



A GOOD PRACTICE HANDBOOK FOR NETWORKS

Guide for the Effective Operation
of Management Committees
and Boards of Directors



Broadcasting Commission of Ireland
Coimisiún Craolacháin na hÉireann

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Guide for the Effective Operation of Management Committees and Boards of Directors

Produced for the Broadcasting Commission of Ireland
by Carmichael Centre for Voluntary Groups

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The information contained in this publication is for introductory purposes only.
If you have further queries you should consult the resources and organisations listed,
the Broadcasting Commission of Ireland or seek legal advice.

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NOTES

INTRODUCTION

The Broadcasting Commission of Ireland (BCI) is responsible for a number of key areas of activity in the regulation and development of television and radio services in Ireland. Since 2000 the BCI has supported the broadcasting sector through the provision of funding and resources for a range of initiatives including the funding and support of a number of industry networks.

The BCI Training and Development Policy, which provides the framework for the BCI's training and development activity, was reviewed in 2006. The revised Policy was developed to assist the sector to develop and strengthen its training and development activities and processes while reflecting the broader regulatory remit of the BCI. To assist networks in this process, the BCI launched a Network Development Project with the specific goal of providing practical guidance and support to management committees and boards on the effective operation of their networks.

This handbook has been developed as part of the Network Development Project to provide guidance in a range of topics such as governance, financial responsibilities, and running effective board meetings. While it provides a good introduction to the effective operation of Boards and Management Committees, it is not a definitive guide. In many areas, further reading is recommended and the handbook contains a range of website links, contact details and recommended texts to assist users.

While the handbook has been developed for the BCI networks, it is hoped that it might also prove useful to other bodies operating in the sector to achieve their goals, fulfil their responsibilities and meet the needs of their members.

The BCI would like to thank the industry networks for their input and time and to all at Carmichael House who have worked on this project.



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USING THIS HANDBOOK

The content of this handbook is divided into four sections and within each section you will find links to important resources that we recommend you consult. The handbook is designed for ongoing use and reference. For ease of use each section is colour coded and you will find blank pages at the end for your own notes. We have also included the following symbols throughout:

Roles and Responsibilities

Legal Duties

The Board in Operation

Further Information



Highlights further points that may be of interest.



Points you in the direction of further helpful resources.



Denotes an area of law.

TERMINOLOGY

The community and voluntary sector in Ireland is very large and highly varied. Although this handbook concerns itself only with a relatively small and specialist subsection of the sector (namely broadcasting), there is nevertheless a great deal of variety. This is an explanation of some of the language that is used to describe entities in the sector.

Some networks are informal **unincorporated associations**, which means they have no legal status of their own. Others are **incorporated associations**, having adopted a formal legal structure, usually that of a **company limited by guarantee without share capital**, or sometimes that of an **industrial and provident society under the Industrial and Provident Societies Acts 1893 – 1978** (the latter is more commonly known as a ‘co-op’). Regardless of their legal structure, they may or may not have been recognised as a **charity** by the Revenue Commissioners. At the time of writing, this is merely a tax designation, allowing certain tax exemptions. However, this is likely to change in the coming years – contact Carmichael Centre for Voluntary Groups to keep abreast of developments.

Governing bodies also go by different names, usually, though not always, **management committee** or **executive committee** in the case of unincorporated associations, **committee of management** in the case of co-ops, and **board of directors** in the case of companies limited by guarantee. The terminology used

should reflect the ethos of the network; for example **coordination committee** might suit a network with a less hierarchical structure. It is important to double-check your **constitution** (unincorporated associations), **rules** (co-ops) or **memorandum and articles of association** (companies) to make sure that what happens in practice is what the network originally set out to do. If not, you will either have to change the way you operate or change the governing document.



It is vital that networks keep their structures as simple as they can possibly be. Some networks may have more than one type of committee or board (for example, a management committee and an executive committee). If this is deemed essential, it is crucial that the roles and responsibilities of all parties are clarified. However, Carmichael Centre for Voluntary Groups strongly recommends that all networks have one clear governing body.

On a day-to-day level the terminology in itself is not very important, as long as the governing body fulfils its role effectively. Whilst the committee or board members of an incorporated association have specific legal responsibilities that do not apply to members of unincorporated associations, both are responsible for the governance of their network. It is just as important for committee members in unincorporated associations to follow good practice in governance, particularly because the nature of their network's structure means that they are personally liable for the activities or debts of their network! If something applies only to limited companies or co-ops and not to unincorporated associations, this is indicated in the text. However, for ease of use and simplicity, and because the majority of networks are companies, the term **board** is used throughout to apply to all types of networks, regardless of their structure.

SECTION 1 – ROLES AND RESPONSIBILITIES

ROLE OF THE BOARD

In any network (or other organisation), whatever its size or structure, there are three roles that need to be carried out:

- **Governance** - taking overall responsibility for the work of the network
- **Management** - organising the work and making sure that it happens
- **Operations** - carrying out the work.

These roles are complementary but different, and it is important that there is ongoing discussion and clarity within the network in relation to who is carrying out which role.

The principal responsibility of the board is always governance, but the way in which the other roles are carried out varies from one network to the next.

- In an **all-volunteer group**, for example, the board will need to fulfil all three roles. People will find themselves chiefly occupied at the level of management and operations but some time will need to be given to governance if the group is to prosper.
- If the **network employs a member of staff to work at an operational level** (for example, to do administrative work or deliver a service to clients) the board needs to think about the boundary between management and operations and ensure that its member of staff receives the appropriate level of guidance and support from the board. In this situation the board needs to keep the management role as well as the governance role.
- Once a **network employs someone to take on a management role** the board needs to think very carefully about the boundary between governance and management. The board should provide parameters for the work of the manager but leave the manager free to take decisions and act within those parameters. This can be a difficult balancing act and some networks struggle, either because the board 'micro-manages' the manager and does not allow her/him to do her/his job, or conversely, because the board withdraws and leaves too much responsibility with its employee(s).

GOVERNANCE

The board is the governing body of the network and therefore ultimately responsible for what happens within it ('the buck stops here'). The governance role can be broken down into four areas that will be dealt with in turn:

- Keeping an overview of the network and its **direction**
- Ensuring that the **assets** of the network are protected
- Ensuring that the network is **accountable**
- Ensuring that the network is operating **legally**.

In addition, members of the board have a responsibility to ensure that they actively and positively promote the network and its work in all appropriate fora.

