

## **Corporate Code of Governance**

Northside Family Resource Centre is committed to compliance with the Corporate Code of Governance for Charities. Board and Staff are working to update all governance documentation and this section will be added to accordingly.

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# NFRC

## BOARD ORIENTATION HANDBOOK



COMPILED  
OCTOBER  
2018



# NFRC

BOARD ORIENTATION HANDBOOK



COMPILED  
OCTOBER  
2018

**Board Orientation Handbook**

*Essential Information for Northside FRC's Board Members*

**Last Updated, October 2018**

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## 1. Welcome to the Board of Northside Family Resource Centre

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*"Voluntary associations help to secure freedom, limit the government's power and influence over citizen's freedom, educate citizens and develop character. Such organisations release energies in society and because of the diverse interests expressed they are sources of originality and social progress.*

*(Citizenship and Public Service: Voluntary and Statutory Relationships in Irish Healthcare)*

It is with your participation on the Board we resist statutory co-option and safeguard civic engagement and community led movements ensuring tailored responsive services, programmes, and projects built by, and specific for, the communities in which we serve.

### **Guiding Principles / Statement of Values**

The Centre has a clear commitment to discovering our community's capacities and assets while allowing for flexibility to respond to the needs as and when they emerge. The Centre aims to:

- Engage in community development supporting local community people's commitment to investing themselves and their resources in the effort.
- Provide structures which facilitate local people to support each other and search for ways to improve the quality of life in the area.
- Ensure services are in place that meets defined needs of individuals, families and the community, positively affecting families both directly and indirectly.
- Provide interventions and compensatory programmes which are open to all while supporting those most disadvantaged and socially excluded to avail of such services.
- Cultivate the skills of local residents, the power of community-based organisations, and the supportive functions of local institutions.

Membership on the Board of this ambitious and unique organisation is an opportunity to advance the interests of the whole community as we support the community for positive change. This opportunity carries with it a huge responsibility for Board members to think and act in the interests of the **whole community** as opposed to their organisation or part of the community in which they represent.

## **2. Key Messages**

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*The least we all should know about **Northside Family Resource Centre**:*

1. Northside FRC is a resource for the communities of Limerick's Northside.
2. Northside FRC seeks to combat poverty and support social inclusion of all members of the community.
3. The FRC works across the whole lifecycle with a view to building community resilience and creating a fairer society.
4. The FRC acts as a representative voice in relation to the communities shared issues.
5. Northside FRC provides leadership within the community by identifying relevant new ideas and thinking; providing quality analysis of current and future trends and, assisting in the development of solutions.
6. The FRC is completely open – anyone or any organisation with an interest in improving any aspect of our community is welcome to become an active stakeholder. However, Northside FRC must have the available resources, or pursue those resources, in order to actively engage with a particular group.
7. Northside FRC policy and advocacy work seeks to ensure that local, regional and national policy provides for the development of a healthy and vibrant community.



### 3 Background

Northside Family Resource Centre is located in the heart of Limerick's Northside Communities on the border of Ballynanty and Moyross. Northside Family Resource Centre is committed to building upon the strengths of families and the community, facilitating community to reach their full potential while supporting those who are living in deprivation, experiencing crisis or who are at risk or vulnerable.

Northside Family Resource Centre **defines the family** as any combination of two or more persons, whether past or present, who are bound together by ties of mutual consent and where the care and support of group members is paramount.

#### ***A brief history***

Northside Family Resource Centre (originally named St Munchin's) was established in 1987 and has grown and developed in response to the needs of the communities in which it operates. In 1994, the international Year of the Family, the Family Resource Centre was one of a small number of centres which was funded for the first time under the Department of Social Welfare. The rationale for this funding was *"the perception of a possible gap in the statutory support for Community Development activities focused on support for family and tackling child poverty"*.

Community development principles are central to the functioning of the Centre and underlie all activity and support at the Centre.

The Centre, its services and community development work, has organically grown over the last 30+ years. In response to the demands placed on the Centre to extend its services outside of the old RAPID area St Munchin's Family Resource Centre changed its name in 2013 to Northside family Resource Centre to reflect the areas in which the Centre was really operating.

In adjusting to the dissolution of the Family Support Agency and the creation of Tusla Northside FRC emphasis family support within the context of community development ensuring a balance between compensatory provision, through programmes and intervention based work with targeted groups to more development work ensuring individuals, families and communities as a whole have a voice and are facilitated to reach their full potential.

The Centre has a clear commitment to discovering our community's capacities and assets while allowing for flexibility to respond to the needs as and when they emerge. The Centre aims to:

- Engage in community development supporting local community people's commitment to investing themselves and their resources in the effort.
- Provide structures which facilitate local people to support each other and search for ways to improve the quality of life in the area.
- Ensure services are in place that meets defined needs of individuals, families and the community, positively affecting families both directly and indirectly.
- Provide interventions and compensatory programmes which are open to all while supporting those most disadvantaged and socially excluded to avail of such services.
- Exploit the skills of local residents, the power of community based organisations, and the supportive functions of local institutions.

CONSTITUTION



**NORTH SIDE**

FAMILY RESOURCE CENTRE



# COMPANIES ACT 2014

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COMPANY LIMITED BY GUARANTEE NOT HAVING A SHARE CAPITAL

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## CONSTITUTION

### OF

### NORTHSIDE FAMILY RESOURCE CENTRE CLG

### MEMORANDUM OF ASSOCIATION

#### 1. Name

The name of the company is: Northside Family Resource Centre Company Limited by Guarantee.

#### 2. Company Type

The Company is a company limited by guarantee, registered under Part 18 of the Companies Act 2014.

#### 3. Main Object

The main objects for which the Company is established are:

- 3.1 To work for and support the alleviation of poverty and social exclusion in the electoral district of Ballynanty and surrounding areas by providing services for groups at risk.

#### 4. Subsidiary Objects

In furtherance exclusively of the foregoing main object, the Company shall have the following subsidiary objects:

- 4.1 Engage in community development facilitating local people's commitment to investing in themselves and their community.
- 4.2 Provide structures which facilitate local people to support each other and search for ways to improve the quality of life in the area.
- 4.3 Cultivate the skills of local residents, the power of community-based organisations, and the supportive functions of local institutions.

#### 5. Powers

The Company shall in addition to the powers conferred on it by law have the following powers which are exclusively subsidiary and ancillary to the Main Object and which powers may only be exercised in promoting the Main Object. Any income generated by the exercise of these powers is to be applied to the promotion of the Main Object:

- 5.1 To apply on any for all licenses which may be required to further any of its objects.

- 5.2 To solicit and accept grants, donations and any other form of voluntary contributions, and to administer, manage and expend such funds or other contributions in furtherance of the objects of the Company.
- 5.3 To purchase, lease or by any other means acquire any real or personal property and to sell, manage or otherwise deal with the same, in any lawful manner.
- 5.4 To mortgage and charge the undertaking and all or any of the real and personal property and assets, present or future, and all or any of the uncalled capital for the time being of the Company and to issue at par or at a premium or discount and for such consideration and with and subject to such rights, powers, privileges and conditions as may be thought fit, debentures or debenture stock, either permanent or redeemable or repayable, and collaterally or further to secure any securities of the Company by a trust deed or other assurance.
- 5.5 To borrow and raise money in such manner and upon such security as the Company shall think fit.
- 5.6 To make advances to customers and others with or without security, and upon such terms as the Company may approve.
- 5.6 To invest the monies of the Company not immediately required for its purposes in such investments, securities or property as may be thought fit, subject to such conditions and consents as may be required by law.
- 5.7 To accumulate capital for any purpose of the Company and to appropriate any of the Company's assets to specific purposes, either conditionally or unconditionally SAVE HOWEVER that prior permission shall be obtained from the Revenue Commissioners when it is intended to accumulate funds for a period in excess of two years.
- 5.8 To sell, improve, manage, develop, turn to account, exchange, let on rent royalty, share profits or otherwise, grant licences, easements and other rights in or over, and in any other manner deal with or dispose of the undertaking and all or any of the property and assets for the time being of the company for such consideration as the company may think fit.
- 5.9 To grant pensions and gratuities to any person who has served the Company as an employee, or to any dependent of such person, provided that the same shall not exceed that provided by a pension scheme covered by Part 30 of the Taxes Consolidation Act 1997; that such a pension scheme has been operated by the Company and that the beneficiary has been a member of the scheme while employed by the Company.
- 5.10 To subscribe or guarantee money for charitable objects.
- 5.11 To undertake and execute any trusts which may seem directly or indirectly conducive to the attainment of the main object(s) of the Company.

**PROVIDED THAT:**



- (a) in case the Company shall take or hold any property which may be subject to any trusts, the Company shall only deal with or invest the same in such manner as allowed by law having regard to such trusts;
- (b) nothing hereinbefore contained shall be construed as including in the purposes for which the Company has been established any purposes which are not charitable according to law.

## **6. Income and Property**

6.1 The income and property of the Company shall be applied solely towards the promotion of Main Object(s) as set forth in this Constitution. No portion of the Company's income and property shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit to members of the Company.

6.2 No Director shall be appointed to any office of the Company paid by salary or fees or receive any remuneration or other benefit in money or money's worth from the Company. However, nothing shall prevent any payment in good faith by the Company of:

6.2.1 reasonable and proper remuneration to any member or servant of the Company (not being a Director) for any services rendered to the Company;

6.2.2 interest at a rate not exceeding 1% above the Euro Interbank Offered Rate (Euribor) per annum on money lent by Directors or other members of the Company to the Company;

6.2.3 reasonable and proper rent for premises demised and let by any member of the Company (including any Director) to the Company;

6.2.4 reasonable and proper out-of-pocket expenses incurred by any Director in connection with their attendance to any matter affecting the Company;

6.2.5 fees, remuneration or other benefit in money or money's worth to any company of which a Director may be a member holding not more than one hundredth part of the issued capital of such company.

6.2.6 Nothing shall prevent any payment by the Company to a person pursuant to an agreement entered into in compliance with section 89 of the Charities Act, 2009 (as for the time being amended, extended or replaced).

## **7. Additions, alterations or amendments**

The Company must ensure that the Charities Regulator has a copy of its most recent Constitution. If it is proposed to make an amendment to the Constitution of the Company which requires the prior approval of the Charities Regulator, advance notice in writing of the proposed changes must be given to the Charities Regulator for approval, and the amendment shall not take effect until such approval is received.

## **8. Winding Up**

If upon the winding up or dissolution of the Company there remains, after satisfaction of all debts and liabilities, any property whatsoever, it shall not be paid to or distributed among the members of the Company. Instead, such property shall be given or transferred to some other charitable institution or institutions having main objects similar to the main objects of the Company. The institution or institutions to which the property is to be given or transferred shall prohibit the distribution of their income and property among their members to an extent at least as great as is imposed on the Company under or by virtue of Clause 6 hereof. Members of the Company shall select the relevant institution or institutions at or before the time of dissolution, and if and so far as effect cannot be given to such provisions, then the property shall be given or transferred to some charitable object with the agreement of the Charities Regulator. Final accounts will be prepared and submitted that will include a section that identifies and values any assets transferred along with the details of the recipients and the terms of the transfer.

## **9. Limited Liability**

The liability of the members is limited.

## **10. Undertaking to Contribute**

Every member of the Company undertakes to contribute to the assets of the Company, if the Company is wound up while he or she is a member or is wound up within one year after the date on which he or she ceases to be a member, for

- i. payment of the debts and liabilities of the Company contracted before he or she ceases to be a member, and the costs, charges and expenses of winding up; and
- ii. the adjustment of the rights of the contributories among themselves,

such amount as may be required, not exceeding €1.

## **11. Keeping of accounts**

Annual financial statements shall be kept and made available to the Revenue Commissioners and the Charities Regulatory Authority, upon request.



# COMPANIES ACT 2014

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COMPANY LIMITED BY GUARANTEE NOT HAVING A SHARE CAPITAL

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## CONSTITUTION

-of-

## NORTHSIDE FAMILY RESOURCE CENTRE CLG

### ARTICLES OF ASSOCIATION

#### PRELIMINARY

1. In these Articles, unless there is something in the subject or context inconsistent herewith:

The "**Act**" means the Companies Act, 2014.

The "**Company**" means the above named Company.

The "**Directors**" means the members for the time being of the board of directors of the Company and "Director" shall be construed accordingly.

The "**Secretary**" means any person appointed to perform the duties of the Secretary of the Company.

The "**Seal**" means the Common Seal of the Company.

Expressions referring to writing shall, unless the contrary intention appears, be construed as including reference to printing, lithography, photography and any other modes of representing or reproducing words in visible form.

#### MEMBERS

2. For the purposes of registration, the number of members of the Company is taken to be 7 but the Company may from time to time register an increase of members.
3. The members of the Company shall be (i) the subscribers to the Memorandum of Association and (ii) such other persons as the Directors

shall from time to time admit to membership and as shall sign a written consent to become a member.

4. The rights and liabilities attaching to any Members of the Company may be varied from time to time by a Special Resolution of the Company.

### **RIGHTS OF MEMBERS**

5. Membership of the Company is not transferable and shall cease:-
  - (a) on the member's death or bankruptcy;
  - (b) if the member resigns by serving notice in writing to the Directors of the Company at its registered office.
  - (c) the Board may require a member to resign his or her membership by serving notice upon the member terminating his or her membership, such notice to expire no earlier than the date of service of the notice.

### **GENERAL MEETINGS**

6. The Company shall hold a general meeting in every calendar year as its annual general meeting at such time and place as may be determined by the Directors and shall specify the meeting as such in the notices calling it provided that every annual general meeting except the first shall be held not more than fifteen months after the holding of the last preceding annual general meeting and that so long as the Company holds its first annual general meeting within eighteen months of the date of incorporation, it need not hold it in the year of its incorporation.
7. The Company of the annual general meeting shall include:
  - (a) consideration of the Company's statutory financial statements and the report of the directors, together with the report of the statutory auditors on those statements and that report;
  - (b) the review by the members of the Company's affairs;
  - (c) the authorisation of the directors to approve the remuneration of the statutory auditors;
  - (d) the election and re-election of directors;
  - (e) the appointment or re-appointment of statutory auditors;
  - (f) the remuneration of the directors
8. All general meetings other than annual general meetings shall be known as extraordinary general meetings.
9. Directors may, whenever they think fit, convene an extraordinary general meeting.
10. If, at any time, there are not sufficient directors capable of acting to form a quorum, any Director of the Company or any member of it may convene an extraordinary general meeting in the same manner as nearly as possible as that in which meetings may be convened by the Directors.

11. The Directors of the Company shall, on the requisition of one or more members holding, or together holding, at the date of the deposit of the requisition, not less than 10% of the total voting rights of all the members having, at the date of the deposit, the right to vote at general meetings of the Company, forthwith proceed duly to convene an extraordinary general meeting of the Company.
12. The requisition shall state the objects of the meeting and shall be signed by the requisitionists and deposited at the registered office of the Company and may consist of several documents in like form each signed by one or more requisitionists.
13. If the Directors do not within 21 days after the date of the deposit of the requisition proceed duly to convene a meeting to be held within 2 months after that date (the "requisition date"), the requisitionists, or any of them representing more than 50% of the total voting rights of all of them, may themselves convene a meeting but any meeting so convened shall not be held after the expiration of 3 months after the requisition date.
14. Any reasonable expenses incurred by the requisitionists by reason of the failure of directors duly to convene a meeting shall be repaid to the requisitionists by the company and any sum so repaid shall be retained by the company out of any sums due or to become due from the Company by way of fees or other remuneration in respect of their services to such of the Directors as were in default.
15. For the purposes of Articles 10 to 13, the Directors shall, in the case of a meeting at which a resolution is to be proposed as a special resolution, be deemed not to have duly convened a meeting if they do not give such notice of it as is required by Section 181 of the Act.
16. A meeting convened under Articles 10 or 12 shall be convened in the same manner as nearly as possible as that in which meetings are to be convened by directors.
17. The chairperson of the board of directors shall preside as chairperson at every general meeting of the Company, or if there is no such chairperson, or if he or she is not present within 15 minutes after the time appointed for the holding of the meeting or is unwilling to act, the directors present shall elect one of their number to be chairperson of the meeting.
18. If at any meeting no director is willing to act as chairperson or if no director is present within 15 minutes after the time appointed for holding the meeting, the members present shall choose one of their number to be chairperson of the meeting.
19. The chairperson may, with the consent of any meeting at which a quorum is present and shall if so directed by the meeting, adjourn the meeting from time to time and from place to place. However, no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjourned for 30 days or more, notice of the adjourned



meeting shall be given as in the case of an original meeting but, subject to that, it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.

