

Acknowledgements

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The Board of Kerry County Childcare Committee would like to extend their gratitude to all contributors including KCCC staff members, Childcare Development Workers based in Community Partnerships without whose assistance this Handbook would not have been possible. A special thanks to Kathryn O'Donnell supported by Liz Murphy, for their commitment to the production of this Handbook.

A particular thanks to FÁS, Monavalley, Tralee and Nora O'Callaghan for funding this Handbook under the County Childcare Committee Grant Scheme. This scheme provided an opportunity for new ideas in line with the FÁS Social Inclusion process. It is hoped that this Handbook will be a valuable resource tool for members of voluntary management committees. It will explore and outline the skills that enable individuals to participate more effectively on a voluntary management committee and to support members in the management and the effective running of their childcare service.

Sincere thanks are extended to all management committees who participated in the training workshops and contributed to the development and enhancement of this Handbook. Thanks also to Miriam McGillicuddy who has facilitated a number of training workshops that informed and supported the work of management committees in terms of best practice as employers.

Joe Arkíns
Chairperson Clare County Childcare Committee

Disclaimer: Clare County Childcare Committee has made every effort to ensure that all the information included in this Handbook is accurate and was correct at time of going to print. However, under no circumstances will the Clare County Childcare Committee Board be liable in respect of any error(s), omissions, typographical errors or incorrect information therein.

Clare County Childcare Committee assumes no liability whatsoever for any damage resulting from use of this Handbook or its contents. Management Committees are encouraged to source legal advice to ensure accuracy and good practice.

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Section 1- Management Committee and Company Details

What year was the group founded? Month _____ Year _____

Group Structure:

Management Committee Limited Company Franchise
Friendly Society Sub Committee of larger group
(i.e. Community Council / Family Resource Centre)

Constitution (Copy to be kept in file) – Location _____
or

Memorandum & Articles of Association
(Copy to be kept in file) - Location _____

Terms of Reference (if part of larger group)

Full Company Name _____

Registered Office Address

Date when incorporated? _____ Due Date of Annual Returns: _____

Registered Number of the Company _____

Who (position) is responsible for Annual Returns _____

Annual Returns (copy to be kept on file) located where _____

Employer's Registration No _____ Charitable Status No _____

Location of Copy of Lease (If Relevant) _____

Location of all AGM Annual Reports: _____

If there are Company Members list here (not the nominated /elected Directors):

Finance Details for Year _____

Name of Bank: _____
Address of Bank: _____
Bank Sort Code: _____
Account Name: _____
Account Number: _____
Purpose of Account: _____
Cheque Signatories:

Approval Limit with two signatures: _____

Name of Credit Union _____
Address of Credit Union: _____
Account Name: _____
Account Number: _____
Purpose of Account: _____
Account Signatories:

Approval Limit with two signatures: _____

Name of Post Office: _____
Address of Post Office: _____
Account Name: _____
Account Number: _____
Purpose of Account: _____
Account Signatories:

Approval Limit with two signatures: _____

Mission Statement:

.....
.....

Aim:

.....
.....

Objectives:

.....
.....

Values:

.....
.....

Childcare Centre Committee for Year _____

Chairperson: _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

Secretary: _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

Treasurer: _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

Treasurer: _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

Staff Liaison Officer: _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

Safety Officer: _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

Other: _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

ADDRESS: _____

TEL. NO. _____ **MOBILE:** _____

Location of Pre-School Inspection reports: _____

Dates of Pre-School Inspections: *(Keep up-to-date)*

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Insurance Certificate is kept (where) _____

Insurance Cover Letter is displayed (where) _____

***THE NUMBER OF PLACES AVAILABLE IN A SECTION OF THE
CHILDCARE SERVICE AT ANY ONE TIME***
i.e. as approved by the Pre-School Team of the Health Service Executive

	Year	Year	Year
Crèche	_____	_____	_____
<i>Babies (0 – 1)</i>	_____	_____	_____
<i>Wobblers (1 – 2)</i>	_____	_____	_____
<i>Toddlers (2 – 3)</i>	_____	_____	_____
Pre-School			
<i>Morning</i>	_____	_____	_____
<i>Afternoon</i>	_____	_____	_____
School Age			
<i>School Age</i>	_____	_____	_____

Staff Listing

Note: It is advised to have an employment sub-committee who would be responsible for maintaining this form and bound by confidentiality.