DIRECTION

The network should have been set up to meet a clearly identified need that could not have been achieved by individual organisations acting on their own. Direction means making sure that the network remains true to, and focused on, its original vision, mission and values, and subsequent aims and objectives, and that any staff and volunteers have enough guidance and structure to carry out the work of the network. The board exercises its responsibility for the direction of the network through planning, policy development, monitoring and evaluation, and managing conflict and change.

Planning

It is important for every network to produce some sort of plan to guide its development in the medium term; not only because funding agencies generally request such a plan, but also because working without a plan is akin to going hiking without a map! In general, the larger and more formal the network, the more detailed the plan. Typically a plan will cover three to five years and will show how the network will fulfill its aims and objectives in that period and what resources and structures will be required to do so. Due to resource limitations, networks cannot do everything that they would like. It is important to keep focusing on what you are trying to achieve strategically; this inevitably means having to say 'no' to good ideas at times. Drawing up the plan is usually a joint effort between the board and staff of the network (possibly with the help of an external facilitator and always in consultation with volunteers, service users and other stakeholders). It is vital, however, that the board, as the governing body, agrees the final plan and is

able to stand over it. In addition to your medium term plan, you will also need to ensure that more short term (usually annual) work plans are drawn up that spell out how the staff and/or volunteers will implement the plan.

Policy Development

Once the network is up and running, the board needs to have a role in the development of policy, both internally and externally.

Examples of internal policy development are:

- Getting the right balance between the provision of training and other potential services
- Deciding if there are ethical implications of accepting funds from certain donors
- A child protection policy if the networks do any work with minors.

Examples of external policy development are:

- Developing position statements on upcoming legislation that may have an effect on your members
- Deciding how you can effectively work together with similar organisations on issues that affect you.

As part of its governance role, the board must ensure that such policies are developed, agreed and implemented.

Monitoring and Evaluation

Plans and policies need to be kept under constant review. Even mission statements and aims need to be revisited every so often. We live in a fast changing society and we must continually adapt to the changing environment in which we operate. Ensure adequate systems are in place for record keeping and data collection and make sure regular slots of time are set aside to analyse whether your targets are being met and to decide whether your activities are having the desired impact. As your network approaches the end of its plan, the board needs to evaluate the work done in preparation for the development of the next plan. Use this as an opportunity to reflect on good work done and valuing and celebrating the network.

Managing Conflict and Change

Networks must strive for a sound balance between shared unity and diversity and between stability and innovation.

Conflicts tend to arise because of:

- Different views about objectives, policies and priorities
- Inadequate resources to meet demands
- Inappropriate structures and procedures
- Personal, historical and hidden issues.

Conflicts should be dealt with as they arise, before they escalate. There are many different approaches to conflict resolution, most of which can be handled internally, others of which may require the intervention of a third party. It is an important principle to accept that no one has a monopoly on the truth.

Change is inevitable; whether it is due to the departure of a committed member, a sudden windfall or a cut in funding. Change should be anticipated and responses should be planned as far as possible, although networks should be flexible enough to deal with the unexpected. A culture should be developed in the network that sees change as positive, allows people to express their feelings about change and makes decisions about change calmly, rationally and within an agreed framework.



For some practical suggestions on dealing with conflict and other problems that may arise on boards or committees, see 'Code of Conduct' in Section 4.

ASSETS

This part of the governance role entails making sure that the service has the necessary resources to carry out its role and that those resources are well managed. The nature of community and voluntary sector networks is that they are nearly always under-resourced. As such, the board must make difficult decisions about conflicting priorities.

Finances

The board must ensure that the network raises sufficient funds to cover any planned expenditure. The board is also responsible for ensuring that the money received by the network is properly managed. This means making sure that proper

financial policies, procedures and accounting systems are in place, that board members receive regular financial reports and that annual financial statements are prepared and audited. By having the proper financial systems in place, the board can in a knowledgeable manner agree budgets, authorise expenditure, sign off on accounts, and so on. Furthermore, it is essential that all decisions about funding and expenditure are made with reference to the network's strategic plans. Despite funding uncertainties, it is important that networks do not become 'funding-led'; that means changing their aims to fit in with the criteria of funders.

Physical Assets

If a group is in the early stages of development, the board may be involved in finding premises (although this is not always the case with networks, which may operate without a central secretariat). The board will remain ultimately responsible for these premises, including ensuring that there are systems in place for security and for maintaining the premises in a good condition. The same is true for other physical assets such as office furniture and equipment, vehicles, stock (if the network sells any goods for fundraising purposes), etc.

Human Resources

If the network employs staff, the board is the employer, responsible for pay, conditions and welfare, as well as the activity of staff. Whilst there are numerous legal requirements to be met in relation to the employment of staff, it is important that staff are regarded as an enormous asset to the service, rather than solely a legal liability of the board. It is part of the governance responsibility of the board to ensure that staff are properly supported and supervised as part of an appropriate staff management system and that their work priorities are clarified.

All networks involve volunteers to a greater or lesser extent. Although the legal responsibilities in terms of volunteers are less onerous than those for paid staff it is crucial that the reasons for volunteer involvement have been recognised and articulated and that proper systems are in place for the recruitment and retention of this valuable human resource. Volunteers must feel that there are tangible benefits of being involved with the network and they must feel supported and valued. One way networks can work towards this is by reimbursing any out-of-pocket expenses that volunteers (including board members) incur while volunteering, such as travel, subsistence and communication costs. Any network that reimburses out-of-pocket expenses should ensure that all claims for expenses are documented and accompanied by receipts or itemised bills.

Finally, the board must decide if and how it will accommodate students on work experience placements, interns, FÁS trainees, etc.

Insurance

Minding the assets of the network also means ensuring that it is appropriately insured. Every network needs to take out public liability insurance; those employing staff will also need employer's liability and sometimes professional indemnity cover. If the network has purchased its own premises, building insurance on the property will be necessary and contents insurance is a good idea for most groups. If events take place outside of the usual premises and similarly, if equipment such as laptops or mobile phones are used away from the premises, make sure there is adequate cover for these as well. If the network owns vehicles, ensure only those insured to drive them do so. If staff use their own vehicles for business purposes, make sure that their own motoring policies cover them for such use (and reimburse them for any additional premiums payable).

ACCOUNTABILITY

It is also part of the governance role of the board to ensure that the network is accountable to its funders, service users and members, and reports back to its stakeholders in a timely and appropriate fashion. It is important that the board is clear that it has a duty to be accountable and that it is also clear how this duty is being discharged.

Funders

Most networks receive funds from a variety of sources. Although the way in which you report to these various funders will vary, the fact that you must always thank them for their contribution and must spend their money wisely remains. If you receive funding from statutory sources, the reporting requirements for drawing down tranches of funding are usually very strict. Although much of the work involved will be done by staff, if you have staff, it is your responsibility as the board to ensure that it is done.