20. Unless a poll is demanded in accordance with Article 38, at any general meeting:
  - (a) a resolution put to the vote of the meeting shall be decided on a show of hands; and
  - (b) a declaration by the chairperson that a resolution has, on a show of hands, been carried or carried unanimously, or by a particular majority, or lost, and an entry to that effect in the book containing the minutes of the proceedings of the Company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.
21. Where there is an equality of votes, whether on a show of hands or on a poll, the chairperson of the meeting at which the show of hands takes place or at which the poll is demanded, shall be entitled to a second or casting vote.
22. Subject to section 193 of the Act (as modified by section 1208 of the Act) a resolution in writing signed by all the members of the Company for the time being entitled to attend and vote on such resolution at a general meeting (or being bodies corporate by their duly appointed representatives) shall be as valid and effective for all purposes as if the resolution had been passed at a general meeting of the Company duly convened and held and if described as a special resolution shall be deemed to be a special resolution within the meaning of the Act. Any such resolution in writing may consist of several documents in like form each signed by one or more members. It shall be deemed to have been passed at a meeting held on the date on which it was signed by the last member to sign, and, where the resolution states a date as being the date of his or her signature thereof by any member, this statement shall be prima facie evidence that it was signed by him or her on that date.

#### **NOTICE OF GENERAL MEETINGS**

23. A meeting of the Company, other than an adjourned meeting, shall be called:
  - (a) in the case of the annual general meeting or an extraordinary general meeting for the passing of a special resolution, by not less than 21 days' notice;
  - (b) in the case of any other extraordinary general meeting, by not less than 7 days' notice.
24. A meeting of the Company shall, notwithstanding that it is called by shorter notice than that specified in Article 22, be deemed to have been duly called if it is so agreed by:

- (a) all the members entitled to attend and vote at the meeting; and
  - (b) unless no statutory auditors of the Company stand appointed in consequence of the Company availing itself of the audit exemption, the statutory auditors of the Company.
- 25. Where notice of a meeting is given by posting it by ordinary prepaid post to the registered address of a member, then, for the purposes of any issue as to whether the correct period of notice for that meeting has been given, the giving of the notice shall be deemed to have been effected on the expiration of 24 hours following posting.
- 26. In determining whether the correct period of notice has been given by a notice of a meeting, neither the day on which the notice is served nor the day of the meeting for which it is given shall be counted.
- 27. The notice of a meeting shall specify:
  - (a) the place, date and time of the meeting;
  - (b) the general nature of the business to be transacted at the meeting;
  - (c) in the case of a proposed special resolution, the text or substance of that proposed special resolution; and
  - (d) with reasonable prominence a statement that:
    - (i) a member entitled to attend and vote is entitled to appoint a proxy using the form set out in Section 184 of the Act or, where that is allowed, one or more proxies, to attend, speak and vote instead of him or her;
    - (ii) a proxy need not be a member;
    - (iii) the time by which the proxy must be received at the Company's registered office or some other place within the State as is specified in the statement for that purpose.
- 28. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at the meeting.

### **VOTES OF MEMBERS**

- 29. Where a matter is being decided (whether on a show of hands or on a poll), every member present in person and every proxy shall have one vote, but so that no individual member shall have more than one vote.
- 30. No objection shall be raised to the qualification of any voter except at the meeting or adjourned meeting at which the vote objected to is given or tendered, and every vote not disallowed at such meeting shall be valid for all purposes. Any such objection made in due time shall be referred to the chairperson of the meeting, whose decision shall be final and conclusive.
- 31. Votes may be given either personally or by proxy. Where there is an

equality of votes, whether on a show of hands or on a poll, the chairperson of the meeting at which the show of hands takes place or at which the poll is demanded, shall be entitled to a second or casting vote.

### **PROXIES**

32. A member of the Company entitled to attend and vote at a meeting of the Company shall be entitled to appoint another person (whether a member or not) as his or her proxy to attend and vote instead of him or her. A proxy so appointed shall have the same right as the member to speak at the meeting and to vote on a show of hands and on a poll.
33. The instrument appointing a proxy (the “**Instrument of Proxy**”) shall be in writing –
- (a) under the hand of the appointer or of his or her attorney duly authorised in writing; or
  - (b) if the appointer is a body corporate, either under seal of the body corporate or under the hand of an officer or attorney of it duly authorised in writing.
34. The Instrument of Proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, shall be deposited at the registered office of the Company or at such other place within the State as is specified for that purpose in the notice convening the meeting, and shall be deposited not later than the following time:-
- (a) 48 hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote; or
  - (b) in the case of a poll, 48 hours before the time appointed for the taking of the poll.
35. The depositing of the Instrument of Proxy may, rather than its being effected by sending or delivering the instrument, be effected by communicating the instrument to the Company by electronic means (as defined in section 2 of the Act) and this Article likewise applies to the depositing of anything else referred to in the preceding Article.
36. An instrument appointing a proxy shall be in the following form or a form as near to it as circumstances permit –

Northside Family resource Centre CLG (the “**Company**”)

[Name of member] (the “**Member**”) of [Address of Member] being a member of the Company hereby appoint/s [name and address of proxy] or failing him or her [name and address of alternative proxy] as the proxy of the Member to attend, speak and vote for the Member on behalf of the Member at the (annual or extraordinary, as the case may be) general meeting of the Company to be held on



the [date of meeting] and at any adjournment of the meeting.

The proxy is to vote as follows:-

**Voting instructions to proxy**

(Choice to be marked with an "X")

Number or description of resolution:	In Favour	Abstain	Against
1.			
2.			
3.			

Unless otherwise instructed, the proxy will vote as he or she thinks fit.

Signature of Member .....

Dated [date] .....

**VOTING ON A POLL**

37. At a meeting, a poll may be demanded in relation to a matter (whether before or on the declaration of the result of the show of hands in relation to it).
38. A demand for a poll may be made by:
- (a) the chairperson of the meeting;
  - (b) at least three members present in person or by proxy;
  - (c) any member or members present in person or by proxy and representing not less than 10% of the total voting rights of all the members of the Company concerned having the right to vote at the meeting.
39. A demand for such a poll may be withdrawn by the person or persons who have made the demand. Subject to Article 39, if a poll is demanded it shall be taken in such manner as the chairperson of the meeting directs, and the result of the poll shall be deemed to be the resolution, in relation to the matter concerned, of the meeting at which the poll was demanded.
40. A poll demanded with regard to the election of a chairperson or on a question of adjournment shall be taken forthwith.
41. A poll demanded on any other question shall be taken at such time as the chairperson of the meeting directs, and any business other than that on which a poll is demanded may be proceeded with pending the taking of the poll.

42. The instrument appointing a proxy to vote at a meeting of the Company shall be deemed also to confer authority to demand or join in demanding a poll, and for the purposes of Articles 37 and 38, a demand by a person as proxy for a member shall be the same as a demand by the member.
43. On a poll taken at a meeting of the Company or a meeting of any class of members of the Company, a member, whether present in person or by proxy, entitled to more than one vote need not, if he or she votes:-
- (a) use all his or her votes; or
  - (b) cast all the votes he or she uses in the same way.

### **DIRECTORS**

44. The number of the Directors shall be not less than two (2) and unless and until determined by the Company in general meeting, not more than 12. The first Directors shall be the persons named in the statement delivered to the Registrar of Companies pursuant to Section 22 of the Act.
45. No person may be a director of the Company unless he or she has attained the age of 18 years.
46. Any purported appointment of a director without that person's consent shall be void.
47. At a general meeting of the Company, a motion for the appointment of two or more persons as directors by a single resolution shall not be made, unless a resolution that it shall be so made has first been agreed to by the meeting without any vote being given against it.
48. No remuneration shall be payable under any circumstances to any of the Directors in respect of his services as Director, or on any Committee of the Directors to which the Directors may delegate powers under Article 64. The Directors may be paid all travelling, hotel and other expenses properly incurred by them in attending and returning from meetings of the Directors or any committee of the Directors or general meetings of the Company or otherwise in connection with the business of the Company.
49. The business of the Company shall be managed by the Directors, who may pay all expenses incurred in promoting and registering the Company, and may exercise all such powers of the Company as are not, by the Act or by these Articles required to be exercised by the Company in general meeting, subject nevertheless to the provisions of the Act and of these Articles and to such directions, not being inconsistent with the aforesaid provisions, as the Company in general meeting may (by special resolution) give. No such direction given by the Company in general meeting shall invalidate any prior act of the Directors which would have been valid if that direction had not been given.
50. Without prejudice to Section 40 of the Act, the Directors may delegate any of their powers to such person or persons as they think fit, including

committees; any such committee shall, in the exercise of the powers so delegated, conform to any regulations that may be imposed on it by the Directors.

51. All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for moneys paid to the Company shall be signed, drawn, accepted, endorsed or otherwise executed as the case may be, by such person or persons and in such manner as the Directors shall from time to time by resolution determine.
52. The Company shall cause minutes to be entered in books kept for the purpose:-
  - (a) of all appointments of officers made by the Directors;
  - (b) of the names of the Directors present at each meeting of the Directors and of any committee of the Directors;
  - (c) of all resolutions and proceedings at all meetings of the Company and, of the Directors and of committees of the Directors.

### **POWERS OF ATTORNEY**

53. The Company may empower any person, either generally or in respect of any specified matters, as its attorney, to execute deeds or do any other matter on its behalf in any place whether inside or outside the State. A deed signed by such attorney on behalf of the Company shall bind the Company and have the same effect as if it were under its common seal.

### **DISQUALIFICATION OF DIRECTORS**

54. In addition to the circumstances set out in section 148(2) of the Act, the office of Director shall be vacated if a Director ceases to be qualified for the position of charity trustee under section 55 of the Charities Act, 2009.

### **VACATION OF OFFICE**

The office of director shall be vacated if the director:

- (a) is adjudicated bankrupt or, being a bankrupt, has not obtained a certificate of discharge in the relevant jurisdiction; or
- (b) becomes or is deemed to be subject to a disqualification order within the meaning of Chapter 4 of Part 14 of the Act; or
- (c) the director resigns his or her office by notice in writing to the Company; or
- (d) the health of the director is such that he or she can no longer be reasonably be regarded as possessing an adequate decision-making capacity; or
- (e) a declaration of restriction is made in relation to the director and the Board, at any time during the currency of the declaration, resolves that his or her office be vacated; or
- (f) the director is sentenced to a term of imprisonment (including a term that is suspended) following conviction of an indictable

- offence; or
- (g) the director is absent from Board meetings held during a period of more than 6 months, without the permission of the directors.

### **ROTATION OF DIRECTORS**

55. At the annual general meeting of the Company in each year, one-third of the directors for the time being, or, if their number is not 3 or a multiple of 3, then the number nearest one third shall retire from office.
56. The Directors to retire in every year shall be those who have been longest in office since their last election, but as between persons who became Directors on the same day, those to retire shall (unless they otherwise agree amongst themselves) be determined by lot.
57. A retiring Director shall be eligible for re-election.
58. The Company, at a meeting at which a Director retires in manner aforesaid, may fill the vacated office by electing a person thereto, and in default of the Company doing so, the retiring Director shall, if offering himself for re-election, be deemed to have been re-elected, unless (a) at such meeting it is expressly resolved not to fill such vacated office; or (b) a resolution for the re-election of such Director has been put to the meeting and lost.
59. No person other than a Director retiring at the meeting shall, unless recommended by the Directors, be eligible for election to the office of Director at any general meeting unless, not less than three nor more than twenty one days before the date appointed for the meeting, there has been left at the Company's registered office (a) notice in writing, signed by a member duly qualified to attend and vote at the meeting for which such notice is given, of his intention to propose such a person for election, and (b) notice in writing signed by the person concerned of his willingness to be elected.
60. The Company may from time to time by ordinary resolution increase or reduce the number of Directors, and may also determine in what rotation the increased or reduced number is to go out of office.
61. The Company may by ordinary resolution of which extended notice has been given in accordance with section 146 of the Act remove any Director before the expiration of his period of office, notwithstanding anything in these articles or in any agreement between the Company and such director. Such removal shall be without prejudice to any claim such director may have for damages for breach of any contract of service between him and the Company.
62. The Company may by ordinary resolution appoint another person in place of a Director removed from office under Article 57. Without prejudice to the powers of the Directors under Article 59, the Company in general meeting may appoint any person to be a Director, either to fill a casual vacancy or as an additional Director.



63. The Directors may at any time appoint any person to be a Director of the Company, either to fill a casual vacancy or as an addition to the existing Directors, but so that the total number of Directors of the Company shall not at any time exceed the number, if any, provided for in these Articles. Any Director so appointed shall hold office only until the next annual general meeting, and shall then be eligible for re-election.

### **PROCEEDINGS OF DIRECTORS**

64. The Directors may meet together for the dispatch of business, adjourn and otherwise regulate their meetings as they think fit. Questions arising at any meeting shall be decided by a majority of votes. In case of equality of votes the chairperson shall have a second or casting vote. A Director may, and the Secretary on the requisition of a Director shall, at any time summon a meeting of the Directors. If the Directors so resolve it shall not be necessary to give notice of a meeting of Directors to any Director who, being resident in the State, is for the time being absent from the State.
65. The quorum necessary for the transaction of the business of the Directors may be fixed by the Directors, and unless so fixed shall be two (2).
66. The continuing Directors may act notwithstanding any vacancy in their number but, if and so long as their number is reduced below the number fixed by or pursuant to the Act as the necessary quorum of Directors, the continuing Directors or director may act for the purpose of increasing the number of Directors to that number or of summoning a general meeting of the Company, but for no other purpose.
67. If at any meeting the chairperson is not present within 15 minutes after the time appointed for holding it, the Directors present may choose one of their number to be chairperson of the meeting.
68. The Directors may delegate any of its powers to Committees consisting of such member or members of the Directors and such other persons as they think fit, and any Committee so formed shall, in the exercise of the powers so delegated, conform to any regulations imposed on it by the Directors.
69. The Directors may appoint the chairperson of any Committee; if no such chairperson is elected, or if at any meeting of a Committee the chairperson is not present within fifteen minutes after the time appointed for holding it, the members of the committee present may choose one of their number to be chairperson of the meeting.
70. A committee may meet and adjourn as it thinks proper. Questions arising at any meeting of a committee shall be determined by a majority of votes of the members of the committee present, and when there is an equality of votes, the chairperson shall have a second or casting vote.
71. All acts done by any meeting of the Directors or by any person acting as a member of the Directors or any Committee shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such person acting as aforesaid, or that he or any of the Directors

was disqualified, be as valid as if every such person had been duly appointed.

72. A resolution in writing, signed by all the Directors for the time being entitled to receive notice of a meeting of the Directors, shall be as valid as if it had been passed at a meeting of the Directors duly convened and held. Any such resolution in writing may consist of several documents in the like form, each signed by one or more of the Directors and for all purposes shall take effect from the time when it was signed by the last director.
73. A meeting of the Directors or of a committee established by the Directors may consist of a conference between some or all of the Directors or, as the case may be, members of the committee who are not all in one place, but each of whom is able (directly or by means of telephonic, video or other electronic communication) to speak to each of the others and to be heard by each of the others and –
- (a) a Director or member of the committee taking part in such a conference shall be deemed to be present in person at the meeting and shall be entitled to vote and be counted in a quorum accordingly; and
  - (b) such a meeting shall be deemed to take place –
    - (i) where the largest group of those participating in the conference is assembled;
    - (ii) if there is no such group, where the chairperson of the meeting then is;
    - (iii) if neither sub-paragraph (i) or (ii) applies, in such location as the meeting itself decides.

#### **SECRETARY**

74. The Secretary shall be appointed by the Directors for such term and at such remuneration and upon such conditions as they may think fit; and any Secretary so appointed may be removed by them.
75. A provision of the Act or these Articles requiring or authorising a thing to be done by or to a Director and the Secretary shall not be satisfied by its being done by or to the same person acting both as Director and as, or in place of, the Secretary.

#### **SEAL**

76. The seal shall be used only by the authority of the Directors or of a committee of Directors authorised by the Directors in that behalf, and every instrument to which the seal shall be affixed shall be
- (a) signed by a Director of it or by some other person appointed for the purpose by its Directors or by a foregoing committee of them; and

- (b) be countersigned by the Secretary or by a second Director of it or by some other person appointed for the purpose by its Directors or by a foregoing committee of them.