Name	Starting Date	Qualifications/Training	Salary at Starting Date	Training Updates	Salary Updates	Finish Date

CONTACTS	Contact Name	Telephone Number	Email address:
<i>Clare County Childcare Committee</i>			
<i>Clare CCC Development Worker</i>			
<i>Public Health Nurse</i>			
<i>Centre's G.P.</i>			
<i>HSE Community Worker</i>			
<i>HSE Preschools Inspection Team</i>			
<i>HSE Community Welfare Officer</i>			
<i>Accountant</i>			
<i>Solicitor</i>			
<i>Primary School</i>			
<i>I.P.P.A. Representative</i>			
<i>N.C.N.A. Representative</i>			
<i>Other N.V.C.O. Representative</i>			
<i>Pobal Finance Officer</i>			
<i>Pobal Development Officer</i>			

Section 2 - Clare County Childcare Committee

Introduction

The National Childcare Investment Programme 2006 - 2010 is a major programme of investment in childcare infrastructure. €575 million has been allocated to the 5-year programme, including €358 million for capital investment. It is anticipated that the programme will create up to 50,000 new childcare places, with the objective of assisting parents to access affordable, quality childcare.

The National Childcare Investment Programme seeks to:

- create 5,000 after-school and 10,000 pre-school education places;
- support childcare facilities for disadvantaged parents and their children;
- support quality measures for childminders and parent and toddler groups;
- provide education measures for children and adults in areas of disadvantage.

The programme will develop quality childcare supports and services, delivered at local level through the City and County Childcare Committees under the coordination of Pobal.

Pobal (Formerly ADM – Area Development Management Ltd) – are the company which have been given lead responsibility for the administration of the National Childcare Investment Programme 2006 – 2010 on behalf of the Office of the Minister for Children.

Mission Statement

‘Clare County Childcare Committee will support the development of safe, nurturing and accessible care for all children so that individual choice and capabilities are respected’

The ethos and work of the Clare County Childcare Committee is guided by the following Key Principles as part of the Strategic Plan 2007 – 2010:

The needs and rights of children.

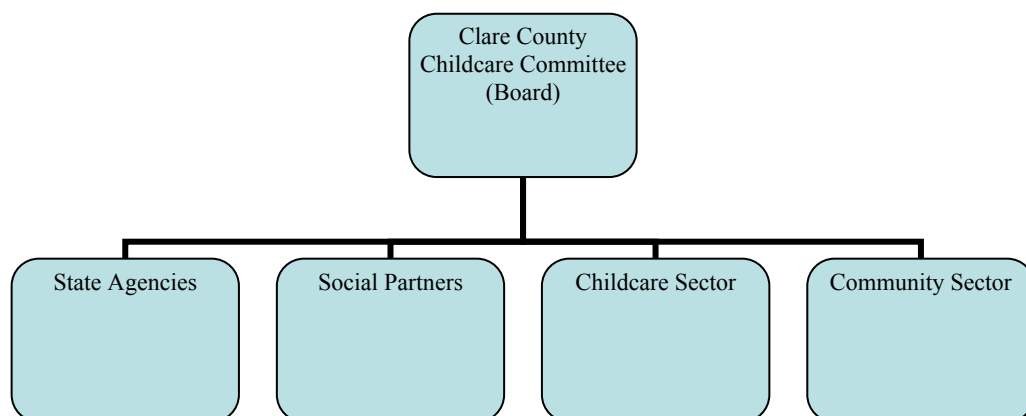
Equal opportunities and equality of access and participation.