Service Users

Service users (for example, those who attend the training courses that you run) need to be consulted about the way in which the service is developed. Most services involve community representatives at board level. In addition, it is important to

seek the views of service users as part of your planning process and/or evaluation of the service. Also, it is good practice to implement a well thought-out complaints procedure.

Members and Other Stakeholders

Members and other stakeholders must have some say in the network's development processes, whether through consultation or more active involvement. There is a delicate balance to be struck between meaningful consultation and effective action. Networks, and their members, must be clear about what decision can be made at network level without having to go back to member organisations for discussion. If too many issues are constantly referred back to individual organisations, the network will stagnate.

The annual general meeting (AGM) of the network (in addition to being a legal obligation) provides an opportunity for the board to report on the work of the network to all members and other interested parties. Many networks produce an annual report both for their own members and for wider circulation. This helps to publicise the work of the network, highlights important issues and can be a useful form of networking.



Please Note: *Sometimes people attend board meetings who are employed by, or are members of, external bodies such as the local authority or some other type of organisation. This does not mean that the network is accountable in some way to these bodies, rather that they provide a means of communication with external organisations. Their presence on the board gives them the opportunity to bring issues from their own organisations to yours and to bring information from you back to their own organisations. It is important that this is not done in a way that compromises the independence of your network and you have the right to question the appropriateness of the person attending. If the outside bodies that they work for/belong to do not wish them to become actual directors or management committee members, it should be made clear that they are attending board meetings as observers. Alternatively, they may wish to become a director or management committee member of your network in an individual capacity.*

LEGALITY

The board is responsible for ensuring that the network meets all of its legal obligations. Meeting the network's legal obligations should always be regarded as a priority. The most significant legal responsibilities are its obligations under company/friendly society, employment, health and safety, equality and data protection legislation. Whilst this may appear to be a daunting list, compliance with much of this legislation is about having the right policies and procedures in place. Guidance on how to meet these legal obligations can be found in sections 3 and 4 of this handbook.

SUBCOMMITTEES AND WORKING GROUPS

It is common for boards to set up subcommittees to take on specific responsibilities or working groups to tackle a particular project. This is an effective way to get work done and make board meetings more effective. However, it is important that all concerned are clear about the purpose, remit and boundaries of any subcommittees and working groups and that everyone understands that the board has ultimate responsibility. Having too many subcommittees or working groups is never a good idea. Agreed lines of communication are of paramount importance.

SUBCOMMITTEES

These are usually set up on a long term basis to take on a specific responsibility. For example, a staffing subcommittee could deal with the development of employment policies and procedures and the recruitment, induction, training, support and supervision of staff, as well as any other employment issues that may arise from time to time. Subcommittees are usually allowed to make some decisions themselves, while others have to be brought to the board. For this reason, they should always include at least one board member. It is important that both the subcommittee members and the board members are very clear about the extent of the decision making and/or spending powers of the subcommittee and written terms of reference, approved by the board, are a good way of ensuring clarity. Terms of reference should cover membership, purpose, limits of decision-making and spending as well as a method of reporting to the board as a whole. It is important to review on a periodic basis the number of subcommittees, as well as their purpose and their effectiveness.

WORKING GROUPS

These are more likely to be time-limited and are usually set up to carry out a specific piece of work. Examples might include working groups set up to draft the strategic plan, locate new premises or organise a public event. They tend to be particularly effective for networks that are wholly composed of volunteers. Working groups are less likely to make decisions, but bring information to the board, present options for decision making or draft documents for board approval. While working groups do not necessarily have to include a board member, it is important to have some direct board member involvement if the working group is going to produce something that the board is expected to agree on. Again, written terms of reference are a good idea.

ROLES OF INDIVIDUAL BOARD MEMBERS

Whilst all members of the board share in the governance responsibilities outlined above and whilst all should endeavour to participate in the subcommittees and working groups, a number of board members will have their own specific responsibilities.

Every board will have a certain number of honorary officers; conventionally the chairperson, secretary and treasurer, and sometimes a vice-chairperson. If the network is a company limited by guarantee, there will also be a company secretary, who is normally, although not necessarily, a board member. Specific sample responsibilities of these officers are outlined below. Please note that in addition, there may be any number of other board positions, such as staff liaison officer or public relations officer. **Officers of the board may delegate some of their responsibilities to other board or staff members, but they themselves remain responsible for ensuring that the duties get done.**



Role of Chairperson

- Act as facilitative leader of the network
- Plan board meetings with the secretary or the senior member of staff
- Keep order at meetings and make sure everyone has their say
- Make sure that meetings are time limited and that discussions stick to the point
- Ensure that decisions are made and that they are arrived at in a fair and orderly fashion
- Summarise decisions made after each agenda item
- Remain as impartial as possible
- Look over the minutes of the meeting before they are circulated to the rest of the board
- Ensure that decisions made are implemented
- Liaise with staff to keep an overview of the network's affairs and to provide support as appropriate (an effective relationship with the most senior member of staff is crucial in this respect)
- Ensuring that the network's workload is fairly distributed
- Represent the network externally



Role of Vice-chairperson

- Assist in the planning of board meetings if necessary
- Chair meetings in the absence of the chairperson
- Assist the chairperson in making sure that decisions taken at meetings are implemented
- Assist the chairperson in representing the network externally



Role of Secretary

- Plan board meetings with the chairperson
- Take agenda items from other board members
- Prepare and circulate the agenda and any other papers for the meeting
- Make the practical arrangements for the meeting
- Take minutes
- Ensure that minutes are circulated to board members as soon as possible after the meeting
- Ensure that a copy of the approved minutes is kept in a minutes book in a safe place
- Follow up decisions taken at meetings in consultation with the chairperson
- Deal with correspondence
- Keep membership records up to date
- If the network is an incorporated association, act as (company) secretary unless this role is delegated to another board member or member of staff (the memorandum and articles of association or rules may place restrictions on the people eligible to take on this role)



Role of Treasurer

- Oversee preparation of budgets, accounts and financial statements
- Present regular financial reports to the board in an understandable way
- Make sure the annual accounts are audited and presented to the AGM
- Liaise with the auditor in relation to the preparation of annual accounts
- Liaise with any staff/volunteers about financial matters
- Have an overview of the network's financial resources in order to advise the board on financial implications of proposals, cash flow problems, etc
- Ensure that appropriate accounting procedures and controls are in place
- Be a joint cheque signatory on behalf of the board
- Advise on the financial implications of any new projects