## **ACCOUNTS**

77. The Directors shall cause adequate accounting records to be kept. Adequate accounting records shall be deemed to have been maintained if they comply with Section 282(1) to 282(3) of the Act and explain the Company's transactions and facilitate the preparation of financial statements that give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company.
78. The accounting records shall be kept at the registered office or, subject to Section 283 of the Act, at such other place as the Directors think fit, and shall at all reasonable times be open to the inspection of the officers of the Company and by other persons entitled pursuant to the Act.
79. The Directors shall from time to time determine whether and to what extent and at what times and places and under what conditions or regulations the financial statements and accounting records of the Company or any of them shall be open to the inspection of its members not being Directors. No member (not being a Director) shall have any right of inspecting any financial statement or accounting record of the Company except as conferred by statute, this Constitution or authorised by the Directors or by the Company in general meeting.
80. The Directors shall in accordance with the Act cause to be prepared and to be laid before the annual general meeting of the Company the statutory financial statements of the Company, the Directors' report in relation to it and the statutory auditor's report on those financial statements and Directors' report as are required by the Act to be prepared and laid before the annual general meeting of the Company.
81. A copy of the statutory financial statements of the Company, the Directors' report in relation to it and that statutory auditor's report on those financial statements and Directors' report shall, not less than twenty one days before the date of the annual general meeting, be sent to every person entitled under Section 338(1) of the Act to receive them.

## **AUDIT**

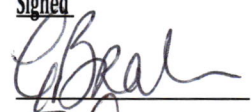
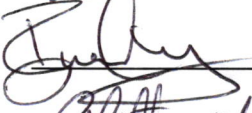
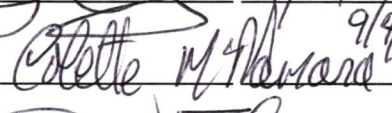
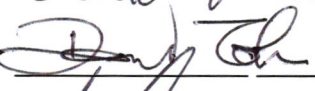


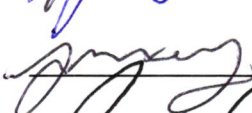
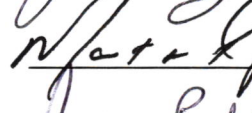
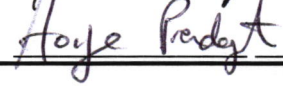
82. Auditors shall be appointed and their duties regulated in accordance with Chapters 18 and 19 of Part 6 of the Act.

## **NOTICES**

83. A notice may be given by the Company to any member either personally or by sending it by post or electronic means (as defined in section 2(1) of the Act) to the member at his or her registered address or email address (or, if not so registered, then to the address or email address of the member last known to the Company). Section 218(5) of the Act shall apply.

We, the several persons whose names and addresses are subscribed, wish to be formed into a company in pursuance of this constitution.

Names, Addresses and Descriptions of Subscribers

<u>Surname</u>	<u>First Name</u>	<u>Address</u>	<u>Description</u>	<u>Signed</u>	<u>Date</u>
Bracken	Gerard	Inchadrinagh, Newport, Co. Tipperary, Ireland	Chairperson and Director		14/1/20
Mulcahy	Raymond	28, Marine Cove, Foynes, Limerick, Ireland	Vice-Chairperson and Director		9/7/19
McNamara	Colette	50, Stenson Park, Limerick, Ireland	Secretary and Director		9/9/19
Tobin	David	8, Rosnaree, Churchill Meadows, Raheen, Limerick, Ireland	Director and Treasurer		10/12/19
Cannon	Mathew	Carrabeg, Monaleen Road, Castletroy, Limerick, Ireland	Director		9/7/19
Lisa-Jane	Ahern	Sharon, North Circular Road, Limerick, Ireland	Director		9/7/19
Murphy	Yvonne	47, St Joseph's Street, Limerick, Ireland	Director		9/7/19
Ryan	Martin	Ridderhoff, Moynoe, Scarriff, Co Clare, Ireland	Director		
Prendergast	Aoife	63 Oakfield, Father Russell Road, Raheen, Limerick, Ireland	Director		10/12/19

Dated this 9<sup>th</sup> day of July

2019.

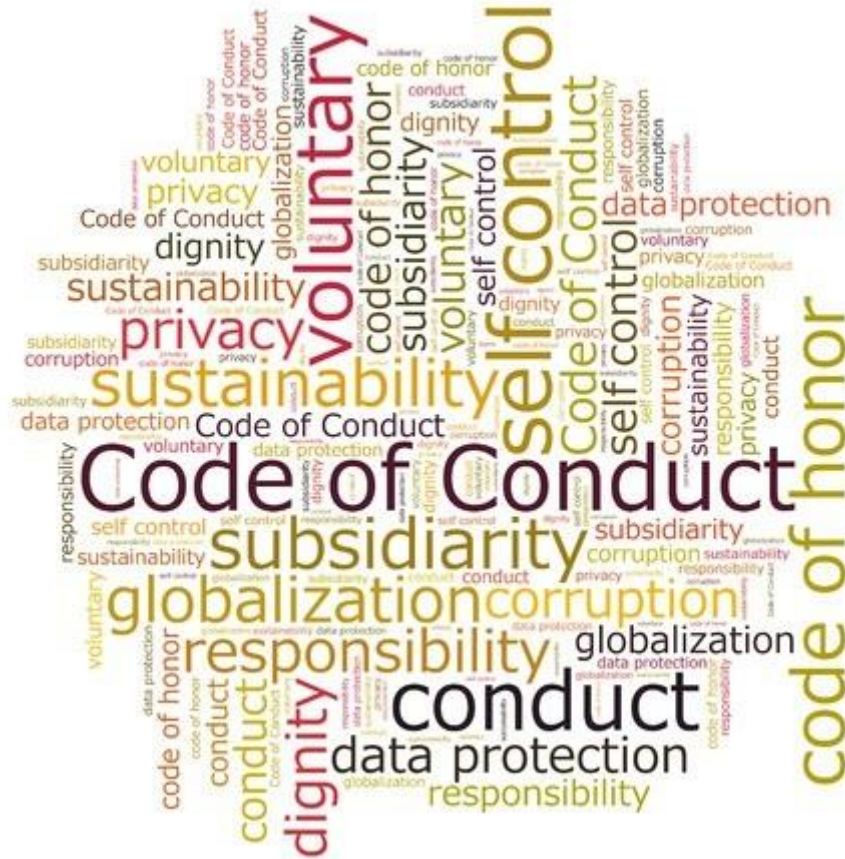
Witness to the above signatures: -



Address of the witness

An Grein Ri,  
Cappatymore West,  
Meelick,  
Co. Clare





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## CODE OF BUSINESS CONDUCT

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30/01/2018

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- 7. Comply with Law**
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- 9. How we treat our clients / project users / visitors**
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- 11. How we treat our employees**
- 12. Safe environment**
- 13. High standards in accountability**
- 14. Who this Code of Conduct applies to**
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## 1.0 Vision, Mission and Statement of Values

### 1.1 Vision Statement

The vision of Northside Family Resource Centre is a fair society where all members of the community have equal access to services and opportunities; where children are afforded every opportunity to reach their full potential and families are safe and secure.

### 1.2 Mission Statement

Northside Family Resource Centre provides a safe, welcoming and supportive environment which encourages and enables both Families and the wider community to reach its full potential based on principles of equality, empowerment and justice.

### 1.3 Guiding Principles / Statement of Values

The Centre has a clear commitment to discovering our community's capacities and assets while allowing for flexibility to respond to the needs as and when they emerge. The Centre aims to:

- Engage in community development supporting local community people's commitment to investing themselves and their resources in the effort.
- Provide structures which facilitate local people to support each other and search for ways to improve the quality of life in the area.
- Ensure services are in place that meets defined needs of individuals, families and the community, positively affecting families both directly and indirectly.
- Provide interventions and compensatory programmes which are open to all while supporting those most disadvantaged and socially excluded to avail of such services.
- Exploit the skills of local residents, the power of community based organisations, and the supportive functions of local institutions.

## 2.0 Scope

This Code of Business Conduct applies to all activities and those who oversee, manage, coordinate and deliver FRC activities (volunteer directors, volunteers and employees—including unpaid, scheme, hosted, part-time and temporary employees) of Northside Family Resource Centre. It is expected that all of those who conduct business for or on the behalf of Northside FRC work from a position of dignity and personal accountability. We are aware of our responsibilities to the organisation, to our colleagues, to the communities, to our funders.

### **3.0 Purpose**

Compliance with our Code helps to sustain and enhance the ethical behaviour and good reputation of the FRC with our partners and community.

### **4.0 Right to report unethical behaviour**

We operate a policy whereby any volunteer director, employee, volunteer or student who, in good faith reports any act of apparent misconduct or unethical behaviour, will not be victimised or treated adversely as a result.

### **5.0 We respect community development principles and human rights**

Northside Family Resource Centre is committed to working within the guiding principles of community development, family support practice and human rights-based approaches to ensure respect, equality, inclusion and participation is promoted throughout our organisation.

### **6.0 We comply with the law**

Northside Family Resource Centre, its volunteer directors, volunteers and employees are required, as a minimum standard, to comply with all the laws and regulations of Ireland, and of any other country that FRC employees or representatives may visit on business.

We respect the confidentiality of sensitive information held by the Family Resource Centre and comply with relevant statutory provisions such as Data Protection Regulations.

### **7.0. We act with integrity in all our dealings**

Northside Family Resource Centre (FRC) expects volunteer directors, volunteers, and employees to always act with integrity. This helps to safeguard the trust the FRC has built with individuals who use the Centre and the organisations our FRC interacts and works with.

No volunteer director, volunteer or employee shall engage in personal activities or pursue financial or business interests which might compromise their ability to meet the responsibilities of their job or potentially give rise to, or give the appearance of, conflicts of interest.

Northside Family Resource Centre does not offer, promise, give, demand or accept bribes or other unethical advantage to obtain, retain or give business or gain any other advantage.

Northside Family Resource Centre volunteer directors, volunteers and/or employees who have access to privileged information (including proprietary and confidential information)



whether it belongs to Northside Family Resource Centre or others will not use this information to achieve personal gain for themselves or others.

Northside Family Resource Centre volunteer directors, volunteers and employees must ensure proper and responsible use of all FRC assets, including physical property, intangible assets, IT equipment and communication resources.

## **8.0 We treat clients/service users/visitors with professionalism, dignity and respect**

All clients/service users are treated with dignity and respect, and in a professional manner. We are committed to treating all clients, contacts and visitors equally, regardless of gender, civil status, family status, sexual orientation, religious belief, age, disability, race or membership of the Traveller community. Accordingly, any harassment or bullying is unacceptable.

## **9.0 We treat suppliers, partners, subcontractors and funders properly**

Northside Family Resource Centre's suppliers are paid promptly within agreed terms of business.

Northside Family Resource Centre employees must respect and treat in accordance with agreed terms the confidential information, technology, intellectual property, and any other assets or data received from clients, suppliers and others.

Northside Family Resource Centre expects agents, subcontractors, suppliers and others working on its behalf to act lawfully and ethically, and in accordance with the values and standards set out in this Code.

## **10. We treat our employees respectfully**

Northside Family Resource Centre recruits and selects employees based on their qualifications, skills, aptitude and attitude. In employment related decisions, Northside Family Resource Centre is committed to creating an environment that promotes equality and dignity at work. We are committed to treating all employees equally, regardless of gender, civil status, family status, sexual orientation, religious belief, age, disability, race or ethnicity. Accordingly, any harassment or bullying is unacceptable.

Northside Family Resource Centre respects the rights of each employee to join or not join a trade union.

Northside Family Resource Centre believes in good communications with employees and in promoting consultation, cooperation and teamwork on matters of mutual concern.

### **11. We contribute to healthy, safe and secure workplaces**

Northside Family Resource Centre is committed to conducting all its activities in a manner which achieves the highest practicable standards of health and safety.

Northside Family Resource Centre seeks to protect our employees, physical assets, information and reputation from potential security threats.

### **12. We have high standards of financial record keeping and reporting**

Northside Family Resource Centre records all business transactions accurately, prudently and transparently, in compliance with the accounting policies as detailed in our Annual Report & Accounts and in accordance with best practice. The FRC ensures that the annual report and financial statements accurately reflect its situation and are not misleading or designed to be misleading.

Comprehensive assessment and management of risk, together with strong systems of internal control, serve to ensure that financial affairs are well managed and reported finances are accurate.

### **13. We respect the environment**

Northside Family Resource Centre is committed to ensuring that, as far as reasonably practicable, any detrimental effects of our activities and services upon the environment are minimised.

### **14. The Code applies to all of us**

Our Code applies throughout all our activities. Disregard or breach of this Code by an employee may result in disciplinary action.

Our Code is not intended to replace existing policies of Northside Family Resource Centre. It serves as a governing document to which other policies must adhere.

Northside Family Resource Centre expects and encourages volunteer directors, employees, and volunteers to bring promptly to the Board of Directors' attention any suspected or actual breaches of our Code.

Any employee making such information known through the appropriate channels will not face any adverse or unfavourable treatment for such disclosure.

## **15. Governance**

The Voluntary Board of Directors of Northside Family Resource Centre has overall responsibility for this Code of Business Conduct and its review.

This Code of Business Conduct was discussed and agreed at a meeting of the Voluntary Board of Directors on 13<sup>th</sup> February 2018.

Signed:

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Gerard Bracken

Chairperson, Northside FRC

### **Review History:**

08/10/2018





As a **RESOURCE**,

Northside FRC provides:

1. Early Years Services
2. School Age Services
3. Youth Work Programmes and Projects
4. Community and Family Services
5. Services for Older People
6. Adult and Community Education
7. Therapy Services

## **OUR PROJECTS AND PROGRAMMES**

### **Childcare Services**

Northside FRC operates 2 early years services, that is, Sunshine Childcare Service in Ballynanty and Kings Island Crèche in the City Centre. The Services are advised by a Childcare Management Sub-Committee and has a staff team consisting of 2 Early Years Coordinator, an Assistant in each service, 11 Team leaders, and a team of early years professionals.

Childcare continues to be an integral part of Northside Family Resource Centre and is an essential service both in its own right for the care and education of children but also as a support for parents to engage in other services and receive vital respite.

The profile of parents has changed in the last number of years with more of our parents returning back to work.

Incredible Years is very much part of Sunshine Crèche with staff in each of the childcare rooms trained in IY.

In 2018, Sunshine took over the running of a full afterschool service for junior and senior infants.

### **Youth Work and Afterschool Services**

Youth work services is divided between the Afterschool Programme and Youth Work Services. Both are supported by the Youth Work Coordinator.

***The After-School Programme*** is overseen by Youth Work Services Committee and staffed with 3 afterschool workers and supported by 4 youth workers. Priority is given to children referred by Home School Liaison Officers.

A care plan is put in place for those children assessed to be most at risk.

**Youth Work Services** are broken down into the following programmes:

***Follow Your Dream Project*** has evolved over recent years from the provision of activities to a full youth work service. Young people aged between 10 and 21 years are engaged by a team of professional youth workers where they are facilitated to reach their full potential. Space and time has

also been created for those young people who are at particular risk of engaging in criminal behaviour, complex family dynamics, experiencing crisis and/or risk of early school leaving or have left school.

Young people are engaged both informally and formally where the relationship with key workers are paramount. Young people are given opportunities to socialise in safe, positive environments with their peers and mentors, avail of youth leadership programmes and participate in developmental groups.

In addition, The Follow Your Dream Project is designed to improve the lifestyle choices of young people, and to create a culture of empowerment and accountability. Throughout various programmes emerging issues are addressed through one-on-one unstructured youth work. Young people are supported to explore cultural norms and to engage in an open dialogue about the impacts these issues have on their community and family's lives. This way they begin to connect the choices they make with a lifestyle they create.

**Go4IT**, in partnership with Limerick Institute of Technology Access Office, works with young people to encourage continuation of education to third level. This project is run by the youth work team.

Summer provision is made available to all the children and young people who participate in the programmes throughout the year.

### **Community and Family Services**

In 2012 the FRC consolidated a number of standalone services, that is, family support; community and adult education; counselling; community development; and the community garden into one Department. This Department was renamed Community and Family Services. The focus of the Department is threefold where staff and volunteers focus upon the development of groups and projects at a grass roots level; building capacity through education and training; and providing an array of individual and family support services.