Diversity

Partnership

Quality

There is broad representation from relevant stakeholders on the Board of Clare County Childcare Committee, with membership drawn from the following sectors:



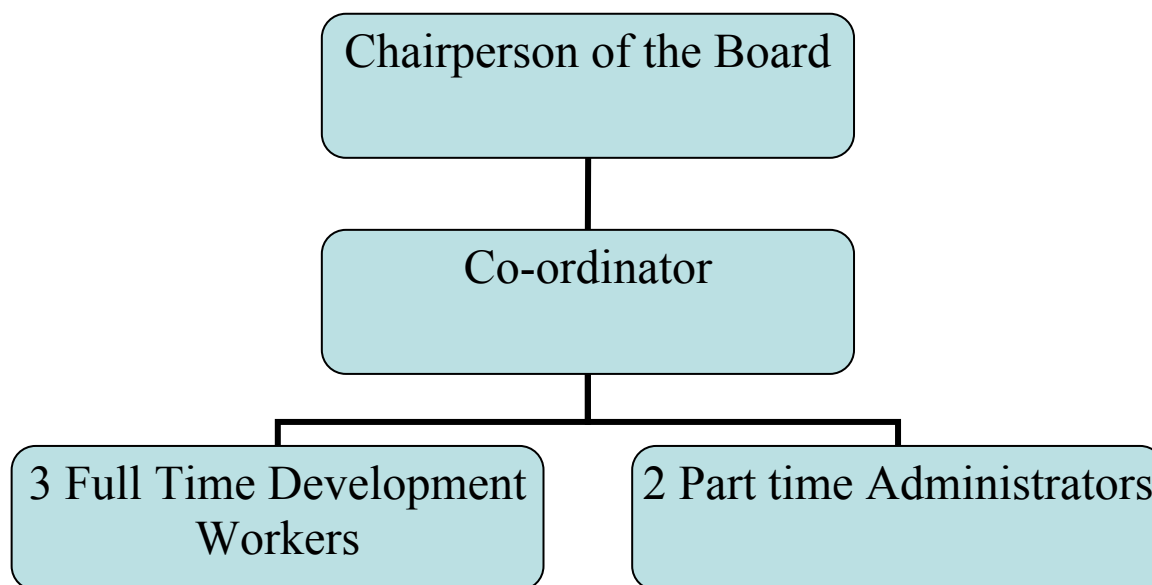
Membership of Clare County Childcare Committee

- IFA
- Trade Unions
- Private Childcare Provider
- Community Childcare Provider
- Parent Representative
- National Voluntary Childcare Organisations
- Community and Voluntary Sector via the Community Forum
- Department of Environment via the Local Authority
- Department of Enterprise, Trade and Employment via FÁS
- Department of Education & Science via VEC
- Department of Education & Science
- Department of Health and Children via the HSE West – Clare Local Health Office
- Department of Social, Community and Family Affairs via local Staff
- Representation from Local Development/Partnership Groups
- Enterprise
- Clarecare

Being a member of a Voluntary Management Committee of a community based childcare facility may be new to a lot of people so Clare County Childcare Committee has produced this Handbook to assist Voluntary Management Committees.

We hope that this Handbook will be of benefit to you and will answer any questions that you may have as a committee.

Clare County Childcare Committee staff structure is linked to the Chairperson of the Board which employs 6 core staff:



The Clare County Childcare Committee has three Sub-Committees which carry out the business of the organisation, and which are accountable to the Board.

- *The Executive/Human Resource Sub-Committee*
- *The Project Evaluation Sub-Committee*
- *The Actions Sub-Committee*

Section 3 – Mission Statement, Aims & Objectives

Each group should develop a **Mission Statement, Aims and Objectives**. These will help the committee to clearly identify the underlying philosophy of the group.

Mission Statement

This is an all-encompassing statement of what your group hopes to provide for the community. It is the core message of the organisation's purpose and what it stands for. It should state the reason why the organisation exists and the underlying value system.

People within the service should identify with its message and it should communicate the purpose to people outside. It is a concise statement, which contains the broad aims of the service. It may also make reference to all relevant stakeholders i.e. children, parents, staff etc.

The Mission Statement, as with all information in the service, should be translated into the first language of all service users.

Examples:

CLEAR

'Clare County Childcare Committee Ltd. endeavours to implement the County Childcare Strategy which aims to co-ordinate, support and advocate for the provision of quality, accessible, and inclusive childcare services throughout the county'

UNCLEAR

'To assist every child to reach his potential'

'To provide a childcare service'

Aim

The Aim is an all-encompassing statement of what your group hopes to provide for the community: it is the goal of the organisation. There needs to be a shared understanding among all of what they are aiming to achieve. The Aim needs to be openly and regularly discussed, reviewed as the project develops, and everybody needs to be involved in its design.