Role of Company Secretary



Please Note: *This section only applies to companies limited by guarantee.*

- Keep the company's registers (that is, lists of all members and directors) up to date
- Make sure that the AGM is held within 18 months of becoming a company and at least every 15 months from then on
- Make sure that the proper notice for general meetings is given and that they are run according to the articles of association
- Call general meetings at the request of the directors and/or members, according to the rules in the articles of association
- Keep the minutes book
- Make sure that the accounts are prepared and audited in conjunction with the treasurer
- Send in the annual return to the Companies Registration Office
- Keep copies of all annual returns and accounts
- Notify the Companies Registration Office of any change of directors or change of their home address
- Ensure the certificate of incorporation is displayed
- Make sure that the name of the network is displayed outside the premises
- Make sure that the company name, registered number and directors' details appear on the letterhead (unless an exemption is obtained from the Companies Registration Office)
- Notify the Companies Registration Office of any amendment to the memorandum and articles of association
- Make sure that all legal agreements or contracts are properly discussed and agreed by the members of the board and kept in a safe place
- Comply with any other duties as imposed by the Companies Acts 1963-2005



THE LAW, COMMUNITY AND VOLUNTARY GROUPS

As part of its governance role, board members have to ensure that all legal requirements are met. It is outside the scope of this handbook to discuss all the laws that might be applicable to a BCI network. This section aims to outline some of the key legal responsibilities held by board members of the networks. This section deals with the responsibilities of directors under company law and thus applies only to companies limited by guarantee. It also deals with the responsibilities committees of management under friendly society law and thus only applies to co-ops. The section then looks at the responsibilities of the board as an employer, with health and safety, equality and data protection.



Please Note: *This handbook only provides an introduction to the law as it applies to community and voluntary groups at the time of writing. Please seek legal advice for specific queries as they relate to your own network and please note that changes to the law are likely with impending charities regulation.*



COMPANY LAW



Please Note: *This section only applies to companies limited by guarantee.*

Many networks have adopted the legal structure of a company limited by guarantee without share capital, as defined under the Companies Acts 1963 – 2005. This structure has the advantage of limiting the personal liability of the individual members of the network. However, it does mean that they have to comply with company law.

Members and Directors

A company limited by guarantee will have members and directors. In accordance with sections 6(3) and 207(1) of the Companies Act 1963, each member undertakes to pay the company a fixed, usually token amount (for example, €1) in the event of it being wound up and having debts to pay.

The members of the company elect a number of people to be directors of the company and they are responsible for the governance of the network. It is sometimes thought that only the directors elected by the members and registered as directors at Companies Registration Office are legally responsible for the network. However, the Office of the Director of Corporate Enforcement states that anyone who takes part in decision-making about the management of a company may be deemed to be a non-executive director or a 'de facto' director and, as such, shares in the legal responsibilities of the registered directors.

Legal Responsibilities of Directors

Directors of the company (both registered and 'de facto') are legally obliged to do the following:

- To act in the best interests of the network. This means that individual directors may not act in their own interests or in the interests of another organisation. This becomes particularly important if some directors come from external organisations. If a director becomes aware of a conflict of interest at a meeting s/he should declare it, and withdraw from the discussion/meeting while that issue is being dealt with.
- To avoid running the network in a fraudulent or reckless manner. Such conduct will result in the board members incurring personal liability under Section 297 of the Companies Act 1963 (as amended) 'for all or any of the debts or other liabilities of the company as the court may direct'. Such a situation might occur if the directors allowed their network to run up debt, knowing that there were no funds to meet the debt.
- To comply with the duties imposed by Section 205 Companies Act 1963 whereby the directors of the company are precluded from (1) exercising their powers in a manner oppressive to any member of the company, (2) conducting the affairs of the company in a manner oppressive to any member of the company or (3) exercising their powers or conducting the affairs of the company in disregard of the interests of any member/members of the company.
- To ensure board members do not receive payment for board membership (this is only so if the network is a registered charity as well as a company limited by guarantee).
- To appoint a company secretary in line with section 175 Companies Act, 1963.

- To comply with all the relevant requirements regarding financial accountability, the running of the network, record keeping and reporting pursuant to Part V of the Companies Acts 1963 (as amended). Further guidelines can be found in section 4 of this handbook.
- To ensure that the network complies with ongoing legal requirements, for example, employment, health and safety, equality and data protection legislation.
- To comply with the requirements of the network's memorandum and articles of association.

Memorandum and Articles of Association

The memorandum and articles of association ('memo & arts') were drawn up when the company was formed. The provisions contained within them are binding on the company and its members and are therefore the legal boundaries within which the company and its members are required to act. All board members should be given a copy of the memorandum and articles of association as part of their induction and they have a responsibility to familiarise themselves with these.



INDUSTRIAL AND PROVIDENT SOCIETY LAW



Please Note: *This section only applies to co-ops.*

Some networks have chosen to become co-ops, under the Industrial and Provident Society Acts 1893 – 1978. The legislation requires that industrial and provident societies must intend to carry on an 'industry, business or trade'. They are therefore usually profit-making and allow the distribution of profits amongst members of the co-op, except in the case where they have a CHY number from the Revenue Commissioners. Incorporation as a co-op is not dissimilar to incorporation as a company, however, and similar legal benefits accrue and obligations apply once in existence, including:

- To appoint a Secretary
- To have a Registered Office
- To always use the words 'Society' and 'Limited' in all official correspondence
- To ensure no individual member holds an interest of more than €150,000 or

1% of the total asset value of the co-op, whichever is greater

- To keep appropriate accounts, books and records and to ensure the membership appoints a public auditor annually
- To submit a properly completed Annual Return to the Registrar of Friendly Societies by 31 March each year and a Triennial Return every three years.



EMPLOYMENT LAW

If the network employs staff, the board is the employer and must act in accordance with employment legislation, which is extensive. Some of the applicable laws include:

- Adoptive Leave Acts 1995 – 2005
- Carer's Leave Act 2001
- Employment Equality Acts 1998 – 2004
- Industrial Relations Act 1990
- Juries Act 1976
- Maternity (Protection of Employees) Acts 1994 – 2004
- Minimum Notice and Terms of Employment Acts 1973 – 2001
- Organisation of Working Time Act 1997
- Parental Leave Acts 1998 – 2006
- Payment of Wages Act 1991
- Pensions Act 1990, amended 2002
- Protection of Employees (Employer's Insolvency) Acts 1984 – 1991
- Protection of Employees (Fixed-Term Work) Act 2003
- Protection of Employees (Part-time Work) Act 2001
- Protection of Young Persons (Employment) Act 1996
- Redundancy Payments Acts 1967 – 2003
- Safety, Health and Welfare at Work Act 2005
- Terms of Employment (Information) Acts 1994 – 2001
- Unfair Dismissals Acts 1977 – 2005.

