the governing document.</p> <p>.</p>	<p>New Constitution approved at EGM on 20/9/2016.</p> <p>List of board members with appointment dates and due retirement dates is maintained</p>

**5.6 Recruit suitable new charity directors/trustees as necessary and make sure they receive an induction.**

<b>Actions our charity takes to meet standards:</b>	<b>Evidence of our actions:</b>
Existing range of skills and experience is considered regularly with any significant gaps identified and filled as necessary	This is set down in the agreement between the founding bodies and also described in the Strategic Plan 2020-24

<p>New directors are provided with an Induction Pack and Directors Handbook and with all other relevant information. Any Queries and clarifications can be sought from the Chairperson and Artistic Director</p> <p>The Directors Handbook contains details of the roles and responsibilities of Board members and directors/trustees</p> <p>Recruitment and selection of directors is carried out in consultation with the three founding stakeholders Flípeadóirí Longphort Teo, Backstage Group and Longford County Council. This assists in ensuring a diversity of skills, range of experiences, gender balance, and the opportunity for rotation of board members</p>	<p>Board Induction Pack</p> <p>Board Handbook adopted at a meeting 1<sup>st</sup> Dec 2020</p> <p>Minutes of AGM for 2017 to 2021 Documented agreement between founding member bodies. Copy in handbook</p>
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**5.7 Make sure all of your directors/trustees understand:**

- **their role as charity directors/trustees;**
- **the charity's governing document; and**
- **this Code.**

<b>Actions our charity takes to meet standards:</b>	<b>Evidence of our actions:</b>
<p>Our governing document is regularly revisited to ensure that the directors are aware of the specific powers laid down in our constitution.</p> <p>Key role descriptions for Directors are documented in our Director's Handbook and are clearly articulated to and understood by the Directors</p>	<p>Minutes of EGM dated 20<sup>th</sup> September 2016 - Adoption of New Constitution Copy of Constitution</p> <p>Directors Handbook</p>

All directors have read and discussed the Charities Governance Code at a meeting of the Board	<p>Minutes of Meeting 20<sup>th</sup> October 2020</p> <p>Documents sent to all Directors by Chairperson on 12 Oct 2020 included the Charities Governance Code, CRA What is a Charity?, Information Note on Charities Governance Code- Reporting on Compliance in 2021</p> <p>The Chairperson attended a seminar by CRA on Good Governance on 25<sup>th</sup> January 2018 in Dublin and reported back to the board.</p> <p>Governance Compliance progress is a standing item on agenda of all meetings since the end of 2017</p>
The Board have authorised our Auditor to act as agent to prepare and submit returns on our behalf to the Charities Regulator	

**5.8 Commit to resolving problems and emerging issues as quickly as possible and in the best interests of your charity.**

**Actions our charity takes to meet the standards.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Any problems are brought to the attention of the board and any actions and resolutions are agreed and documented.</p> <p>Certain issues may be directed to one of our committees for further investigation and reports brought back to the board with recommendations and for further discussion and approval</p> <p>Should it be required unscheduled meetings may be held where necessary.</p>	<p>Records of relevant board and committee meetings</p> <p>No unscheduled meetings have been required for several years</p>

<p>Our governing document sets out rules for making decisions in an emergency</p> <p>We ensure that all meetings are quorate and that enough time is allocated for discussion, as standard practice.</p> <p>A regular review of key issues and areas of interest to the board is undertaken and may be incorporated into standing items on the agenda.</p>	<p>If a meeting is not quorate it is adjourned.</p> <p>Records of relevant board and committee meetings</p>
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#### 5.9 From time to time, review how your Board operates and make any necessary improvements.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The development and approval of the Directors Handbook has provided an opportunity to review the operation of all aspects of the work of the board and committees of the Board, including many of our policies.</p> <p>The Board is in the process of introducing an annual board appraisal which will include: a review of board performance, including an audit of skills, knowledge and experience of the board as a whole, the chair, individual board members, sub-committees, training and recruitment plans. It is planned to introduce and document a more structured approach to board review and appraisal.</p> <p>At each AGM the chairperson's report includes a detailed account of the work of the board throughout the year.</p>	<p>Directors Handbook</p>

**5.10 Make sure you send out board packs with enough notice and include all relevant reports and explanatory papers to enable informed decision-making.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Board packs including all relevant reports and up-to-date information are provided by the Artistic Director for all meetings on timely basis. This includes reports on activities, assets and resources and progress against targets.</p> <p>Decision-making processes are clearly documented, approved and communicated</p>	<p>Board papers for each meeting</p>
<p>Regular and clear reports are received on the organisation's current financial position and its future sustainability.</p>	<p>Reports to the board include:                      Reports on Box Office Projections &amp; Actual Out-turns                      Theatre Bar Income &amp; Expenditure                      Arts Council Application including budget and programme for the year                      Arts Council Revised budget submission                      HR Report</p>