### ***Community Development***

At present there are 7 groups operating under the Community Development Strategy. These groups are as follows:

- **Community Ambassadors:** this group comprises of 5 local people who act as ambassadors for the Centre. Prompting events, consulting with their neighbours and extending offers of support. The founding of this group happened in 2012 when the Centre was hosting a Suicide remembrance evening. A number of local women offered to support the event and as a direct consequence of their involvement 70 people attended the event. From this the group formed and have been active ever since organising events; participating in community training like assist and SHEP; and providing support to local people in need.
- **The Drama group** formed in 2013 and have proved to be an inspiring and dynamic group of people. In 2014 they wrote and performed a play titled 'The Vagina Dialogues' which was a powerful and thought provoking piece. They performed in a number of locations including the Belltable Theatre. In 2015 they wrote and performed with a play on death and dying

prompting a community discussion on a topic many find difficult to come to terms with. In 2017 they wrote a satire on themselves and performed it locally to great acclaim.

- A parents group was formed at the start of 2015. Parents who were identified through the family support services as being isolated and lacking social networks were invited in to meet once a week. This group has stayed together and are working on a plan of activities.
- Knocknalisheen Women's Group: Knocknalisheen Direct Provision Centre is over the border in Co Clare. Some parents have attended parenting programmes and engaged in one-to-one family support services. A need was identified where families would be given the opportunity to engage in social supports. Once a week transport is provided to approximately 10 families. Staff are on hand to work with the children while parents are supported by a Chef to cook dinner in the kitchen; tutor to make clothes etc. Through the informal contact with the families other needs are identified and further supports are put in place.
- Knocknalisheen Men's Group: This group is relatively new and formed in 2018. The Men are supported to identify areas of interest and supported to engage in community activities.
- The Community Garden Project (formerly Community Food Initiative) is overseen by a group of local people and supported by the Community and Family Development Worker. The project aims to increase awareness of nutrition, healthy food and sustainable gardening practices. This is done through garden classes, outreach gardening support, food demonstrations and community events. Those benefiting from the project include women's and men's groups, rehabilitation centres, afterschool groups and local residents of all ages. The majority of the funding has disappeared for this project but staff determination has maintained the project.

### ***Community and Adult Education***

Community and Adult Education is directed and advised by the Education Sub-Committee which has both staff and board of management representation. Community Education is supported by the Community and Family Development Worker and is staffed by 18 tutors who are mainly funded by the Adult Education Service, Limerick. In the past the type of programmes of study offered to the community include the following non-accredited classes:

• CRAFTS	• ART
• YOGA	• COOKERY AND NUTRITION
• CRAFTS	• ART
• IRISH FOR THE CRAIC	• SEWING
• KNITTING	• ART
• HAIRDRESSING	

The classes that have run vary depending upon the needs of the learners attending and what they have specified.

Due to a high demand in Community Education Hours and a reduction in the number of hours available, Northside FRC restructured its programmes to maximise the use of tutor hours available and to encourage greater local ownership. As a consequence of this restructuring the centre has created 2 'Circles', Health and Well-being Circle and a Craft Circle. This year learners were encouraged to sign-up for a particular circle. Under health and wellbeing learners would experience 6 weeks of

Cookery and Nutrition; Pilates; Stress Management; Communication; and Leadership Skills. Those who enrolled in the Craft Circles would do 6 weeks of Crafts; Art; Decoupage; Card Making; and Crochet.

Other classes also offered include ball room dancing; swimming; and general cookery.

Accredited programmes of study are also offered and have included Junior and Leaving Certificate courses in English and Maths. A major focus of the QQI programmes of study have been to progress learners to full QQI awards in the areas of Childcare and Social Care at level 5 and 6. The Centre operates its own QQI Quality Assurance.

### ***Family Support Services***

In 2014, the Centre restructured its family support services. 2 Community and Family Development Workers were recruited, an early years family support worker and a youth family support worker. These workers are part funded by Tusla's Section 59 (formerly Section 10) and self-generated income. The workers provide a variety of family support services. Such supports and activities include one-to-one support (internally referred to as keyworking); referral service; information provision; development of care plans for children with extra needs, undertaking Meitheal with identified children and families as well as co-ordinating and delivering a variety of parenting programmes. The Family Support Team also oversees the counselling service and social welfare clinic.

The programmes on offer are as follows:

***The Incredible Years Programme*** is a cross-departmental programme coordinated by the Early Years Development Worker. This programme is of benefit to all children, especially those with behavioural and emotional difficulties. It is run in partnership with local schools and other agencies. The Centre runs the following programmes under the auspices of Incredible Years:

- Basic Parent Programme – pre-school parents
- Basic Parent Programme – school aged parents
- Toddler Parent Programme
- Parent and Baby Programme
- School Readiness Programme
- Small Group Dina (child programme)
- Dina in the Pre-School (child programme)

In addition to the programmes listed above baby massage; baby weaning; healthy nutrition and diet for families; and school readiness are all integrated into the relevant programmes.

2017 was the last Strengthening Families offered through the Centre with an average of 8 families attending each year. This programme was coordinated and facilitated by the Development Workers. Northside FRC is redirecting resources to Parents Plus Adolescence Parenting Programme and Working Things Out Teens Programme in partnership with the youth department.

A new universal fathering programme has been developed. This programme borrows elements from Incredible Years, Strengthening Families and Caring Dads.

Other Programmes offered are Circles of Security an attachment parents programme for 0 to 6 year olds and Parents Plus Child Programme for parents of 6 to 12 year olds.

In addition to the programmes the two development workers have been tasked with building up relationships with parents from both the Youth Work Department and the Childcare Service with a view to offering non-stigmatised support in the future.

### ***Counselling and Therapy Services***

The therapy service provides counselling to all who seek support. We have 5 qualified part-time psychotherapists as well as creative therapies for children aged 3 to 18 years.

### **Older People's Programme and Services**

The project is staffed by a Coordinator and 6 staff consisting of a driver, maintenance worker, general services worker, 3 cooks and a number of volunteers. The activities provided by the service include outreach, clubs and social events, maintenance of houses, house cleaning, meals-on-wheels, driving service, friendly call service, laundry, information provision, advocacy and security provision.

Funding for this service comes from the Department of Social Protection, Salesian Sisters Fund, National Lottery, HSE, Paul Partnership and Limerick City Council.

***Other services*** provided include information provision; educational and career guidance; referral to other agencies; promotion of rights and entitlements.

In 2018 we established a catering service centralising our food production under one department.



The image features four stylized human figures in a light beige color, holding hands in a horizontal line. They are positioned against a background of a light beige gradient. The figures are simple, with no facial features, and their arms are extended to hold the hands of the others. The overall composition is clean and minimalist.

# OUTCOMES

We seek to achieve!

<b>PROJECT OUTCOME</b>	<b>LINKED TO NATIONAL PROGRAMME OUTCOME(S)</b>
That all members of the community have the knowledge and skills to provide a balanced nutritional diet.	Active and Healthy, physical and mental well-being
That all members of the community have the knowledge and opportunity to improve their physical health	Active and Healthy, physical and mental well-being
That parents, caregivers, children and the broader community are supported to positively impact on their mental health	Active and Healthy, physical and mental well-being
That young people remain and thrive in the formal education system	Achieving full potential in learning and development
That Adults have access to active learning opportunities that improves their lives	Achieving full potential in learning and development
That individuals and families have the confidence, skills and ability to develop positive relationships within the family	Safe and protected from harm
That all members of the community have access to a safe, welcoming and well governed community resource	Safe and protected from harm
That all members of the community are provided with practical financial advice and information to assist them to overcome economic difficulties	Supporting economic security and providing opportunity
That all members of the community have access to affordable quality services	Supporting economic security and providing opportunity
That all members of the community have the opportunity to participate in positive networks and improve community resilience	Connected, respected and contributing to their world
Volunteerism within the community	Connected, respected and contributing to their world
Active citizenship	Connected, respected and contributing to their world

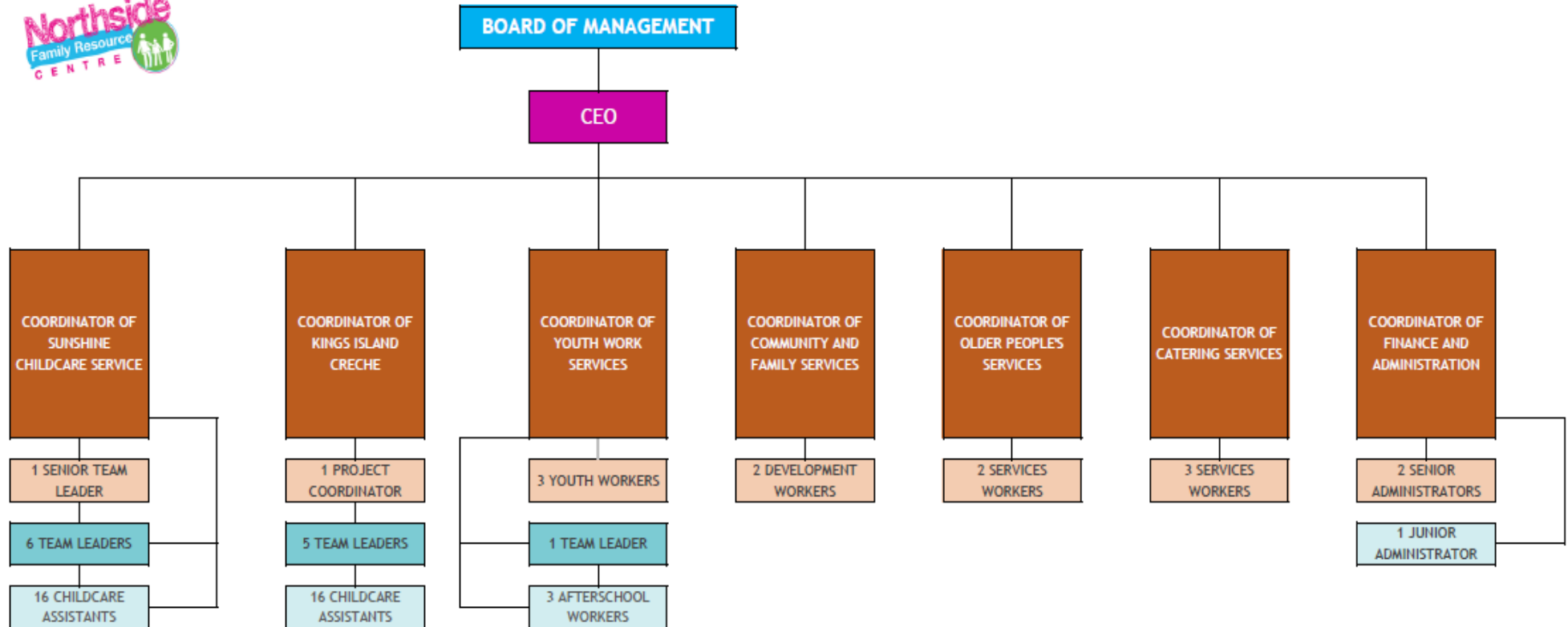
## NFRC's Organisational Structures

### FRC MANAGEMENT

#### ROLES & PROFILE OF VOLUNTEER DIRECTORS

NAME	ROLE	Profile
Ger Bracken	Chairperson	Ger Bracken has a background in project management and HR. Ger also sits on the HR sub-committee.
Christine Moloney	Vice-chairperson	Christine was co-opted onto the Childcare Sub-committee as a parent representative and on the HR sub-committee. Christine lives locally.
Martina Connolly	Treasurer	Martina is a practicing accountant and was found through Board Match. She also sits on the finance sub-committee.
Colette Aherne	Secretary	Colette sits on the Older Persons Sub-Committee and is a volunteer with the Ballynanty Older People's Club. Colette lives locally.
Ray Mulcahy	Director	Ray is new onto the Board and is from the local community. Ray has an expertise in HR.
Dr Matt Cannon	Director	Matt is also new onto the Board and lectures with LIT in Community Development. LIT is on our doorstep and the collaboration between the two organisations is strong.
David Tobin	Director	David is a primary school teacher with a commitment to social justice and workers rights movements. David provides an insight to our children's services and how to compliment provision with statutory education.
Yvonne Murphy	Director	Yvonne is a women's rights activist with a specialism is Domestic Abuse. Yvonne has worked for Domestic Violence services in Limerick and Clare and has a special interest in Community Development Practices.
Lisa Jane Ahern	Director	Lisa Jane was co-opted onto the Childcare Sub-committee as a parent representative. Lisa Jane grew up locally and continues to engage in many aspects of the life of the Centre.

## INTERNAL MANAGEMENT STRUCTURES



**NORTHSIDE FRC**

# **ROLE OF BOARD MEMBERS**

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updated 23/01/2019



## **Role of Board Members**

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Every board member has the following responsibilities:

- Commitment to the evolution of Northside FRC and support for its philosophy
- Attendance at Board meetings
- Shaping strategy for the development of Northside FRC.
- Where necessary, deciding on strategic actions required to achieve Northside FRC's objectives, ensuring that all activities are consistent with our vision and core values
- Representing the interests of Northside FRC as opposed to their own organisations or interest group. Board members are accountable to the community and mission, regardless of how they come onto the Board
- Serving on sub-groups
- Fulfilling all the legal obligations of a member of the Board of Directors of a company limited by guarantee without a share capital.

Members serve a term of 3 years and may go forward to re-election/re-cooption. The Board meets at least 8 times a year and all matters discussed are treated as confidential.

All members are Directors of the limited company which is a company limited by guarantee and a tax exempt charity under Irish law.

The Board elects a Chairperson and Vice-Chairperson and any other officers as necessary.

## **Role of the Chairperson**

- To chair meetings of the board – with the CEO, prepare the agenda and when necessary liaise with the CEO regarding any follow-up work
- To act as a link person between the board and CEO – responsible for annual appraisal of CEO
- When necessary, to speak on behalf of the board. (All public statements to be made within agreed policies and parameters as set down by the board and are to be issued by either the Chairperson or the CEO or whoever else is designated by the Chairperson.)
- Responsible for formation of sub-groups of the board and is an ex-officio member of any such sub-groups
- To ensure adequate operational support for CEO and other personnel
- Term of Office: three years.
- The Chairperson will be an automatic member of the board even if he/she has already served the maximum of three years on the board.

### **Role of Vice Chairperson**

- The Vice-Chairperson will assume the role of the Chairperson in his/her absence
- The Vice-Chairperson will assist the Chairperson in fulfilling his/her role as requested and as appropriate
- Term of Office: three years.
- The Vice-Chairperson will be an automatic member of the board even if he/she has already served the maximum of three years on the board.

### **Sub-groups of Core Group**

- Sub-groups can be formed based upon terms of reference agreed by board. The sub-groups' existence, membership and terms of reference are reviewed every 3 years as part of the planning cycle subsequent to the election of the officers.
- Membership of a sub-group ideally to be for three years to allow for continuity as well as for 'turn over' of members
- Membership of sub-groups to reflect different experiences and skills. Membership may also include non-board Group members, but the Chair must always be a member of the Board of Directors.
- A record is to be kept of all sub-group meetings and decisions
- Each sub-group is accountable to the board - each formal board meeting to have an agenda item allowing a report from each sub-group
- All sub-groups are strictly advisory in nature

### **Relationship with Chief Executive Officer**

- The Chief Executive Officer reports to the Chairperson of the board.
- The Chief Executive Officer attends all Board and sub-group meetings as appropriate
- The Chief Executive Officer is responsible to the Board for the activities of all staff and volunteers associated with work of Northside FRC.

Northside FRC has committed to adopting the new Governance Code for Community, Voluntary and Charitable organisations.

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**Northside Family Resource Centre's  
Code of Conduct for Board members  
*Approved at Board meeting on 09<sup>th</sup> October 2018***

As a Director of Northside Family Resource Centre CLG, I have a legal responsibility to act in the best interests of the organisation. Abiding by this Code of Conduct and the Governance Code for nonprofit organisations describes how I will do that. If any of these commitments, cause me to come in conflict with my legal obligations then the latter will take precedence.

***Code of Conduct for Board members***

***Organisational Values***

As a board member of Northside FRC I promise to abide by the fundamental values that underpin all the activities of our organisation.

***Accountability***

Everything Northside FRC does will be able to stand the test of scrutiny by members of the public, the media, members, beneficiaries, stakeholders and the regulatory authorities.

***Integrity and Honesty***

These will be the hallmarks of all conduct within Northside FRC particularly when dealing with colleagues (board and staff) and external individuals and agencies.

***Transparency***

Northside FRC will strive to promote an atmosphere of openness throughout the organisation in order to promote confidence to members of the public, staff, beneficiaries and regulators and also to promote strategic and operational effectiveness.

***Governance Code***

I will support Northside FRC's adoption of, and compliance with, the Governance Code for Community, Voluntary and Charitable organisations and its associated implementation actions.