Whilst it is not necessary to have an employment specialist on the board, it is important that all board members are aware of the main implications of employment

legislation and undergo training in this area if necessary. It is worth noting that employers in the community and voluntary sector do sometimes get taken to the Labour Court by employees and cases are usually decided by the fairness of the policies and procedures in place and the degree to which they were followed. In order to fulfil their legal responsibilities in this area and safeguard themselves against legal action, the board must ensure that appropriate employment policies and procedures and an appropriate staff management system are in place.



A useful template for an employee handbook can be found on www.erb.ie which is the website of the Employer Resource Bureau for the community sector.



Please Note: *Some networks may be tempted to contract a self-employed person to undertake work for them, hoping that this will absolve them of the responsibility to pay tax and PRSI and deal with other administrative matters. However, this is rarely the case and unless the network can meet six control tests set out in law to prove that the work is a contract for service, it will have to create a contract of employment, with all the legal responsibilities that go hand in hand with that.*



HEALTH AND SAFETY LAW

If the network employs staff, then it is the responsibility of the board to ensure that the network complies with health and safety legislation.

The Safety, Health and Welfare at Work Act 2005 requires all employers to do the following:

- Provide and maintain a safe workplace, machinery and equipment
- Manage work to ensure the safety, health and welfare of employees
- Assess risks and put a safety statement in place
- Provide and facilities for employees, such as clean toilets and washing facilities.
- Prepare and update emergency procedures
- Provide appropriate training and information
- Report serious incidents to the Health and Safety Authority.

Guidance on simple safety statements from the Health and Safety Authority states that:

- The safety statement must be specific to your workplace

- Identify risks and controls in the safety statement. 'Controls' means safeguards that must be taken
- Include emergency plans
- Involve all employees
- Update it regularly
- Make sure everyone knows about it. Bring it to their attention at least once a year.

Once the safety statement is in place, the board should make sure everyone involved has read it, and then review it on an annual basis.



The Health and Safety Authority has a number of documents on their website (www.hsa.ie) to assist organisations in writing safety statements. They have a special section, Simple Safety, that is geared to the needs of businesses employing less than 10 people. Alternatively, a template for a safety statement can be found on www.erb.ie – the Employer Resource Bureau for the community sector.

While it is good practice for all networks, whether or not they employ staff, to carry out some form of risk assessment on their activities, it is not clear how far health and safety legislation applies to all-volunteer groups. Such networks should consult the Health and Safety Authority for further advice.



EQUALITY LAW

Equality legislation impacts on the board in two main ways. The Employment Equality Act 1998 governs its actions as an employer. The Equal Status Act 2000 governs its actions as a provider of services, such as the provision of training courses. The board is legally obliged to ensure that no one is denied access to the network's services because of their gender, marital status, family status, sexual orientation, religion, age, disability race or membership of the traveller community. A written equality policy is recommended.



An equal employment policy is included in the employee handbook mentioned in the section above. There is a template for an equal status policy to be found in 'Guidelines for Equal Status Policies in Enterprises' in the Publications section of the Equality Authority website – www.equality.ie



DATA PROTECTION LAW

Most networks will collect and store information about service users and others. Because of this, the board must ensure that all information is collected, stored and disclosed in a way that complies with the Data Protection Acts 1988 and 2003.

You have certain key responsibilities in relation to the information which you keep on computer or in a structured manual file about individuals and they are as follows:

- Obtain and process the information fairly
- Keep it only for one or more specified and lawful purposes
- Process it only in ways compatible with the purposes for which it was given to you initially
- Keep it safe and secure
- Keep it accurate and up-to-date
- Ensure that it is adequate, relevant and not excessive
- Retain it no longer than is necessary for the specified purpose or purposes
- Give a copy of his/her personal data to any individual, on request.



A written data protection policy is recommended for networks that employ staff. Contact the Data Protection Commissioner at www.dataprotection.ie for further information.

THE IMPORTANCE OF MEETINGS

The board carries out its duties primarily through meetings, hence it is vitally important that those meetings are as effective as possible. Because the geographic nature of networks makes having meetings challenging, only meet when necessary and ensure the conditions are right for having productive meetings. Do not meet so frequently that there is nothing of substance to discuss, but neither have such packed agendas that they are always being rushed through. Also explore alternative ways of communicating between meetings, such as telephone, email and conferencing (internet or telephone), but do recognise that face-to-face meetings are a vital first step and ensure there are strict guidelines in place for communication that uses new technologies. This section provides guidance on running effective meetings in general and also looks at matters of board recruitment and induction.

PLANNING MEETINGS

Some issues will need to be addressed by the board at every meeting, while others only occur at intervals. It is worth investing some time in developing a calendar of 'business' that crops up at certain times throughout the year. This could include the following:

- agreeing the annual work plan
- planning the AGM
- (re)appointing company secretary after the AGM
- receiving the quarterly accounts
- approving the annual accounts
- ensuring the annual return is sent to the Companies Registration Office/ Registrar of Friendly Societies by the Annual Return Date
- agreeing the budget
- making reports to funding agencies
- receiving monitoring information
- producing the annual report
- reviewing policies and procedures.

When you know when these things are happening you can schedule your meetings throughout the year so that these things are discussed at the appropriate time.

AGENDA PREPARATION

A well-prepared agenda will go a long way towards ensuring a successful meeting. Each item should relate clearly to the governance responsibilities of the board. It is also very helpful if the agenda indicates the purpose of each item in particular. In other words, is this item for information, for discussion, for decision, for approval/ratification or for the record? This level of clarity in the agenda can save a lot of time spent in fruitless discussion. It also helps the chairperson to time each item and reduces the likelihood of the meeting running over its allotted time. It is important to be realistic in allocating time for agenda items. Substantial issues, such as the consideration of the strategic plan, could be dealt with over a number of meetings. This is preferable to meetings continually running over time.

In addition, each member needs to know how to get items on to the agenda. This may involve sending a written paper to the chairperson or secretary before the meeting, or merely informing them verbally. Alternatively, new items may be introduced as 'any other business' at the meeting itself, although it is better to reserve this option for urgent matters.

The agenda should be sent out to members of the board with any accompanying papers, at a reasonable interval before the meeting.

SAMPLE AGENDA FOR A BOARD MEETING

A typical agenda is outlined below, with tips for the chairperson on how to run the meeting in italics. The agenda for your own network will vary according to your structure and activities, but the skeleton (apologies; minutes; matters arising; other discussion points; any other business; next meeting) is likely to remain the same.