Example:

"To support the learning of each individual child by providing an integrated balanced broad stimulating differentiated curriculum"

Objectives

Setting objectives means, as a committee, deciding on a structured approach to realising the aims of the service. The objectives are the steps the Management Committee will take to help achieve their overall aim.

Objectives give direction to everyone in the facility and also ensure that the available resources are used as effectively as possible.

When the service provided is being reviewed the objectives can be used as a standard against which performance can be measured.

Objectives are specific statements of the outcomes the service plans to achieve. When selecting objectives the following should be considered:

S – Specific

M – Measurable

A – Achievable

R – Realistic

T - Time

Sample of how this might work for specific objectives:

Objective: *To respect all children equally by supporting their sense of identity and belonging.*

Specific: The above objective is specific

Measurable:

An audit of your physical environment and programme activities

Implementation plan based on audit results

Code of behaviour

Staff and Management training on Diversity and Equality

Policy on Diversity and Equality

Achievable:

Source funding for training in order to require the skills to conduct an audit

Source funding for Implementation Plan based on audit

All staff sign up to Code of behaviour when recruited

Facilitate access to staff training

Link with any relevant local agencies to support work/issues being addressed

Implement regular support and supervision for staff

Realistic:

Agree timeline for training, audit and policy development.

Set a slot in your staff meeting and committee meeting agenda for discussing Diversity and Equality

Following audit separate actions in terms of those that can be achieved without funding and those that require funding – and prioritise for implementation plan

Time:

Set realistic timeline with deadlines in consultation with staff

Regular review of progress in line with time line

In x months training will have been completed

In x months an audit will have been carried out

Following staff and committee meetings on xx date policy and code of behaviour will be developed and signed off

In xxxx months an implementation plan will have been developed and agreed, accompanied by Diversity and Equality Policy and Code of Behaviour

You will find that by doing this you will be developing procedures that will guide you in policy development.

Section 4 - Committee Roles

Community run childcare facilities are managed and run by a Voluntary Management Committee. Generally, the committee is made up of parents and local people who contribute their relevant expertise to assist in the ongoing development and sustainability of the facility. Committees may be supported by Agencies such as Clare County Childcare Committee, Health Service Executive, Local Development Companies, National Voluntary Childcare Agencies, etc. A Management Committee is a group of people who work together with the common purpose of managing a project or an organisation.

A Management Committee of a community childcare setting may have to handle the following responsibilities:

- Maintenance of premises and equipment
- Employment, support and supervision of staff
- Responsibility for all financial matters pertaining to the service
- Compliance with all relevant legislation
- Liaising with all relevant agencies
- Staff and committee training
- Review and approval of policies and procedures / objectives
- Preparation of funding submissions
- Renewal of equipment and supplies
- Fundraising
- Review of the centres staffing requirements
- Keeping up to date with developments within the childcare sector

7 (or more!) would be a practical number to have on a committee as there is a good chance of groups achieving a quorum of 4!!

Suggested roles in a committee include:

- Chairperson
- Vice Chair
- Secretary – possibly joint i.e. correspondence & minutes
- Treasurer
- Safety Officer
- Staff Liaison
- Public Relations Officer
- Parents Representative

The Chairperson

Ensures the group operates as per guidelines of the group's constitution or per company Articles of Association.

Makes all committee members aware of their responsibilities with due regard to the above.

Stresses the importance of confidentiality for all committee members.

Organises meetings with the Secretary.

Keeps order during meetings, ensuring that everyone has a turn to speak, summarises general information received from everyone and makes a proposal if a decision is necessary.

In the event of tied votes, the Chairperson has a casting vote.

Ensures all decisions made at meetings are minuted and acted upon

The Chairperson cont.

Ensures that minutes of the previous meeting are correct and signed

For formal meetings, sets the Agenda with the Secretary

A general format for writing an Agenda includes:

Note attendance and apologies

Review minutes and matters arising

Correspondence

Input from a staff representative as necessary.