In addition to the above I agree to the following:

***Law, mission, policies***

- In my role as board member I will not break the law or act against any

regulation in force.

- I will support the organisation's mission and actively promote it.
- I will abide by organisational policy and procedure.
- I will seek to maintain and promote integrity, good governance, effectiveness and efficiency for the delivery of the organisation's mission.

### ***Conflicts of Interest***

- I will always act in the best interests of the organisation.
- I will do my work in accordance with The Wheel's 'Conflict of Interest and Loyalty' policy and declare any conflict of interest or any such circumstance as may be viewed by others as conflicting as soon as it arises.
- I will submit to the judgment of the board and do as it requires regarding potential conflicts of interest.

### ***Person to Person***

- I will act in regard of organisational policies in my relationships with fellow board members, staff, volunteers, beneficiaries or anyone I come into contact with in my role as board member.

### ***Guardian of the organisation's reputation***

- I will not speak as a board member to the media or any public forum without the prior knowledge and approval of the Chair or CEO.
- When I am asked to represent the organisation, any comments I make will reflect current policy even if I do not agree with them.
- When speaking as a private citizen I will aim to uphold the reputation of the organisation and those who work and volunteer for it.
- I will respect organisational, board and individual confidentiality.
- I will take an active interest in the organisation's public image.

### ***Personal Gain***

- I will not personally gain from my role as a board member nor will I permit others to do so as a result of my actions or negligence.
- I will document expenses and seek reimbursement according to agreed procedure.
- I will not accept gifts or hospitality without the consent of the Chair.
- I will use organisational resources responsibly, when authorised in accordance with procedure.

### ***At board level***

- I will embody the principles of good governance in all my actions and live up

to the trust placed in me by The Wheel.

- I will abide by the board governance procedures and practice.
- I will commit to attend all board meetings, and in the event of unavoidable inability to attend, will observe the Board Attendance Policy.
- I will strive be familiar with all agenda items sent to me in good time and be prepared to contribute my opinions during meetings.
- I will honour the authority of the Chair.
- I will maintain a respectful attitude to the opinions of others.
- I understand that decisions will ideally be made by consensus, but may be by vote. I will consider any majority vote as a corporate decision, and will accept and support it.
- I will maintain confidentiality unless authorised to speak on matters outside board meetings.

### ***Enhancing governance***

- I commit to supporting Northside FRC's compliance with the Governance Code for Community, Voluntary and Charitable Organisations.
- I will participate in appropriate induction, training and development board activities.
- I will support the CEO in his/her executive role and the Chair in his/her leadership role.

### ***Leaving the board***

- I understand that any substantial breach of this code may result in my removal from the board<sup>1</sup>.
- Should I wish to resign I will inform the Chair in writing, stating my reasons for resigning from the board.
- I will participate in an exit interview if requested.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Board member of Northside FRC

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<sup>1</sup> The process for dealing with breaches of this Code of Conduct is that any such breaches will be reviewed by the Governance Subgroup for subsequent consideration and decision by the Board.



NORTHSIDE FAMILY RESOURCE CENTRE'S

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# COMPLAINTS POLICY

AND PROCEDURES FOR STAKEHOLDERS



# **CONTENTS**

## **SECTION 1: Complaints Policy**

- 1.1. Scope
- 1.2. What is a complaint?
- 1.3. Who might make a complaint?
- 1.4. Principles
- 1.5. Responsibility for dealing with complaints
- 1.6. Confidentiality
- 1.7. Review
- 1.8. Signature

## **SECTION 2: Complaints Procedures**

- Stage 1 Informal Complaint
- Stage 2 Formal Complaint
- Stage 3 Appeal
- Stage 4 Mediation
- Stage 5 Arbitration

**APPENDIX 1**          Complaints Record Sheet

**APPENDIX 2**          Tips for Handling Verbal Complaints

**APPENDIX 3**          Overview of NFRC Policies and Procedures for Grievances,  
Complaints, Concerns

## **SECTION 1. COMPLAINTS POLICY**

### **1.1. Scope**

This policy and procedures relate to both informal and formal complaints made by stakeholders of Northside Family Resource Centre, and what steps should be followed if a complaint is made. This policy will be communicated to all stakeholders and service users listed in section 1.3 below. A copy is accessible in reception. This Complaints Policy and Procedures does not cover complaints made by staff as this is managed through the Centre's Grievance and Disciplinary Policy. This policy does not cover the reporting procedures for complaints which are a child protection and vulnerable adult concern. Any child protection and vulnerable adult concern must be raised using 2017 Children First Guidance and Mandatory Reporting.

### **1.2. What is a complaint?**

A complaint is when you, the stakeholder, tell us you are not happy about the service we provide. It can be about anything and could include:

- When we do not deliver a satisfactory service
- Giving you the wrong information
- When you receive a poor-quality service
- When you have a problem with a member of staff, or another service user.

### **1.3. Who might make a complaint?**

- Participants of programmes / courses
- People who come into the Centre looking for information
- Parents of children in the Childcare Service, After Schools Programme or Youth Initiatives etc.
- People who avail of a service operating within the Centre
- Other agencies who may operate from the Centre
- People from the local community
- Organisations and agencies in which the Centre does business.

### **1.4. Principles**

Northside Family Resource Centre (FRC) is committed to the principles (below) when a stakeholder wishes to make a complaint.

Northside FRC will:

- Make sure everyone in Northside FRC treats a complaint seriously and knows what to do if a complaint is received
- Provide a fair and easy process for anyone wishing to make a complaint
- Publicise and raise awareness of our procedures so that people know how to make a complaint
- Make sure confidentiality is upheld and that complaints are dealt with and investigated in a timely manner
- Endeavour to resolve a complaint, and restore relations
- Learn from complaints: gather information which helps us to review and improve our service.

Northside FRC will ensure that if a complaint is made:

- The principles of natural justice will be recognised at all stages of the complaint procedure in relation to all parties
- That any formal complaint received into Northside Family Resource Centre is logged, and after investigation will be categorised as either upheld or dismissed or withdrawn
- Both complainant and the person / group complained against, may at all stages of the procedures be advised and / or accompanied by a representative of their choice
- The CEO will keep a written record of each meeting, including details of the complainant's case and any response made. All parties will be asked to sign records of any meetings and copies will be made available to everyone who attended the meeting <sup>1</sup>
- The complainant and the person / group complained against will be advised of the next stage at the end of every stage of the procedure
- The date and time of all meetings will be agreed by all parties
- All parties will be allowed adequate time to prepare their case
- Every effort will be made to resolve the complaint at each stage
- The proceedings will remain confidential to those parties involved

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<sup>1</sup> Where the CEO is the complainant, or the person / member of the group complained against, this role will be filled by an alternate. The alternate will be a Volunteer Director agreed by the complainant and the person / group complained against.

- Copies of correspondence and written records relating to the complaint will be kept on file by the CEO (or alternate). The information will be destroyed after six months unless there are important reasons not to do so, in which case the complainant will be informed of the fact and retention will not exceed 6 years.

Northside FRC will not be responsible for managing the following complaints:

- complaints to be dealt with by An Garda Síochána
- complaints to be managed by Túsla
- complaints to be managed by other external agencies.

### **1.5. Responsibility for dealing with complaints**

Overall responsibility for the implementation of this policy lies with the CEO, relevant other Line Managers, and the Chairperson of the Board.

If you wish to make a complaint you may contact the CEO (or the Chairperson should an alternate be required) in any of the ways listed below:

**Telephone:** 061 326623

**Email:** [ciarakane@northsidefrc.ie](mailto:ciarakane@northsidefrc.ie)

**In writing:** Northside FRC, Clonconnane Road, Ballynanty Limerick

### **1.6. Confidentiality**

All complaint information will be handled sensitively, telling only those who need to know / or are directly involved following all relevant data protection requirements.

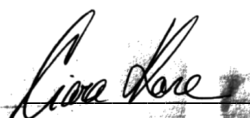
### **1.7. Review**

This policy will be reviewed at least annually and up-dated as required.

### **1.8. Signature**

This Complaints Policy and Procedures was discussed and agreed, and adopted by the Voluntary Board of Directors at a meeting on 23/07/2021.

**Signed:**

  
\_\_\_\_\_  
CEO signed on behalf of the VBOM



V3 21/07/2021

**Review History:**    **V1: 2011**

**V2: 2018**

**V3: 2021**

## **SECTION 2: COMPLAINT PROCEDURES**

The aim of the Complaint Procedures is to facilitate a fair and quick resolution of any problem or grievance. A complaint may be about the organisation or about an individual in the organisation whose behaviour the complainant felt was inappropriate.

Northside Family Resource Centre ("the FRC") Complaints Procedure offers a facility to members of the public who wish to make a complaint to the FRC regarding our services or the way we conduct our business. It is the policy of the FRC to deal with all complaints in a fair manner and in accordance with the principles of natural fairness and equality.

Anyone who wishes to make a complaint about the services or the conduct of an employee of the FRC should follow the steps outlined STAGES 1, 2 3, 4 and 5.

### **STAGE 1: Informal Complaint**

In the case of an informal complaint about the FRC, a complainant should firstly raise the complaint informally with the Coordinator or Line Manager responsible for the relevant area of work within the Centre who may be able to resolve the issue(s) immediately.

If the informal complaint is about an individual, Northside FRC encourages complainants to first raise the matter with the individual concerned and seek resolution.

Staff who receive informal complaints from a service user/client will always inform their Line Manager. In the case of an external tutor or service provider, any informal complaint will also be referred to the FRC CEO.

All relevant staff will make every effort to resolve the issues as swiftly as possible where appropriate.

The informal complaint and outcomes will be written into the Complaint Record Sheet in APPENDIX 1.

Should the issue not be resolved by informal means, the complainant can then make their complaint formally in writing to the CEO of the FRC. See STAGE 2.

## **STAGE 2:      Formal Complaint**

The complainant should detail the complaint and provide any relevant documentation to support the complaint.

The CEO will use the Complaints Record Form attached to this document in APPENDIX 1 to further document the issues and will:

- Write down the facts;
- Take complainants name, address and telephone number;
- Note down the relationship of the complainant to the Centre;
- Explain to the complainant the Formal Complaints Process;
- Explain that the written record of the complaint must be sent to the appropriate staff / member of Voluntary Board Of Directors (VBODs) as part of any discussion or investigation of the complaint and they will be given a fair opportunity to respond.

The CEO will acknowledge the complaint, in writing, within 5 working days.

The CEO will do their best to resolve the matter as soon as possible and, in any event, within 15 working days. The CEO will ensure the complaint is investigated and take appropriate action.

If the complaint or grievance is against the CEO, the matter can be brought to the attention of the Chairperson of the VBODs who will acknowledge the complaint, in writing, within 5 working days and strive to resolve the issue within 15 working days. If this is not possible to issue a reply due to, for example, an investigation not fully completed, a progress report should be sent with an indication of when a full reply will be given.

Whether the complaint is justified or not, the reply to the complainant will describe:

- The action taken to investigate the complaint

- The conclusions from the investigation
- Any action taken because of the complaint.

If the complaint has not been resolved to the satisfaction of the complainant through the efforts of the VBODs and CEO in STAGE 2, the complainant has the right to appeal—STAGE 3.

### **STAGE 3:      Appeal**

If the matter is not resolved at Stage 2, and the complainant wishes to appeal, they must send a request in writing to the Chairperson (or Officer of the Voluntary Board of Directors if the complaint concerns the Chairperson) within 5 working days.

If a complainant formally requests an appeal, this will be acknowledged in writing by the VBODs within 5 working days—this acknowledgement includes receipt of the request along with notice that a review will be undertaken.

The Voluntary Board of Directors (VBODs) will establish an independent sub-group (which does not involve anybody involved in the initial investigation) to review the complaint, actions taken in response, and any decisions made in relation to the complaint.

The sub-group concerned will:

- Decide how the complaint should be handled
- Seek support and advice to address the complaint, if necessary
- Make sure the complaint is dealt with in confidence
- Make sure a decision following a review of the complaint is issued to the complainant within 28 working days of the letter of acknowledgement.

As an organisation, Northside FRC aims to be a model of best practice in relation to how it operates and conducts its business.

The VBODs will work to address the complaint. This may involve participating in training, developing appropriate Terms of Reference, participating in a facilitated

discussion and / or adopting and implementing appropriate policies and procedures to ensure best practice.

#### **STAGE 4: Mediation**

If the matter is not resolved at Stage 3, then the VBODs will provide the option of an external mediator. If either party refuses to engage in the process of mediation, Stage 5 will be initiated.

#### **STAGE 5: Arbitration**

If the matter is still not resolved at Stage 4, the VBODs will appoint an External Arbitrator to do an investigation and make recommendations on how best to progress. Terms of Reference will be drawn up for the investigation. On completion of the investigation, and based on the recommendations of the Arbitrator, the VBODs will then conclude that:

1. There has been a breach of the FRC's Code of Conduct(s) and that formal disciplinary action will be taken;
2. There has been a breach of the FRC's Code of Conduct(s), but of a minor nature and that no formal disciplinary action will be taken. The member of the project may be asked to take corrective action to effect improvement in practice in a specific way, within a specific time frame.
3. There is no evidence of a breach and that the complaint should not be taken any further.

The Chairperson will write to both the complainant, and the person complained against, and inform them of the decision. Both the complainant and the person complained against have a right to appeal the decision of the VBODs.



## APPENDIX 1: Complaints Record Form

COMPLAINTS RECORD FORM	
NAME OF PERSON COMPLAINING:	
RELATIONSHIP WITH THE FRC:	
ADDRESS :	
TELEPHONE:	
MOBILE No:	
EMAIL:	
DATE OF COMPLAINT:	
Describe in detail the nature and facts of the complaint. Be as accurate as possible.	
SIGNATURE OF COMPLAINANT:	
DATE:	
COMPLAINT RECORDED BY:	
DATE:	

## **APPENDIX 2: Tips for handling verbal complaints**

When handling complaints relevant parties will make every effort to:

- Remain calm and respectful throughout the conversation
- Listen. Allow the person to talk about the complaint in their own words
- Make every effort not to debate the facts in the first instance, especially if the person is angry or upset
- Ask for clarification wherever necessary
- Show that they have understood the complaint by reading back to the complainant what you have noted down
- Always seek explicit consent that is “freely given, specific, informed and an unambiguous indication of the data subject's wishes by which they, by statement or by a clear affirmative action, signifies agreement to the processing of personal data relating to themselves” (GDPR) if you must record any necessary details that is personal or sensitive data
- Acknowledge the person's feelings. For example, "I understand that this situation is frustrating for you"
- Ask the person what they would like done to resolve the issue
- Be clear about what can be done, how long it will take and what it will involve
- Give clear and valid reasons why requests cannot be met
- Do not promise things that cannot be delivered
- Make sure that the person understands what they have been told
- Wherever appropriate, inform the person about the available avenues of review or appeal.

### **APPENDIX 3:**

## **Overview of FRC Policies and Procedures for Grievances, Complaints and Concerns**

### **Employees Hosted Employees**

- Grievance Procedures
- Protected Disclosure a.k.a 'Whistleblowing' Policy
- Employees/Students/Scheme Participants Hosted by the FRC

### **Volunteers and Groups**

- Complaints Policy
- (Volunteers) Protected Disclosures
- Volunteer Policy
- Code of Conduct and Conflicts of Interest Policy

### **FRC Service Users**

- Complaints Policy
- Groups Using the Centre Policy
- Children First and Vulnerable Adults Policy
- Data Protection Policy (including Data Breach and Subject Access Request)

### **Childcare Facility**

- Childcare Centre Complaints Policy
- Children First and Mandatory Reporting

### **Child Protection / Vulnerable Adult Concern**

- Children Protection Policy (Children First Guidelines and Mandatory Reporting)
- Designated Liasion Person / Tusla Social Work

## **APPENDIX 4:**

### **Child Friendly Complaints Policy**

# **YOUR VOICE MATTERS TO US**



**If you are unhappy with us,  
you can make a complaint.**



**Talk to a trusted grown up &  
you can ask a friend to come  
with you if you like.**



**The grown up will look into your  
complaint and explore ways to  
resolve it.**



**If unhappy you can talk with a  
manager who will support you**



**The Manager will work with  
everyone to find a resolution.**



## Auditor Selection & Rotation Policy

Agreed:	September 2018
Reviewed:	January 2020
	March 2022

### **Overview**

The purpose of the **Auditor Selection & Rotation Policy** ("Audit Policy") for Northside Family Resource Centre CLG is to provide guidance in relation to the appointment of an independent external auditor with the appropriate skills, knowledge and experience as this will contribute to the integrity of the Company's financial reporting.