Any Network board meeting agenda

Meeting to be held in 'AnyNetwork' premises on 1 April 2008 at 3 pm

1. Welcome and apologies (10 minutes)

Make sure you welcome any new members to the group. New people may be unsure of their role and feel daunted by new faces. Note who is not present and who has given their apologies for non-attendance. It is a good idea to review the agenda at this point so that everyone is clear about what will be discussed. It is also a good idea to ask if there is any other urgent business, so that you are not taken by surprise by extra items when you think you have finished.

2. Minutes of last meeting (10 minutes)

Ask the group if it agrees that they are an accurate record of the last meeting. If someone has a correction, the secretary should make a note of it. If not, you can move on to matters arising. If people try to start a discussion about something in the minutes, remind them that this part of the meeting is just to check for accuracy. If the issue is already on the agenda, tell them it will be discussed then. If not, ask them to raise it again under any other business. The chairperson should sign approved minutes.

3. Matters arising not covered elsewhere on agenda (10 minutes)

Make sure that these are minor points and not major discussion items. They should really only be information updates since the last meeting. If more discussion is necessary, make them agenda items. It is disheartening to spend most of a meeting on matters arising.

4. Staff report [attached] (15 minutes)

For example: A progress report on our services and other activities since the last meeting is attached for your information; Mary will answer any questions.

5. Financial report [attached] (15 minutes)

For example: Colm will present the previous quarter's finances and a decision about our savings account will need to be taken.

6. Fundraising (20 minutes)

For example: discussion on autumn fundraising event; all to bring ideas.

7. PR and publicity (20 minutes)

For example: discussion on website design; Jean will bring options to meeting. If you have to make a decision, give people a limited number of options to choose from or discussions can go on forever.

8. Any other business (15 minutes)

It really helps if you know at the beginning of the meeting if there is any other business. If you think it is a big, non-urgent issue that will go on too long, do not be afraid to say that it needs to go on the agenda of the next meeting.

9. Date of next meeting (5 minutes)

Do not let the group disperse without making sure there is a date, time and venue for the next meeting. It is far more difficult to organise once everyone has left. It may be useful to plan an annual meetings cycle for all meetings held in your network.

10. End of meeting

MINUTES

Minutes are a legal record of the business of the network. Companies limited by guarantee are required by company law to keep minutes of the AGM, any extraordinary general meetings (EGMs), all meetings of the board of directors and all subcommittee meetings. It is best practice for all networks to do so, regardless of their legal structure.

A minute on a particular item must record what happened at the meeting and not be altered afterwards, even if the situation has since changed. It is really helpful if the minutes include the words 'It was agreed...' or 'It was decided...'. It is only too easy to leave a meeting with no clear, shared sense of the decisions that have been taken and such phrases help to make decision-making more explicit.

A difficulty with the taking of minutes can be deciding how much information to include. It is not generally recommended to attempt to record exactly 'who said what' in the discussion but it is useful to include some of the reasons for the decision. If it is a very complex discussion it might be helpful to list the various points that were made. However, the following must be included for each item:

- any **decision** reached; even if this was a decision not to make a decision!
- the **action** required to implement the decision
- **who** will take the action
- any **deadline** or time limit for the action.

What information should minutes contain?

The Office of the Director of Corporate Enforcement states that for all official meetings of companies, at a minimum, the following information should be recorded:

- Date (including year), time and location of meeting
- Names of directors and company secretary present at the meeting (are you quorate for the whole of the meeting; that is, do you have sufficient people in order to make decisions legally? – see your governing document)
- Names of persons who have given their apologies for non-attendance
- Name of person chairing meeting (usually the chairperson)
- Names of other persons in attendance and in what capacity they are attending (for example, a visitor or staff member presenting on their work)

- Approval of minutes from the previous meeting, including any corrections requested
- Signing of these minutes by the chairperson, certifying that the minutes are an accurate reflection of the proceedings at that meeting
- Title and author of any papers tabled
- Details of any conflicts of interest declared and what action was taken as a result (not taking part in discussions; abstaining from voting; or absenting themselves from part of the meeting)
- Although it is acceptable to summarise discussions, the overall contributions to discussions made by individuals should be noted, especially if there is disagreement about certain matters
- Proposals put to the vote and the names of persons proposing and seconding them (some networks prefer to operate by consensus and if agreement is reached by consensus that should be minuted. For incorporated associations, it is wise to retain the right to decide by vote if other avenues are exhausted)
- Results of any votes taken (make sure you know who is entitled to vote and what majority, if any, is needed to carry decisions – see your governing document)
- Details of any delegations of authority should be noted (for example, the board authorising a member of staff to sign cheques)
- The agenda (each item numbered for easy reference) for the meeting should be attached to the minutes.

Also, do not forget to write down the name of the (sub) committee meeting.

DECISION-MAKING

Not all items at a board meeting require a decision to be made. Some items will be for information only while others require input into a discussion without necessarily making a decision. Decision-making in any type of meeting is notoriously difficult. It is one of the most important responsibilities of the chairperson to help the meeting come to a decision if that is necessary. If so, it will speed the process up if it is possible to identify options and pros and cons before the meeting and include this material in the papers for the meeting.

There is a balance to be struck in terms of the amount of reading material given to board members before the meeting. Too little information may fail to clarify the issues, whilst too much information is impossible to digest. Getting the balance wrong increases the risk that the meeting will merely rubber-stamp the decisions that have in effect been taken in advance of the meeting. It is essential that the chairperson work together with the secretary and senior staff member (if the network employs such a person) to plan meetings so that the opportunity for informed decision-making is maximised, as it is the board as a whole that carries the ultimate responsibility for decisions taken.

It is important that enough time is scheduled at the meetings for the necessary discussion to take place. Depending on the complexity and/or importance of the issue, it might be necessary to give the item a slot at two consecutive meetings, allowing for an exploration of the issue at the first meeting and an examination of the options and a decision to be taken at the second. The role of the chairperson is crucial here in keeping track of the process so that people do not make decisions too quickly if more analysis is needed, or conversely, restate their opinions repeatedly when a decision should be taken. At some point the chairperson will need to summarise the discussion and 'test out' the option that they think the meeting favours. If the meeting has reached a deadlock, the chairperson may need to put the decision to the vote, with the chairperson usually having a second casting vote.