**5.11 Make sure that you have a charity trustee succession plan in place and consider how you can maximise diversity among your charity directors/trustees.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Our Constitution (Governing Document) details a transparent system for both the recruitment and removal of directors, with fixed terms of office and an effective and manageable board size.</p> <p>Our directors are appointed, resign or retire in accordance with our Governing Document and we keep appropriate records of directors with details of when their term is up and if they are eligible to stand again.</p>	<p>Constitution                      Directors Handbook</p> <p>Up-to-date register of members and directors                      A record of all Director's names and addresses, when they came into office and when they are due to resign.</p> <p>The Charities Regulator is informed of any changes to our directors</p>

<p>Our three founding member groups have a say in finding suitable candidates to act as directors. These founding groups have very distinct identities which allows for a diverse range of candidates to be appointed as directors.</p> <p>Each of our founding bodies is invited annually to submit their nominations for the board for the coming year, taking into account the need for continuity as well as change. These are proposed and agreed at each AGM. This has worked well to date</p>	<p>Founding bodies written agreement Minutes of AGM</p>
<p>Adhering to our Constitution and legal agreement between our founders, a formalised Directors Succession Plan will be developed and adopted before our next AGM.</p>	

#### 5.12 Put in place a comprehensive induction programme for new charity directors/trustees.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>New directors receive a full induction pack, which includes a copy of our Constitution (Governing Document), a copy of our current strategic plan and the Charities Governance Code..</p>	<p>Induction Pack for New Director including a copy of the Constitution</p>
<p>New Directors are also given a copy of the Directors Handbook to ensure that they understand their roles and responsibilities</p>	<p>Directors Handbook</p>
<p>The Chairperson and Artistic Director make themselves available to new directors to provide any additional information or clarifications sought and answer any additional questions new directors might have.</p>	

#### 5.13 Conduct a regular review that includes an assessment of:

- the effectiveness of your board as a whole, office holders and individual charity directors/trustees
- adherence to the board code of conduct; and
- the structure, size, membership and terms of reference of any sub-committees.

Actions our charity takes to meet standards:	Evidence of our actions:
The board of directors is working towards putting board appraisals and evaluations in place as part of achieving full compliance with the Governance Code by 2021	
A Directors Code of Conduct is provided in the Directors Handbook. All Directors are required to comply with this code and have signed a code of conduct commitment form.	Directors Handbook available on request Code of Conduct Commitment Forms are confidential documents
A comprehensive review and restructuring of the company and board took place with a new Constitution approved September 2016.	Minutes of EGM dated 20 <sup>th</sup> September 2016

**5.14 Do regular skills audits and provide appropriate training and development to charity directors/trustees and staff. If necessary, recruit to fill any competency gaps on the board of your charity.**

Actions our charity takes to meet standards:	Evidence of our actions:
<p>It is proposed that our performance and the composition and skills of the board will be reviewed on a regular basis</p> <p>Our capacity and capability is developed and improved with ongoing support and training. Our organisation has used the workshop approach in the past to inform and develop our staff and board, the most recent being for Strategic Development Plan which provided an opportunity to review our aims, objectives and values.</p> <p>The Board has been working on the area of Good Governance for a number of years and held an introductory training day on Governance facilitated by external experts (Board Match Ireland)</p>	<p>Annual board review which includes an audit of the skills, knowledge and experience of our board as a whole, the chair, individual board members, committees, training and recruitment plans.</p> <p>Copy of Facilitators Report from Directors workshop Copy of Facilitators Report from and Staff Workshop Strategic Development Plan 2020-25</p>
Staff appraisals and performance reviews are conducted annually and include a review of training needs for each staff member.	Performance Reviews for all staff were conducted in February March 2021. Copies of Performance Reviews are held in a secure personnel file.