Importantly, the Audit Policy focuses on satisfying the Company's obligations as set out under the Companies Act, 2014, Section 383. It is the purpose to safeguard the integrity of financial reporting and a key objective of this is to ensure the independence and competence of the Company's external auditors.

Information on procedures for the selection and appointment of the external auditor, and the rotation of external auditor engagement partners will be made publicly available on the Company's website.

### **Appointment**

The Board of Directors is responsible for appointing the external auditor at the Company's Annual General Meeting. The Executive Sub-committee is responsible for implementing a selection process and making a recommendation to the Board based on their assessment of the responses received from potential external auditors.

Further, the Executive Sub-committee is also responsible for the removal of an auditor, the scope of the external audit, engagement terms and the remuneration of the auditor. In making any recommendation, the Executive Sub-committee will consider involving the CEO and Financial Controller to comment on the responses received from candidates.

### **Assessment**

The following factors are assessed as part of the external auditor selection process:

- (a) Professional standing and reputation
- (b) Ability to provide quality and efficient audit services, including audit approach and methodology.
- (c) Relevant experience, including relevant industry and technical expertise specific to the Community and Voluntary Sector.
- (d) Independence.
- (f) Key personnel.
- (g) Cost.



The selection process involves selecting not less than two reputable firms to tender by invitation. The tender involves the submission of a formal proposal and interview. Once the review process has taken place the Executive Sub-Committee provides the Board with information concerning the process adopted in undertaking the review, the recommended external auditor and the reasons for the final recommendation.

#### ***Rotation***

It is the responsibility of the Executive Sub-Committee to make recommendations to the Board on the rotation of external auditors. The Company's current policy is that the lead auditor must be reviewed every 3 year period following the tendering process outlined above.



## **Auditor Selection & Rotation Policy**

**Agreed: September 2018**

**To be reviewed: January 2010**

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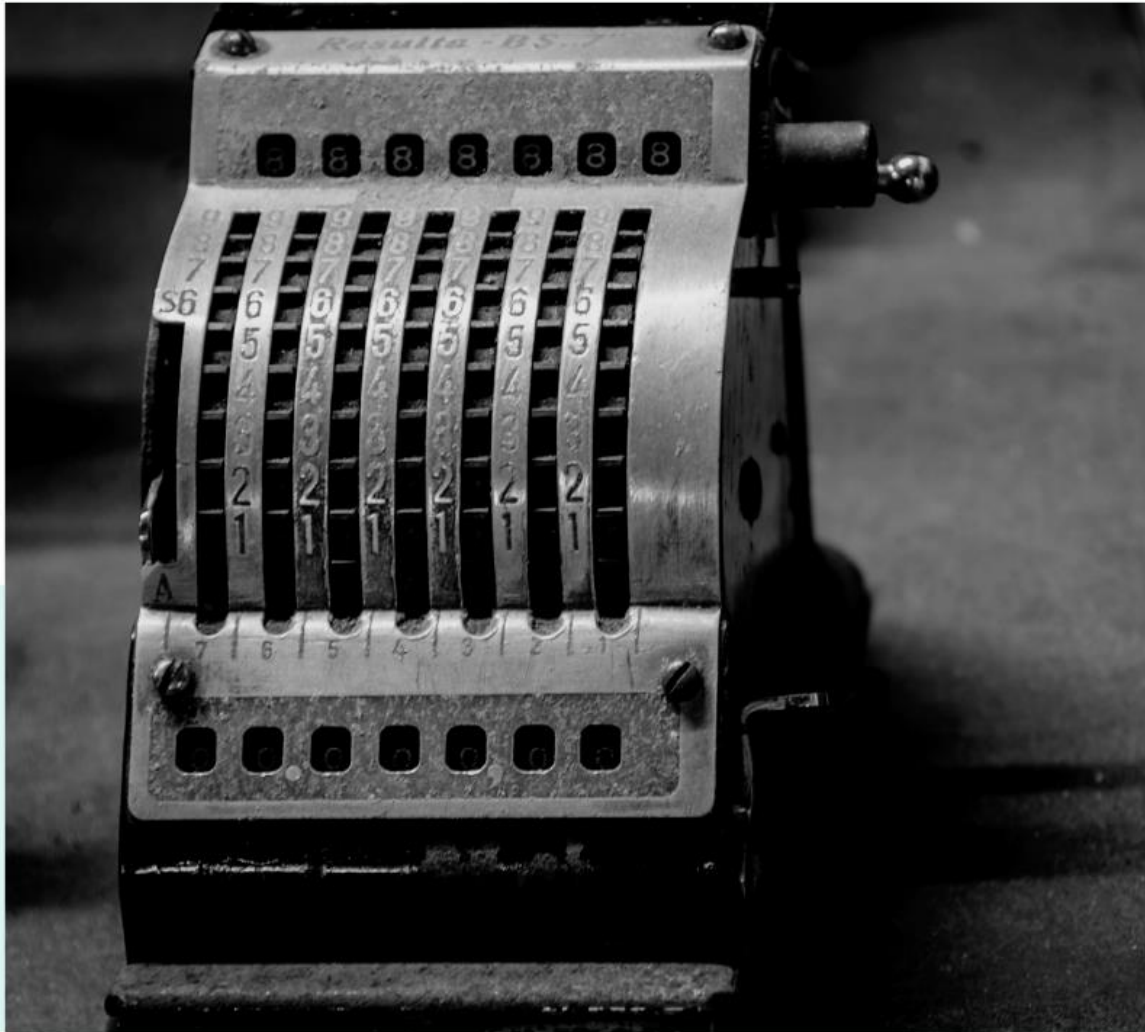
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# FINANCIAL POLICIES AND PROCEDURES

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**NORTHSIDE**  
FAMILY RESOURCE CENTRE

# **CONTENTS**

- 1. Purpose of Policy**
- 2. Scope**
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## 1. PURPOSE OF POLICY

The purpose of this document is to provide information on Northside Family Resource Centre (FRC) Financial Policy and Procedures (also known as Internal Controls) and is part of the overall financial management system in the FRC, which includes:



## 2. SCOPE

These financial policies and procedures are applicable to the Voluntary Board of Directors (known as “the Board”), Finance Sub-group, all other sub-groups, the CEO and Financial Coordinator, all other staff and volunteers who have authorised access to expenditure of FRC monies.

## 3. GUIDANCE AND LEGISLATION

Financial Management in an FRC is guided by legislation (Companies Act, Charities Act, Data Protection Act, Lobbying Act etc.), funders’ compliance requirements, funder services agreements and contracts, Department Public Expenditure and Reform (DPER) Circular 13/2014, best practice standards in financial governance and reporting including Statement of Recommended Practice (SORP).

## 4. KEY ROLES AND RESPONSIBILITIES IN FINANCIAL MANAGEMENT

Northside FRC will act in the best interests of its beneficiaries, protect and safeguard the assets of the FRC, act with reasonable care and skill, and ensure the FRC has proper books of account and financial reporting in place. The FRC will ensure:

- A segregation of duties
- Secure internal controls and processes
- The reconciliation of transactions
- Clear roles and responsibilities
- Punctual financial reporting
- Written agreements with third parties
- An evaluation of how funds are spent, planning and risk management.

An overview of the key roles and responsibilities for each role is listed below.

#### **4.1. Oversight of Financial Governance and Compliance**

The Board has overall responsibility for financial management. It must comply with legal and contractual requirements, and best practice standards of the following:

- The Companies Registration Office (CRO)
- Charities Regulatory Authority (CRA)
- The Revenue Commissioners
- Tusla and other funders.

#### **4.2. Responsibilities of The Board**

To maintain an integral, transparent and accountable financial management system, the Board ensure:

- Deadlines for legal financial reporting are met, and the FRC is fully compliant with all financial requirements including audited accounts and financial returns to the Companies Registration Office, Revenue Commissioners, and FRC funders
- Good financial controls are in place and standards of good governance are implemented
- Proper books of account are kept, and reporting procedures are followed
- Any potential conflicts of interest are declared and registered
- Changes in authorised signatories, and the opening and closing of bank accounts will be minuted at Board meetings
- Budgets are approved, and sustainability is assessed on a quarterly basis
- Funds are used for their intended purpose(s) and the evaluation of how funds are spent is outcomes-focused
- Regular reports are provided to those who need to know what the FRC is doing
- Funds are accounted for in the form of documented proof i.e. receipts and payment statements
- Documentation of how funding was spent is readily identifiable in segmented accounts
- External Auditors are rotated as per the auditor rotation policy
- Goods and Services will be procured in line with Public Procurement Guidelines



- The FRC Board will not take on financial obligations it cannot meet, and will assess and manage risks, and plan for the FRC's future including reserves planning
- Confidentiality is upheld in relation to financial matters
- Members are appointed to the Finance Sub-group and the Terms of Reference states delegated financial responsibilities as deemed appropriate by the Board
- All FRC sub-groups and working groups have a Terms of Reference and adhere to financial policy and procedures
- An Audit Sub-group and a Risk Sub-group is established if total income is over 250K
- Review and update this Financial Policy and Procedures annually and when there is a change of membership to the Finance Sub-group and/or relevant sub-groups.

#### **4.3. The Treasurer**

The role of the Treasurer is to:

- Act as a convenor for the Finance Sub-group
- Be one of the signatories / payment clearance authorities for expenditure
- Be familiar with the overall financial situation of the FRC
- Be the link person for CEO and Finance Coordinator, and be available to discuss any emergency financial issues, in person or through electronic communication
- Report to the Board on behalf of the Finance Sub-group.

#### **4.4. The Finance Sub-group**

- Approve expenditure outside of the agreed annual budget
- Be aware of, and have an overview of, the financial status of the FRC
- Ensure that the FRC operates from the basis of best financial practice
- Make recommendations to the Board on financial matters and administration of all the FRC's funding
- Participate in risk assessment, management and reserves planning
- Review and prepare budgets on behalf of the Board and plan for future expenditure
- Analyse all spending against agreed budgets
- Approve payments on behalf of the FRC
- Monitor the recording of financial data

- Ensure appropriate reconciliations are in place and a clear segregation of duties operates within the FRC
- Be informed of developments within financial standards and procedures
- Ensure that the FRC is fully compliant with all the financial requirements
- Explore options with the CEO to access funding. Register lobbying.
- Source relevant training for individual members of the Sub-group
- Liaise with the HR Sub-group on employment matters which may have a financial implication
- Liaise with Risk Sub-group, and Audit sub-group (if applicable).

#### **4.5. The CEO**

The role of the Co-ordinator is to:

- Make decisions on expenditure up to €20,000
- Take responsibility for, and have an overview of, the overall day to day financial management of the FRC
- Make applications for grants.
- Review accounting records prior to submission to the Finance Sub-group
- Bring and /or report the following to the Finance Sub-group:
  - Any other recommendations or requirements of the FRC that have financial implications over €20,000
  - Draft budgets for approval
  - Financial Reports
  - Bank Reconciliations
  - Concerns about potential financial deficits
  - Any employment negotiations that have financial implications such as pay increases etc.
  - The employment of any new staff that has financial implications.
  - Bring any concern about potential financial deficits and/or misappropriation of funds to the attention of the Finance Sub-group and the Board

#### **4.6. The Financial Coordinator**

The role of the Finance Coordinator is to:

- Maintain proper books of account including, but not limited to, the preparation of cheques journals, cash receipts, petty cash book, bank lodgements, e-banking responsibilities, and a fixed asset register
- Ensure the CEO, Finance Sub-group and Board have access to up to date financial reports and projections including, but not limited to:
  - Income and expenditure statements
  - Cashflow statements
  - Budget projections
- Implement best practice and financial policies and procedures
- Ensure all reports, including quarterly and annual financial reports, are forwarded to the appropriate funders on time
- Manage the day to day finances including data entry to computerised financial packages and the filing of appropriate supporting documentation (invoices, receipts, reconciliations etc.)
- Manage the payment of wages and all related work including, but not limited to:
  - Record of hours worked vs. hours paid
  - Reconcile wage slips with wages paid
  - A wages control account
  - A PAYE/PRSI control account
- Ensure payments due to Revenue are paid in a timely manner i.e. real time reporting
- Reconcile goods received with invoices and data entry records with payments records i.e. bank reconciliations. (This function should be carried out by somebody other than the Administrator if the Administrator has direct involvement in making payments via Electronic Fund Transfer or other payment methods)
- Manage and monitor the petty cash system, and liaise with the Board on setting approved expenditures for petty cash
- Prepare budgets and Cashflow Statements for the consideration of the Co-ordinator and/or the Finance Sub-group
- Present the records to the Co-ordinator and if required, to the Finance Sub-group

- Liaise with the accountant and auditor where necessary and forward all appropriate data and files.
- Bring any concern about potential financial deficits and/or misappropriation of funds to the attention of the CEO and/or Finance Sub-group.

#### **4.7. Other Sub-groups**

Risk Sub-group and an Audit Sub-group is to form part of the Finance Sub-Committee.

### **5. BANKING**

A Family Resource Centre (FRC) can operate several bank accounts depending on funding streams and so on.

Northside FRC's bank accounts are:

- DA1 Central Salaries Account
  - Central Food Account
  - Older People
  - Central Overheads
  - Community and Family
  - Kings Island Childcare Centre
  - Sunshine Childcare Centre
  - ASC Account
  - FRC Core
- 
- Bank accounts will be in the name of the Company
  - The opening and closing of accounts will be authorised by the Board and minuted
  - A separate bank account is maintained for each significant cost centre
  - Bank procedures should be available to all relevant staff and the Finance Sub-group
  - Each bank account will be reconciled monthly irrespective of the number of transactions (if any)
  - Dormant bank accounts will be closed

- Bank reconciliations will be verified and signed by an individual (Treasurer or other Board Member) other than the reconciler (normally the Administrator)
- The person reconciling the bank account should not be involved in the cash receipts or lodgement process
- Bank accounts and statements should be regularly inspected by the Finance sub-group and the Board to ensure no third-party use
- Passwords and code controls should be restricted access and kept secure.

### 5.1. Online Banking

- Access to the FRC online banking will be restricted. A list of everyone (staff and volunteers) who hold approved access to online banking, authorisation limits and approved functions are listed in 7.1. All online banking signatories will also be cheque signatories.
- Dual authorisation will be used to access and perform online banking functions
- PCs and devices used to perform online banking will have up-to-date antivirus and firewalls in place
- Passwords and PINs will be kept strictly confidential, and changed on a regular basis including when a staff member or volunteer leaves the FRC
- An audit trail of online banking transactions is kept, reviewed and reconciled on a regular basis.

## 6. INCOME

The FRC's current sources of funding and approximate funding values are as follows:

Income Stream	Total Budget 2018
Tusla - FRC Core Funding	177,000
HSE Lottery	2,000
LCCC Social Inclusion Grant - Counselling	8,000
Self-generated income	8,000
Tusla Section 10/59 Grant - FSWs	24,000
Tusla - Counselling Grant	12,500
Incredible Years	2,000
Misc	6,800

Dept Internal Transfers	66,375
Internal FSW Staff Transfer	9,410
<b>Total FRC Core and Community and Family Services Receipts</b>	<b>316,085</b>
JP Mc Manus Benevolent Fund	20,000
Pobal (Non-Contact-Time Grant)	12,000
CCS	375,000
CCSP	63,000
ECCE	94,000
Parental Fee	190,000
CETS	11,000
CEC	10,000
AIMS	14,000
DSP - Job Plus	12,000
CE Transition Grant	28,000
Deferred Income 2017	10,000
<b>Total Sunshine Childcare Receipts</b>	<b>839,000</b>
CCS	363,000
CCSP	19,000
ECCE	70,244
Parental Fees	106,000
CEC	0
HSE	0
AIM	10,000
LCCC	0
DSP Jobs Plus	5,000
CCSR	0
Deferred Income 2017	26,500
ABC Start Right	€ 4,000.00
<b>Total KICC Receipts</b>	<b>603,744</b>
CCS Funding {CCS}	69,000
Self-generated income {Self 1} Fees	15,000
SMILE {Smile}	9,000
PAUL Partnership IY {PP}	1,000
ETB/SPY Funding {SPY}	82,670
DFSA Food Funding {DFSA FD}	9,999
SPY Capital Grant	18,000
CCSP	16,000
<b>Total Youth Receipts</b>	<b>220,669</b>
Security Grant Income	1,500
Raffles and donations	2,220
CSP For Salaries	83,676

Community foundation of Ireland	5,000
Winter Initiative	24,029
Home Services Fee Income	1,200
Security Grant Admin Fee	1,500
Internal Departmental Charge - Vehicles	10,000
Internal Departmental Charge - Staffing	15,515
Capital reserve Release	10,000
<b>Total Older People Receipts</b>	<b>154,640</b>
HSE Section 39	40,000
Internal Dept Food Charge	106,420
Internal Dept Staff Charge	73,628
Meals On Wheels Income Fees	50,000
Other Income	2,000
Capital	20,000
<b>Total Catering Receipts</b>	<b>292,048</b>
<b>Total Receipts</b>	<b>2,426,186</b>

Funds received are lodged directly to the FRC's bank account via electronic fund transfer (EFT). Regardless of the type or source, income will always be:

- maintained in a secure location
- accurately counted and reconciled
- banked in a timely manner
- accurately recorded in the accounting system
- regularly checked to ensure accounting records are being maintained.