CODE OF CONDUCT

The behaviour of individual board members can sometimes cause a problem at meetings, or outside of meetings. Typical problems are non-attendance or lateness, one person dominating the discussion while others remain silent, more than one person speaking at a time and people going off the subject. Confidentiality can also

be an issue; for example individual members of the board may repeat discussions or individual contributions to discussions outside of the meeting to other staff, volunteers or even other organisations. In some cases, domineering or oppressive behaviour can seriously inhibit the functioning of the board and could even lay the network open to charges of harassment under health and safety legislation.

Although meetings can vary a lot in terms of the level of formality expected, it is useful to spend some time agreeing the 'ground rules' or code of conduct in terms of individual behaviour before, during and after meetings. If the board as a whole agrees these rules, it is more likely that they will be respected. It also makes it much easier for the chairperson to address these sorts of problems without seeming to attack the individual.

SAMPLE CODE OF CONDUCT FOR BOARD MEMBERS

- Familiarise yourself with the constitution/rules/memorandum and articles of association, aims and objectives of the network and all policies and procedures
- Prepare for meetings by reading minutes, agendas and other papers beforehand
- Attend meetings regularly and punctually
- Take part fully in meetings by listening to others and thinking about the issues
- Keep contributions brief and to the point
- Treat others with respect
- Ask questions or state your disagreement when necessary
- Be committed to the network: when involved with the network, put the best interests of the network first, not those of your own organisation
- Declare any conflict of interests that you may have and if necessary leave the meeting while that matter is being dealt with
- Take responsibility for decisions that are made
- Respect the confidentiality of the board meeting by not repeating what has been said outside the meeting
- Undertake agreed actions as soon as possible after the meeting
- Be creative
- Have fun

DEALING WITH PROBLEMS AT MEETINGS

The following are typical problems that the chairperson of a meeting may be faced with. Possible solutions are suggested.

Nobody says anything

You could try splitting people into pairs or threes with a particular question to discuss and then ask for feedback. Alternatively, you could ask a question such as *What do people think about ...?* and leave a silence, or you could say something like *Everyone is very quiet; is there a problem?*

People start having side conversations

Look at the people who are talking on their own and say *Can we have one speaker at a time please?*

One person dominates

Make a ground rule, ideally at the beginning of the meeting, that everyone is given a chance to participate. However, if someone does dominate, you could either stop looking at the person who is speaking and make eye contact with someone else, or if this subtle approach does not work, you have to be more direct and say something like: *I'm going to have to interrupt you there, Bill. Time is running out and I was wondering what other people thought.*

The discussion is going round in circles

Are you clear about the purpose of this item and have you made it clear to everyone else? If there is no decision to be made, try and summarise the comments and move on by saying something like *So, what we seem to be saying is ... Is everyone happy with that?* If there is a decision to be made, try and summarise the different positions and identify the options, as this can help people make a decision, but if the problem is a lack of information, defer the decision to the next meeting. Or throw the problem back to the group by saying something like *We seem to be struggling here, does anyone have any ideas?*

A row breaks out

Regain control of the meeting as soon as you can and use people's names to get their attention. If the row is nothing to do with the group, ask the people concerned to deal with the issue after the meeting. If the row concerns the work of the group, ask each person to state their case without interruption. Or, you could shelve the discussion for a future meeting when tempers have cooled and facts have been checked.

There is a cool or even hostile atmosphere

In the first instance, it is worth checking if the physical environment is comfortable, as this can have a significant impact on people's behaviour. If you create opportunities for socialising, for example by eating together, this helps a group to bond. Make time for introductions and give people a chance to say something about themselves if they do not know each other. Create exercises to do in pairs and make sure people are working with people they do not know. Get people to talk about why they are involved in this project and why they feel it is worthwhile. However, if measures such as these do not do the trick, throw the responsibility for the negative atmosphere back to the group by saying something like *I get the feeling people aren't happy with this, is there a problem?* If, despite your best efforts, hostility continues, withdraw from the situation.

General unease about the effectiveness of meetings

Spend some time evaluating the meetings process with the people who attend (or who are supposed to attend) the meetings. Use their opinions to make changes to the way the meetings are run, as even subtle changes can make a big difference.

RECRUITMENT AND INDUCTION OF NEW BOARD MEMBERS

All boards should spend some time thinking about their sustainability into the future. Many governing documents limit the length of time board members may serve to prevent stagnation, and in any case, board members will leave from time to time for a variety of reasons. Not only are new recruits necessary to keep the work going, but they can provide new ways of looking at things and may revive a flagging committee. Boards must therefore think about succession and be ready to involve new people in their work.

Board members are usually volunteers, albeit volunteers with specific governance responsibilities. Board members are usually drawn from the network's membership, although it is recommended to look beyond the membership if specific skills are not easily found amongst members. Targeted recruitment is recommended to identify potential new recruits. In other words, think about what you need new board members to do. Are you looking for a potential treasurer, for example, or someone to help you promote the work of the network? Once you know what you would like a new board member to do, think about ways in which you might find them:

- Current membership (Use existing opportunities to meet and get to know your members. Grow board members from existing volunteers doing other

things for the organisation. Involve members in consultations about future direction)

- Circles of influence (Think about the people who have a stake in your work, or the people who are aware of your work and may have an interest)
- Skills search (Think about the skills you are looking for and brainstorm all the places you would find people with those specific skills. Choose the most feasible and prioritise)
- Word of mouth (Tell people you are looking for board members. Talk to key people who are in contact with others, such as members of the clergy, community affairs officers in companies, social events officers in colleges. Ask everyone on the board to ask one person. Use your own website to recruit board members)
- Public speaking (Ask for volunteers when you are doing presentations about your work. Offer to give talks to other organisations and include a request for volunteers. Piggyback on other people's events)
- Register (Register with Boardmatch Ireland (www.boardmatch.ie), a not-for-profit organisation set up to match people with a variety of skills and interests with boards that are seeking new board members.)

Once a potential recruit to the board has been identified and they indicate that they are willing to take part, they may be co-opted by the board and will have to stand for election at the next AGM. If the network is a company limited by guarantee or co-op, all the necessary Companies Registration Office/Registrar of Friendly Societies paperwork will have to be completed.

New board members need a good introduction to the organisation, the board and their own role if they are going to settle in well and make a positive contribution. A good induction should include the following:

- Written information about the organisation, the board and their role in the form of an induction pack (see below)
- A meeting with the chairperson of the board to discuss the overall purpose of the organisation, the role of the board and the specific responsibilities of the new member
- If the network employs staff, a meeting with the most senior staff member to learn about the activities of the organisation and the current issues and an opportunity to meet staff and see the organisation in action

- An introduction to other board members
- A follow-up meeting after a few months to see how they are feeling about things.