## 6 .Principle 6: Being Accountable **CORE STANDARDS**

### 6.1 Make sure that the name and Registered Charity Number (RCN) of your charity is displayed on all of your written materials, including your:

- website;
- social media platforms; and
- email communications.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>The Companies Registered Charity Number (RCN) is displayed on the following materials:</p> <ul style="list-style-type: none"> <li>• our website</li> <li>• as a footer on our letterhead and on all email communications.</li> <li>• all social media platforms including facebook, twitter and Instagram.</li> </ul>	<p> <a href="http://www.backstage.ie">www.backstage.ie</a>  <a href="https://twitter.com/backstageirl">https://twitter.com/backstageirl</a>  <a href="https://www.facebook.com/BackstageLongford/">https://www.facebook.com/BackstageLongford/</a>  <a href="https://www.instagram.com/backstagetheatrelongford/">https://www.instagram.com/backstagetheatrelongford/</a> </p>

### 6.2 Identify your stakeholders and decide how you will communicate with them.

Actions our charity takes to meet standards:	Evidence of our actions:
<p>Our stakeholders are agreed and documented and include our founding organisations, The Arts Council, Longford County Council, Company Members and Directors, our Staff, our audiences and performing artist &amp; companies</p> <p>We provide our core funders, the Arts Council and Longford County Council, with detail plans and budgets annually and engage in regular dialogue with both funders.</p> <p>Formal written agreements and contracts are drawn up with production partners and performing artists and companies to ensure that roles and responsibilities are clearly identified.</p>	<p>Accurate and up to date register of members and Directors</p> <p>Annual Arts Council application Multi-annual local Authority Funding Submission</p>

We communicate with our audiences in a number of ways including our website, season brochure, email and text alerts and social media platforms.	<a href="http://www.backstage.ie">www.backstage.ie</a> <a href="https://twitter.com/backstageirl">https://twitter.com/backstageirl</a> <a href="https://www.facebook.com/BackstageLongford/">https://www.facebook.com/BackstageLongford/</a> <a href="https://www.instagram.com/backstagetheatrelongford/">https://www.instagram.com/backstagetheatrelongford/</a>
We produce an annual report with details of our organisational purpose, accounts and activities which is presented at our AGM each year.	Annual Reports presented at the AGM

**6.3 Decide if and how you will involve your stakeholders in your:**

- **planning;**
- **decision-making; and**
- **review processes.**

<b>Actions our charity takes to meet standards:</b>	<b>Evidence of our actions:</b>
We hold an annual meeting with our members, founding organisations and other stakeholders in line with our governing document to report on our activities.	AGM Minutes
We involve our stakeholders in key reviews and reforms of our organisation	<p>The restructuring the company in 2015-16 included a consultation process with our founding organisation stakeholders and staff</p> <p>An external facilitator was employed to hold workshop for directors and staff as part of the drawing up our Strategic Plan 2020-24. A copy of facilitator's report is available on request.</p>
We regularly conduct audience surveys with our audiences to assess areas such as diversity and accessibility	Survey results held by the organisation.

**6.4 Make sure you have a procedure for dealing with:**

- **queries;**
- **comments; and**
- **complaints.**

Actions our charity takes to meet standards:	Evidence of our actions:
Backstage Theatre has a Customer Charter which details our commitment to customers, communication methods and procedures for feedback and complaints	Our Customer Charter is published on our website

**6.5 Follow the reporting requirements of all of your funders and donors, both public and private.**

Actions our charity takes to meet standards:	Evidence of our actions:
We follow all the reporting requirements of our funders annually and as required and ensure full compliance with conditions set by our funders and donors. This is done a part of our Annual Funding Application to the Arts Council and also to the Local Authority as part of our application on a 3-5 year cycle application	Completed Arts Council application is available on request. Written Submission to Local Authority is available on request
Governance Compliance is a standing item on all agendas for all meetings	Minutes of board Meetings

**Principle 6: Being Accountable** **ADDITIONAL STANDARDS**

**6.6 Produce unabridged (full) financial accounts and make sure that these and your charity's annual report are widely available and easy for everyone to access.**

Actions our charity takes to meet standards:	Evidence of our actions:
We produce a comprehensive annual report including an Artistic Director's Report on activities, a Chairperson's Report and a Financial Report presented by our Auditors at our AGM.	AGM Reports available on request
Our annual financial statements are independently audited in accordance with SORP, presented at our AGM and published on our website.	<a href="https://www.backstage.ie/governance/">https://www.backstage.ie/governance/</a>

6.7 Make sure all the codes and standards of practice to which your charity subscribes are publicly stated.

Actions our charity takes to meet standards:	Evidence of our actions:
Policy documents are available to download on our website	<a href="http://www.backstage.ie">www.backstage.ie</a>
We state our compliance with Charities SORP and the Charities Governance Code in our annual reports and on our website.	<a href="http://www.backstage.ie">www.backstage.ie</a> Chairperson's Report & Financial Report at AGM

6.8 Regularly review any complaints your charity receives and take action to improve organisational practice.

Actions our charity takes to meet standards:	Evidence of our actions:
The organisation's complaints procedures are outlined in our customer charter.	Customer Charter is published on our website
The Board of directors is informed of any complaints that need addressing at board level and that require action to improve organisational capacity	

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