### 6.1. Internal Controls for Income

- The application and processing of tax clearance takes place electronically via Revenue. The FRC will ensure it is tax compliant and holds clearance, "eTax Clearance". Revenue issue compliant organisations with a Tax Clearance Access Number (TCAN), and a Tax Reference number.
- Income from funders, once-off capital grants and other grants received (core funding and administration funding) must be shown separately on the books of account
- The FRC must keep a record of the date, amount, recipient, and purpose of any income received



- A master record of grants is maintained which details the funder, total amount, timing of payments, date receivable/received, and bank account
- A written agreement of the terms and conditions for funding has been signed by both the FRC and the funder
- The Board, through the Finance Sub-group, will review, at least quarterly, that internal controls are implemented and working efficiently and effectively.

## **6.2. Handling Cheques and Cash**

- Incoming cheques, fees, cash donations etc. should be counted by two people and recorded through a cash register or a duplicate receipt book. A receipt should be provided to the customer / donor.
- If practical, separate duties. Ensure that different people are involved in the various aspects of handling cash:
  1. Receiving / counting
  2. Lodging
  3. Reconciling i.e. the cash should be lodged by a person(s), other than the person(s) that was involved in the receipt and counting of the cash.
- In the interests of security, the CEO will ensure cash kept on the premises is in a locked drawer or a secured safe. Cash will be lodged regularly, at least weekly if possible—this is for the security of the cash, the individuals handling cash, and other staff on the premises.
- Each day all receipts must be balanced. Compare cash received with the records (duplicate book).
- The record of funds received should be reconciled with the lodgements daily and subsequently match the lodgements with the monthly bank statement.
- Cash received may be used to pay for expenses and these transactions must be documented for reconciliation purposes. Cash received should not be used to top-up petty cash. It should always be lodged to the bank account. Petty cash and expenses should always be provided through the bank account i.e. a cheque should be written to petty cash or cash withdrawn from the bank
- Adequate insurance covers the contents of any safe or cash box held on FRC's premises

- Secure arrangements are in place for key(s) or access code(s)
- Please refer to appendix 1 for cash handling procedures.

### **6.3. Apportionment**

The FRC will apportion costs where possible as outlined in its apportionment policy.

## **7. EXPENDITURE**

The Board oversees the approval and authorisation of expenditure. Expenditure is agreed as part of the annual budgeting plan. Any expenditure outside of the annual budget, and over €5,000, must go to the Board of Management for approval. Any specific funding received does not require Board approval for expenditure (as approval for the application was already given).

### **7.1. Authorised Expenditure and Signatories**

- All expenditure (cheques, standing orders, direct debits and other financial instruments) is a valid expense which has been approved and authorised by at least two designated signatories from the Finance Sub-group
- The following are the current authorised signatories and planned changes:
  - Ciara Kane, CEO
  - Tina Falvey, Coordinator of finance
  - Naomi Smith, Senior Administrator
  - Martina Connolly, Treasurer

Board members to be added in 2019:

- Gerard Bracken
- David Tobin
- Yvonne Wold

Board members to be removed in 2019:

- Martina Connolly, Treasurer
- Margaret Fitzgerald
- Christine Moloney

## **7.2. Invoices**

- Invoices will be paid out only after ensuring goods and services have been received and are in good order
- Original invoices are used to back-up the payment and all documents should be stamped '*paid*' to combat against double payments. Purchases are grouped under a supplier and it also prepares a record of outstanding expenses / creditors at the end of the month / year
- Payments are made monthly, usually on the last Thursday of the month on presentation of the relevant documentation

## **7.3. Credit Cards**

A credit card is approved to be held in the CEO's name. The credit card is to follow a Imprest System where it is front loaded to the value of €2,000. Any expenditure will be produced through receipts and statements and paid back onto the credit card monthly. The card can only be used for Company purposes and only by the authorized holder.

## **7.4. Cheques**

- Members of the FRC should not sign a cheque for themselves.
- Cheques / EFTs etc. may be prepared by staff (with the necessary background documentation) and signed / authorised by the CEO or Board member.
- The expenditure system should be totalled and reconciled to the bank statement monthly. The reconciliations are to be presented to the Treasurer monthly for oversight.
- A Cheques Journal is maintained, using the headings that are appropriate to the funding stream in question
- When making payments by cheque, the relevant bank account number and the cheque number will be recorded on the top right-hand corner of the invoice / expense claim form / payment requisition form
- Whoever signs the cheque should also sign the relevant invoice / expense claim form / requisition form
- Cheques should not be made payable to cash (except for petty cash)

- The pre-signing of blank cheques is prohibited
- Cancelled cheques should be entered as zero and the cheque should be kept as evidence of cancellation

### **7.5. Other Expenditure**

- Any other expenditure items in the bank statement e.g. standing orders, direct debits and electronic fund transfers must be written into the expenditure accounting system each month
- The expenditure system should be totalled and reconciled to the bank statement monthly.

### **7.6. Petty Cash**

Petty cash will be managed as follows:

- The Petty Cash Administrator is the Coordinator of each Cost Centre.  
They will keep petty cash in a lockable box, in a secure place, and the amount of cash held will be subject to that stated in the FRC's insurance policy.
- Petty cash will only be used for the following small cash purchases for miscellaneous items.
- Only authorised users of petty cash i.e. authorised by CEO in consultation with Petty Cash Admin will have access to petty cash and should seek approval from the Petty Cash Administrator and before withdrawing petty cash.
- The FRC will operate the Imprest System of handling petty cash. Under this system, only that which is recorded as spent is replenished. Example: if the petty cash limit is €100 and €93 is spent, then the petty cash should be replenished by €93, therefore bringing the balance back up to €100. It also means that the amount transferred into petty cash is an exact match for the receipts etc. for the relevant expense period
- The limit of petty cash available to the FRC at any one time is €300 per cost centre.
- Amounts more than €100 will not be paid via petty cash
- A separate petty cash box and record book of expenditure is kept and reconciled at the end of each month or at the time of topping up the petty cash funds, whichever is sooner

- All items must be receipted, and a numbering system will be used for receipts
- IOUs and the cashing of personal cheques will not be allowed
- Where money is given out in advance a petty cash voucher should be prepared and subsequently attached to the relevant receipt
- The petty cash box and record of expenditure will be checked by the Finance Coordinator on a monthly basis or prior to agreeing a further petty cash payment.

## **8. PROCURING EXTERNAL GOODS AND SERVICES**

Please see Public Procurement Guidelines (2017)

<https://ogp.gov.ie/public-procurement-guidelines-for-goods-and-services/>

Risk needs to be considered when purchasing / procuring goods and services and any potential conflicts of interest / legal obligations per Company legislation. The FRC will hold a paper trail of the purchasing process and resulting receipts for 3 full tax years.

The following guidelines apply to the procurement of external goods and services:

### **Goods and Services less than €5,000**

Contracts for goods and services with an estimated value of less than €5,000 (exclusive of VAT) can be purchased based on verbal quotes from one or more competitive suppliers. Best practice is to seek a minimum of 3 quotes confirmed by e-mail.

### **Goods and Services between €5,000 and €25,000**

Contracts for goods and services with an estimated value between €5,000 and €25,000 (exclusive of VAT) can be awarded based on responses to written specifications (e.g. sent by email) to at least three suppliers or service providers.

### **Goods and Services more than €25,000**

Contracts for goods and or services, with an estimated value of €25,000 (exclusive of VAT) and up to the value of the EU thresholds should normally be advertised as part of

a formal tendering process on eTenders using the Open Procedure in line with DPER Circular 10/14.

## **9. EXPENSES**

Staff and volunteers of the FRC will be reimbursed receipted travel and subsistence costs which are directly related to the work of the FRC as follows:

- Before any payments are made, an Expense Claim Form (mileage, subsistence, meals) must be completed by staff and volunteers. This form, with receipts attached, must be submitted by the last day of the month to the CEO for final approval and authorisation. CEO will seek expense approval from the Chairperson.
- Travel expenses will not be paid to Volunteer Directors and/or staff for travel to and from the normal place of work / service
- Travel expenses will be paid as per the staff handbook.
- Where an overnight stay is necessary, the FRC will pay for necessary stays only. Prior approval must be agreed with the CEO.
- Reasonable eating expenses will be covered (breakfast, lunch or dinner).
- Expenses which do not have receipts to back them up cannot be paid
- Payment of expenses is subject to funding
- Authorised expense forms will be retained for 6 full tax years.

## **10. WAGE PAYMENTS AND TAX RECONCILIATIONS**

The FRC will operate a dedicated, up-to-date payroll package to manage wages, tax calculations and tax reconciliations.

### **10.1. Revenue**

- A modernised PAYE system was introduced by Revenue January 1<sup>st</sup>, 2019
- The FRC will report their employees' pay and deductions to Revenue as they are being paid i.e. real time reporting. The FRC will report these details on or before the pay date.
- Please See Revenue 'The Employers' Guide to PAYE Part 42-04-35A' for guidance.

## **10.2. Timesheets and Pay slips**

- All employees must maintain a timesheet
- The timesheet should be used as the basis for the payment of wages
- Each employee must receive a payslip with their wage / salary payment
- The payslip should be reconciled / cross-referenced with the actual payment made.

## **10.3. Calculation of Wages**

- The agreement of wage calculations, the payment of wages, and the deduction and payment of taxes will be calculated through payroll software system
- A Revenue Payroll Notification (RPN) will be used to retrieve tax credits and cut-off points for new and existing employees. The most up to date RPN must be used when calculating employees' pay and deductions.
- Any changes to payroll must be authorised by the CEO and presented to payroll in a timely manner.

## **10.4. Reconciliation**

- Regular checks / reconciliations should be made on all salary and PAYE/PRSI records to ensure there are no discrepancies through the operation of a Wages Control Account, a PAYE/PRSI Control Account and a Pensions Control Account
- All reconciliations should be reviewed independently of the person operating the payroll system. This can be done by the CEO and these reviews should be recorded.

## **11. FINANCIAL REPORTING**

### **11.1. TUSLA**

The FRC has a Tusla vendor number and agreed schedule for payments and review.

The Board and relevant core staff must be familiar with the terms and conditions in Part A of Services Agreement, and Part B Funding Particulars (Section 22) and Service Particulars (Section 23).

The Family Resource Centre should make their Auditor / Accountant aware of additional contractual reporting obligations outlined in the Services Agreement. Each FRC must submit a signed Statement of Compliance to Tusla.



Key Terms and Conditions include:

- Segmented Reporting for each funding stream
- Categorise Tusla funds as restricted funds in annual accounts
- The need to reconcile the (Cash Receipts) Quarterly Accounts with the (Accruals) Annual Statutory Accounts
- The need for External Auditors to show their accounting treatment of Grants Receivable
- Notifying the relevant authorities immediately if there is any suspicion of misappropriation of funds or fraud.

### **11.2. Quarterly Returns**

Quarterly returns are usually sent to Tusla within thirty days of the end of every quarter.

The quarters are:

- Quarter 1            1<sup>st</sup> January to 31<sup>st</sup> March;
- Quarter 2            1<sup>st</sup> April to 30<sup>th</sup> June;
- Quarter 3            1<sup>st</sup> July to 30<sup>th</sup> September;
- Quarter 4            1<sup>st</sup> October to 31<sup>st</sup> December.

**TINA/NAOMI PLEASE INSERT ALL OTHER RETURN SCHEDULES OF MAJOR FUNDERS**

### **11.3. Audited Accounts**

Tusla require the FRC to send in a set of financial statements by the 31<sup>st</sup> March of the following year.

Pobal require the FRC to send in a set of financial statements by the 31<sup>st</sup> March of the following year.

HSE and other funders require financial statements as part of the initial funding application.

### **11.4. Unspent Funds**

The FRC must inform Tusla, in writing, no later than 20 working days prior to year-end of unspent funds. See Services Agreement Part A 9.2.

## 11.5. Notifications to Core Funders

Notifications to Core Funders		
	Subject	Notice Period
1.	Access Rights	An “Authorised Person” may carry out an inspection or review. Reasonable written notice must be given to the FRC
2.	General Obligations	Promptly notify funders of any relevant matters that the FRC reasonably think might affect their ability to deliver any of the services or meet our obligations under the relevant SLA
3.	Duplicate funding streams	Not specified – state any duplicate funding in Statement of Compliance
4.	Change in Board, CEO, Company Secretary, Accountants, Auditors	Not specified—per occurrence
5	Alleged misconduct	Within 2 business days to head of FRC Programme
6	Major Incident	Within 2 business days
7	Change of Auditors	Agreed time-frame to change Auditor if funder has doubt over independence of the FRC’s Auditor i.e. long-standing engagement contrary to good practice
8	Changes to the amount and timing of instalments	At least 60 business days
9	Unspent funds	Within 20 business days to Tusla
10	Performance Review	At least 24hours notice from Tusla
11	Cessation of Insurance	Within 1 business day
13	Notice to Terminate Service	Funder dependent

## 11.6. COMPANIES REGISTRATION OFFICE

- As a Company Limited by Guarantee (CLG) with no share capital, the FRC is required by law to have books of accounts kept in a continuous and consistent manner
- All the activities of the FRC will be included in the annual financial statements and audits. The annual financial statements are formally reviewed and approved by the Board before the annual audit

- Audited Accounts are submitted to the Companies Registration Office (CRO) each year with a B1 form on or within 28 days of the Company's Annual Return Date (ARD).

## **11.7. CHARITIES REGULATORY AUTHORITY**

As a registered charity, the FRC will submit an annual return to the CRA ten months after your charity's financial year-end date. The Annual Report is due before 31 October 2019.

By October 2020 the Code of Governance Compliance Report Form for 2019 will need to be submitted with the annual report.

## **12. AUDITS**

The Board must appoint an External Auditor for the independent annual audit of accounts. The Board must ensure their Auditor is registered on the Public Register of Auditors (see CRO website). The FRC will agree with its Auditor a timeline for reporting and preparation of relevant records. A clear letter of agreement as to the responsibilities of both parties will be put in place, and any terminology that the Board do not understand explained to them.

The aim of the audit is for the auditor to provide an opinion that the financial statements of the company provide a true and fair view of the financial affairs of the company and have been properly prepared under The Companies Act. In doing this, the auditor will be stating that:

- They have received all the information and explanations necessary for the purposes of the audit
- Proper books of account have been kept by the company
- The financial statements agree with the books of account
- The information provided in the directors' report is consistent with the financial statements
- The net assets of the company, as stated in the balance sheet are more than half of the called-up share capital.

In carrying out the audit, the auditor will examine and test several documents and areas, and these will generally include:

- Books of accounts
- Correspondence and contractual obligations of grant offers
- Bank statements
- Bank reconciliations
- Financial controls and procedures
- Asset register
- Possible financial liabilities.

#### **12.1. External Auditor Rotation**

Please refer to the external auditor rotation policy.

#### **12.2. Notifications to Tusla**

Tusla, per 7.3 (ii) Part A of the Services Agreement, must be notified of any changes to the FRC's External Auditors or certifying accountants. Tusla, may provide written notice to an FRC to change its auditor if there is any doubt over the independence of the auditor – see Part A, 7.6 of Services Agreement.

#### **12.3. Procurement of Auditor Services**

Auditor services will be procured inline with the FRC's procurement of goods and services policy.

#### **12.4. Notice to Companies Registration Office**

Notice will be given to the CRO if an Auditor is terminated, retired, rotated within 14days of the passing of the resolution / notice of resignation.

#### **12.5. Audit Charter and Audit Sub-group**

Please refer to the Audit Charter for further information.

### **13.FIXED ASSETS**

Fixed assets are regarded as equipment, fixtures & fittings, computers etc. that are in use by the company for more than one financial year.

All assets of the Family Resource Centre purchased from funds provided by state funders will be maintained in good order, repair and condition.