An induction pack should include as much of the following as possible:

- Constitution/memorandum and articles of association/rules
- Brief history
- Current annual report, or similar
- Funding and finance information
- Other publicity materials
- Policies
- Development and work plans
- Network structure chart
- Terms of reference for board, subcommittees, etc
- Code of conduct
- Details, including contact details, of other board members
- Meetings dates
- Minutes of last few meetings
- Information on personnel, paid and voluntary.

Finally, don't forget the social aspect of board/committee work. New (and existing!) board members are more likely to stay and contribute positively to the work of the board if there are some opportunities to interact socially with other board members – even if it is just a cup of tea before board meetings.

NOTES

SECTION 4 – FURTHER INFORMATION

FURTHER READING

Governance

Boards that work

David Fishel, Directory of Social Change (2003)

Exercising governance

Carmichael Centre for Voluntary Groups (2005)

Faith and hope don't run charities (trustees do)

Wales Council for Voluntary Action (2002) *

Leading the organisation: the relationship between chair and chief executive

Association of Chief Executives of Voluntary Organisations (2002)*

Managing together: a guide to working effectively as a committee

Jane Clarke, Combat Poverty Agency (1993)

So, you're on a committee now ... a guide for anyone involved in the work of a committee

Michael Kindred & Malcolm Goldsmith, 4M Publications (1999) *

The good governance action plan for small voluntary organisations

Sandy Adirondack, National Council for Voluntary Organisations (1999)

Employment

A guide to good employment practice in the community and voluntary sector

Jane Clarke, Combat Poverty Agency (1995)

Managing people

Gill Taylor & Christine Thornton, Directory of Social Change (1995)*

Staff selection and interviewing

Jane Clarke, Combat Poverty Agency (1996-7)

Staff support and supervision

Jane Clarke, Combat Poverty Agency (1996-7)

The staff recruitment process

Jane Clarke, Combat Poverty Agency (1996-7)

The relationship between paid staff and volunteers

Volunteering Ireland (2006)

Legal

A guide to legal structures for voluntary and community organisations

Mel Cousins, Combat Poverty Agency (1994)

Becoming a limited company

Jane Clarke, Combat Poverty Agency (1996)

Charities law

Kerry O'Halloran, Round Hall (2000)

Other

Community Exchange

www.activelink.ie

Just about managing?

Sandy Adirondack, London Voluntary Service Council (2005) *

Solid foundations: a resource guide for building strong and effective organisations in the community and voluntary sector,

The Wheel (2007)

The minute taker's handbook

Lee Comer & Paul Ticher, Directory of Social Change (2002) *

Volunteer expenses

Volunteering Ireland (2005)

**available from the Directory of Social Change – see the following page for further details and contact details of other publishers*

USEFUL ORGANISATIONS

Bar Council

(Voluntary Assistance Scheme)

Four Courts, Dublin 7

Tel: 01 817 5014

www.lawlibrary.ie

Broadcasting Commission of Ireland

2-5 Warrington Place, Dublin 2

Tel: 01 644 1200

www.bci.ie

Carmichael Centre for Voluntary Groups

Carmichael House, North Brunswick Street, Dublin 7

Tel: 01 873 5285

www.carmichaelcentre.ie

Citizens Information Board

Hume House, Ballsbridge, Dublin 4

Tel: 01 605 9000

www.citizensinformationboard.ie

Combat Poverty Agency

Bridgewater Centre, Conyngham Road, Islandbridge, Dublin 8

Tel: 01 670 6746

www.cpa.ie

Companies Registration Office

(includes Registrar for Friendly Societies)

Parnell House, 14 Parnell Square, Dublin 1

Locall: 1890 220226

www.cro.ie

Data Protection Commissioner

Canal House, Station Road, Portarlinton, Co Laois

Locall: 1890 252231

www.dataprotection.ie

Directory of Social Change

24 Stephenson Way, London, NW1 2DP, UK

Tel: 0044 207 209 5151

www.dsc.org.uk

Equality Authority

2 Clonmel Street, Dublin 2

Tel: 01 490 3039

www.equality.ie

FÁS Training and Employment Authority

27-33 Upper Baggot Street, Dublin 4

Tel: 01 607 6500

www.fas.ie

Health and Safety Authority

The Metropolitan Building, James Joyce Street, Dublin 1

Locall: 1890 289389

www.hsa.ie

Irish Business and Employers Confederation

Confederation House, 84/86 Lower Baggot Street, Dublin 2

Tel: 01 605 1500

www.ibec.ie

Irish Cooperative Organisations Society

The Plunkett House, 84 Merrion Square, Dublin 2

Tel: 01 676 4783

[ww.icos.ie](http://www.icos.ie)

National Council for Voluntary Organisations

Regent's Wharf, 8 All Saints Street, London, N1 9RL, UK

Tel: 0044 207 713 6161

www.ncvo-vol.org.uk

Office of the Director of Corporate Enforcement

16 Parnell Square, Dublin 1

Locall: 1890 315 015

www.odce.ie

Office of the Revenue Commissioners

Charities Section, Government Offices, Nenagh, Co. Tipperary

Tel: 067 44301/2/3 or callers from Dublin 01 677 4211

www.revenue.ie

Round Hall

43 Fitzwilliam Place, Dublin 2

Tel: 01 662 5301

www.regulateireland.ie

The Wheel

Irish Social Finance Centre, 10 Grattan Crescent, Inchicore, Dublin 8

Tel: 01 454 8727

www.wheel.ie

Volunteering Ireland

Coleraine House, Coleraine Street, Dublin 7

Tel: 01 872 2622

www.volunteeringireland.ie

BCI NETWORKS**Association of Independent Radio Producers of Ireland**

5 Merrion Row, Dublin 2

www.radioproducers.ie

Community Television Association

c/o Cork Community Television Ltd

Faraday Court, Rockboro Avenue, Old Blackrock Road, Cork

Tel: 021 432 2454

www.communitytvassociation.org

CRAOL: Community Radio Forum of Ireland

Kilfinane, Co Limerick

Tel: 087 123 7017

Email: helpline@craol.ie

www.craol.ie

Learning Waves

18 The Crescent, Lennonstown Manor, Dundalk, Co Louth

Tel: 042 935 1797

teresahanratty@learningwaves.ie

Screen Producers Ireland

77 Merrion Square, Dublin 2

Tel: 01 662 1114

www.screenproducersireland.ie

Irish Hospital Radio Network

Limerick Regional Hospital, Dooradoyle, Limerick

Tel: 061 482423

NOTES

Broadcasting Commission of Ireland
2-5 Warrington Place, Dublin 2
Telephone: (01) 644 1200 **Web:** www.bci.ie **Email:** info@bci.ie