No assets of the FRC purchased from state funds will be hired out, pledged, mortgaged or charged for financial gain without prior approval. Prior to disposal or transfer of any fixed asset, approval should be sought from the original funder of the asset.

An overall Fixed Asset Register should be kept and updated regularly with any new assets / disposals / donations etc. The FRC should check annually that fixed assets are still in the FRC's possession, and that any assets not yet listed are added to the register.

The register should contain the following information:

- Date of Purchase
- Serial number / code of the asset
- Original cost
- Funder(s)
- Useful lifespan
- Depreciation rate and amount of depreciation year end
- Disposal / transfer date (if applicable)
- Disposal / transfer value – funds recovered (if applicable).

If the FRC ceases to operate, it shall agree with relevant funders the disposal of the assets to ensure that they remain in community use.

Where such agreement cannot be reached, the assets in question shall revert to the relevant state funder.

## **14. FINANCIAL RECORDS AND DATA PROTECTION**

The FRC will take a risk-based approach to the protection of financial data collected and / or processed through its data activities—this includes third party services and contracts.

The FRC will process personal and/or sensitive data according to its Data Protection Principles, Policies and Procedures, Privacy Policies and Retention Periods. Retention Periods include statutory retention periods for employment-related and company records (For example, payment records must be retained for 1 year; Accounts must be retained for 6 full tax years; Service records for, and information relating to, superannuation / pensions must be retained indefinitely etc.)

## **15. MONITORING AND REVIEW**

- The FRC has an approved financial budget in place prior to each financial year
- The Board will receive regular financial updates and / or reports
- Statutory accounts are formally approved at the AGM
- The Board will carry out an annual review of internal financial controls.

## **16. SIGNATURE**

Northside Family Resource Centre Financial Policies and Procedures was discussed and agreed at a meeting of the Voluntary Board of Directors on 12<sup>th</sup> February 2019.

**Signed:** \_\_\_\_\_

Chairperson

## **17. REVIEW HISTORY:**



## Cash-In-Transit Policy of Northside Family Resource Centre

### General

It is the practice of Northside Family Resource Centre to ensure the health & safety of all employees, CE participants and volunteers involving the transit of cash in accordance with the Health, Safety & Welfare Act 2005.

#### 1.0 Purpose

- 1.1 This policy is designed to provide a clear understanding of the Cash-In-Transit procedures of Northside Family Resource Centre. This policy will apply to all employees, CE Participants & Volunteers in addition to the contract for services provider.
- 1.2 Cash-In-Transit refers to the movement of the Company's cash either between service locations "inter-service cash-in-transit" or from the Company to an external location such as a bank, credit union or creditor.

#### 2.0 Inter-Service Cash-In-Transit

- 2.1 The movement of cash between service locations must be conducted following the procedures outlined hereafter to ensure the health, safety and welfare of all employees, CE participants and volunteers.
- 2.2 All cash for transit must be secured in a security bag or a discreet bag for transportation.
- 2.3 Approval for transit must be sought by a relevant manager and upon the request of a member of the Administration Team.
- 2.4 Cash must be transported by 2 people in a company vehicle where practicable. Where the company vehicle is not available, the driver must have grey fleet/business motor insurance and proof of same must be supplied to the Company in accordance with company policy, prior to the transportation of cash.
- 2.5 Upon arrival, cash must then be delivered to member of the Administration Team.

#### 3.0 Cash-In-Transit Service Collection

- 3.1 Northside FRC will assign a reputable CIT company that holds The Private Security Authority License in accordance with legislation SI No 484 of 2012 where practicably possible.
- 3.2 The CIT company will be responsible for the collection and lodgement of the Company's cash to the relevant bank accounts.





- 3.3 A lodgement collection will be assigned on a fortnightly recurring basis unless large volumes of cash are on site in between collection dates. In this instance, an additional collection will be organised by a member of the Administration Team at the request of the Finance & Administration Coordinator or the CEO.
- 3.4 The Finance and Administration Coordinator will assign a member of the Administration Team as the responsible person for each collection.
- 3.5 Collections are to be organised solely by a member of the Administration Team.
- 3.6 Collections will only made in Head Office located in Ballynanty. Therefore, cash from other service locations must be transported to the Ballynanty premises at least 24 hours prior to collection dates and in accordance with the Inter-Service Cash-In-Transit procedures.
- 3.7 The responsible person must ensure that the lodgement is prepared for collection with the correct and corresponding receipts and slips.
- 3.8 Upon arrival of the CIT Company, the responsible person must be present to handover the lodgement. The responsible person should not hand over the lodgement unless they are satisfied that the person collecting is from the CIT Company. If in doubt, request to see some ID or raise your suspicions with a manager.
- 3.9 Once the lodgement has been collected, the responsible person must follow up the following day on the service providers portal.

#### 4.0 Security Concerns

- 4.1 You must report any suspicious activity during Cash-In-Transit operations to you line manager as soon as possible.
- 4.2 Should you be confronted with a robbery, threatening and/or violent situation when transiting cash or handing over a lodgement, you should follow instructions to hand over the cash and raise the alarm as soon as it is safe to do so. Your safety is paramount, and you should not put yourself in unnecessary danger.

#### 5.0 Breaches of Procedure

- 5.1 Failure to adhere to this policy may result in disciplinary action, up to and including dismissal in accordance with the Progressive Discipline Policy & Procedure.
- 5.2 All breaches of this policy must be reported to the HR Officer, your line manager or CEO immediately.

Created on:	10 <sup>th</sup> June 2021
Created by:	Tina Falvey, Coordinator of A&F
Reviewed by:	Ciara Kane, CEO
Next Review:	2024
Submitted to VBOM:	24/08/2021



# **NORTHSIDE FRC'S**

## Safeguarding Statement

VERSION 3: UPDATES 14TH APRIL 2021

## CHILD SAFEGUARDING STATEMENT

<b>Document Title:</b>	<b>Child Safeguarding Statement</b>
<b>Unique Reference Number:</b>	<b>013A</b>
<b>Revision Number:</b>	<b>2</b>
<b>Document Author:</b>	<b>Mary Mulcahy</b>
<b>Document Approved:</b>	<b>Ciara Kane</b>
<b>Date the Document is Effective From:</b>	<b>March 2021</b>
<b>Scheduled Review Date:</b>	<b>February 2023</b>
<b>Number of Pages:</b>	<b>7</b>

The purpose of Northside FRC is to provide a range of services for children aged birth to 18 years. We open 50 weeks per year and daily from 8:00 AM – 21:00 PM Monday to Friday.

<b>Opening Hours:</b>	8:00 AM – 21:00 PM
<b>No of Weeks per year opened:</b>	50
<b>Capacity:</b>	Variable by service
<b>Age Range:</b>	Birth to 18 years
<b>Ratios:</b>	As per regulations
<b>Curriculum:</b>	Play-based
<b>Address:</b>	Clonconnane Road, Ballynanty, Co Limerick
<b>Phone Number:</b>	061 326623
<b>Email:</b>	ciarakane@northsidefc.ie

## 1.0 Key Personnel: In-House

Manager (Person in charge):	<b>Ciara Kane, CEO</b>
Deputy in the absence of Manager:	Alison Dore – Sunshine Childcare Service Stephan Goode – Kings Island Creche Yvonne Wold – Afterschool and Youth Work Services Mary Mulcahy – Community and Family Services Mark Ryan – Older People’s Services
Health and Safety Officer:	Alison Dore
Fire Officer:	Alison Dore and Mark Ryan
First Aid Co-ordinator:	Aisling Ryan
Designated Liaison Officer:	Ciara Kane
Deputy Designated Liaison Officer:	Mary Mulcahy, Yvonne Wold
Data Controller:	Ciara Kane

## 2.0 Nature of service and principles to safeguard children from harm

Northside Family Resource Centre provide the following services to children/young people:

- Baby Massage/ Reflexology
- Parent and Toddler Groups
- Early Years services
- After School Services
- Summer Camps
- Therapeutic services for under 18’s
- Youth Work
- One-to-One Support and Advocacy
- Family and Community Events

We Believe protecting children and young people is everyone’s responsibility. The welfare of the child is paramount to us. Therefore, we want to make sure the children participating in services are protected and kept safe from harm. We will mitigate against risk by ensuring:

- Our staff, volunteers and students are carefully selected, trained and supervised.
- Procedures are in place to recognise, respond to and report concerns about children’s protection and welfare.
- All Staff and Volunteers are Garda vetted prior to engagement
- Clear codes of behaviour for management, staff, volunteers and students are in place.
- A procedure to respond to accidents and incidents is in place.
- Parents/guardians, children and workers have information about what we do and what to expect from us.
- Parents/guardians and children know how to voice their concerns or complain if there is anything they are not happy about. While having a procedure to respond to these complaints.
- A clear reporting procedure is followed should a staff member have a concern about a child

with regard to *Children First (2017)* and *The Children First Act 2015*

- A procedure to respond to allegations of abuse and neglect against staff members is robustly in place.
- All children and young people have an equal right to attend a service that respects them as individuals and encourages them to reach their potential, regardless of their background.
- We are committed to upholding the rights of every child and young person who attends our service, including the right to be kept safe and protected from harm, listened to and heard.
- The Child and Adult Protection policy will be reviewed every 24 months by the Board of Management.

### 3.0 Risk Assessment

We have carried out an assessment of any potential for harm to a child while availing of our services. Below is a list of the areas of risk identified and the list of procedures for managing these risks.

RISK IDENTIFIED	PROCEDURES IN PLACE TO MANAGE RISK
Poor supervision of Indoor and Outdoor Play	Risk Assessments, Supervision Indoor and Outdoor Policy, Outside Play Policy
Child not Collected.  Unauthorised collection	Collections Policy, Parental Agreement, Child Registration Form
Cleaning material are kept in a locked cupboard away from the children	Safety policy - risk assessment in safety statement
Allergies - potential threat of anaphylaxis	Risk assessment in safety statement – Medicine policy any potential threat is removed from settings
Medications kept on the premises	Administration of medication policy & safety statement risk assessment
Fire Safety	Policy on Fire Safety - Safety Statement and risk assessment

	Risk of harm in relation to a child as defined in the Children First Act (2015)	Procedure in place to manage identified risk
1	<p>Risk of harm of a child by a member of staff/volunteers. Examples of risk include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Rough handling of children by staff in a way that causes harm to a child</li> <li>- Staff/volunteers shouting at or chastising children to the extent that it causes harm to a child.</li> <li>- On-going provision of inadequate food and/or nutrition to the extent that it causes harm to a child</li> </ul>	<ul style="list-style-type: none"> <li>- Recruitment Policy and Procedures which includes: Staff Induction and Code of Behaviour for all persons</li> <li>- Garda Vetting Procedure/Policy</li> <li>- Complaints Policy including allegation of abuse against Staff/Students/Volunteers</li> <li>- Promoting Positive Behavior Policy</li> <li>- Staff Training Policy</li> <li>- Child Safeguarding Policy and Procedure</li> <li>- Child Safeguarding Training Policy</li> </ul>
2	Risk of staff/volunteers not being aware of indicators of abuse or correct	<ul style="list-style-type: none"> <li>- Staff Training Policy</li> <li>- Staff Support and Supervision Policy</li> </ul>

	reporting/safeguarding procedures which may result in children coming to harm	<ul style="list-style-type: none"> <li>- Child Safeguarding Policies and Procedures which includes all reporting procedures.</li> <li>- Complaints Procedure/Policy which includes allegations of abuse against Staff/Students/Volunteers Procedure/Policy</li> <li>- Code of Behavior for staff and volunteers</li> <li>- Procedure/Policy on Promoting Positive behaviour</li> </ul>
3	<p>Risk of harm from peer-to-peer abuse. Examples of risk include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Repeated, extreme acts of bullying (i.e. verbal, psychological or physical aggression between children)</li> <li>- Children using social media platforms to post derogatory comments or pictures of other children</li> </ul>	<ul style="list-style-type: none"> <li>- Child Safeguarding Policies and Procedures</li> <li>- Anti-bullying Policy</li> <li>- Supervision of Children Policy</li> <li>- Complaints Policy</li> <li>- Staff Training Policy</li> <li>- Staff Induction Policy</li> </ul>
4	Risk of abuse on trips away or overnight stays	<ul style="list-style-type: none"> <li>- Overnight and trips away policy</li> <li>- Recruitment procedure</li> <li>- Complaints Policy which includes reporting</li> <li>- Code of behaviour for staff/volunteers</li> <li>- Training Policy for staff and volunteers</li> </ul>
5	<p>Risk of abuse while providing 1:1 working. Examples of risk include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- An incident of sexual abuse by a staff member/ student/volunteer, for example, during nappy changing or intimate care routines.</li> <li>- An incident of physical abuse by a staff member/ student/volunteer during one-to-one work.</li> <li>- Emotional abuse by a staff member/ student/volunteer taking place during one-to-one work.</li> </ul>	<ul style="list-style-type: none"> <li>- Staff Training Policy</li> <li>- Staff Support and Supervision Policy</li> <li>- CCTV Policy</li> <li>- Recruitment Policy and Procedures</li> <li>- Garda Vetting Policy and Procedures</li> <li>- Child Safeguarding Policy and Procedures which includes reporting</li> <li>- Personal and Intimate Care Policy and Procedures</li> <li>- Inclusion Policy and Procedures</li> <li>- Code of Behaviour for Staff/Students/Volunteers Procedure/Policy</li> </ul>
6	<p>Risk of harm of a child through social media/ internet use or by use of unauthorised photography. Examples of risk include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Poor management of images or recordings of children, including those shared publicly or on social media</li> </ul>	<ul style="list-style-type: none"> <li>-Code of behaviour procedure for young people</li> <li>- Supervision of young people policy</li> <li>- Use of multi-media devices policy</li> <li>-Social Media Policy</li> <li>- Retention of Records Policy (GDPR Policy)</li> <li>- Complaints procedure including how to report</li> <li>-Training Policy for staff and volunteers</li> <li>- Induction and training procedure</li> <li>- Staff and volunteer support and supervision policy</li> </ul>
7	<p>Risk of harm from unannounced visitors to services (e.g. maintenance/ repairs/deliveries). Examples of risk include, but are not limited to:</p> <ul style="list-style-type: none"> <li>- Risk of children absconding from services due to procedures for entering and exiting buildings not being adhered to.</li> <li>- Risk of physical, sexual or emotional abuse to children from visitors</li> <li>- Children placed at risk of harm due to inadequate supervision</li> </ul>	<ul style="list-style-type: none"> <li>- Staff Absences Policy</li> <li>- Risk Management Policy</li> <li>- Supervision of Children Policy</li> <li>- Visitor Signing in Policy</li> <li>- Safety Statement</li> </ul>

## 4.0 Procedures

Our Child Safeguarding Statement has been developed in line with requirements under the Children First Act 2015, the *Children First: National Guidance*, and Tusla's *Child Safeguarding: A Guide for Policy, Procedure and Practice*. In addition to the procedures listed in our risk assessment, the following procedures support our intention to safeguard children while they are availing of our service:


- Procedure for the management of allegations of abuse or misconduct against workers/volunteers of a child availing of our service *See Child & Adult Protection Policy*.
- Procedure for the safe recruitment and selection of workers and volunteers to work with children *See Recruitment and Selection Policy, Garda Vetting Policy, Student and Volunteer Policy*.
- Procedure for the provision of information and where necessary instructions and training to members of staff in relation to the identification of the occurrence of harm. *See Staff Training Policy, Child and Adult Protection Policy*
- Procedure for the reporting of child protection or welfare concerns to Tusla *Child and Adult Protection Policy*
- Procedure for maintaining a list of the persons (if any) in the relevant service who are mandated persons. *See Child and Adult Protection Policy APPENDIX 9*
- Procedure for appointing a relevant person *See Child and Adult Protection Policy 'Designated Liaison Person'*
- Full and comprehensive Policies and Procedures, Safety Statement and Risk Assessments are periodically reviewed and updated as appropriate.

All procedures listed are available upon request.

## 5.0 Implementation

We recognise that implementation is an ongoing process. Our service is committed to the implementation of this Child Safeguarding Statement and the procedures that support our intention to keep children safe from harm while availing of our service. This Child Safeguarding Statement will be reviewed every *twenty-four months* or as soon as practicable after there has been a material change in any matter to which the statement refers.



Signed:  ..... Date. 14/04/21 .....

Name. Ciara Kane ..... Tel. 061 326623 .....

Relevant Person under the Children First Act 2015

Name. Ciara Kane ..... Tel. 061 326623 .....