Finance

List discussion topics (beginning with most important). *If lengthy, time can be assigned to each topic.*

A.O.B.

Date of next meeting

Other duties include:

Meeting speakers

Making links with nearby groups

Being the contact person with relevant agencies.

Signatory on accounts

Ensures a satisfactory reporting mechanism between the staff and the committee.

Ensures budgeting guidelines for expenditure are followed

The Secretary

Some of the main duties of a group's Secretary are handling correspondence, recording minutes, maintaining good record keeping of the group's data. This position can be split allowing for two secretaries to divide up the responsibilities and workload.

1. Notification of meetings to all members in writing.
2. Arranges suitable venue for meeting.
3. Maintaining minutes.

These can be recorded in a hard back book or meeting notes retyped and circulated with the agenda for the next meeting.

All decisions should be recorded and also who has responsibility for any actions to be carried out before the next meeting.

A copy of the approved and signed copy of the minutes should be retained on file

4. Handling Correspondence

Letters from relevant agencies should be filed under suitable headings in different folders according to the subject matter e.g., Pobal, Health Services Executive, Local Development, Clare County Childcare Committee etc.

Replies drafted and reviewed with Chairperson and a copy kept on file

A summary of correspondence can be given at meetings

Ensures appropriate logos are included on stationery / advertising / recruitment material

Maintain a record of all expenses including postage, phone call, receipts for stationery etc.

5. Assembles data and documents for the Annual Report for A.G.M.

6. Ensures all data is available for the AGM i.e. information for the Chairperson's reports, Secretary's Report, Treasurer's Report

The Treasurer

The Management Committee has responsibility for all finances pertaining to the service. This position can be split allowing for two treasurers to divide up the responsibilities and workload. Refer to Financial Procedures.

The Treasurer will manage the finances of a group. This will include:

Opening and ensures the maintaining of records of bank account/credit union account/post office account – all to have the same group name. Arranging the I/Banking protocol and ensuring all monies movement approved by a minimum of 2 committee members.

Obtains cheque books and ensures the group complies with agreed cheque signing procedure i.e. Who will sign cheques and the number of signatures needed for the different amounts (i.e. 2 signatures for amounts under €1,000 and 3 signatures for amounts over €1,000?) If these need to be changed (which should be done at a committee meeting and minuted) the treasurer deals with all mandate forms etc.

Prepares a simple cheque requisition form for each cheque to be signed at meetings once expenditure agreed.

Maintains cheque journals and receipt books for all accounts.

Ensures that one copy of bank statement for each account is sent to at least 2 committee members i.e. one copy to the Chairperson and one copy to the treasurer.

Sets out petty cash according to the 'Imprest System' (A float amount is set (€100), expenses are paid from the float. When the balance remaining goes below a pre-agreed level (€25), a reimbursement to Petty Cash is made equal to the exact amount spent, to bring the float back up to full amount)

Collecting and recording Fees, where applicable, and lodging to an account.

CASH SHOULD NEVER BE ACCUMULATED OR KEPT AT HOME

Ensures of payment of wages and all that this entails e.g. making sure employees are given the correct tax credits and make the right PRSI contributions, issuing of a salaries/wages payments or using the agreed I/banking protocol, according to the hours worked the relevant week on the time sheet, issuing a pay-slip.

Paying out money as necessary, however within the limit agreed by the Management Committee, e.g., room rental, insurance, replacement of toys, secretarial expenses. It is advised not to pay out in cash – use of cheques facilitates good record keeping.

Presenting of regular simple accounts detailing Income and Expenditure at committee meetings.

Completes the NCIP Financial Returns and sends them off on time and maintains copy of same for records.

Lodging and recording any grants received in the correct account and ensuring they are spent on what they were claimed for.

Prepares the financial part of the Annual report.

Ensures that all records are maintained as required for external auditing i.e. CRO Company Returns, Pobal, and other funding agencies.

Ensures that all records are maintained as required for the internal auditing process

Supports fund-raising and handles the practicalities of counting and lodging money from fund-raising activities.

Ensures the committee is complying with all legislation. It is advisable to access the expertise of an Accountant, who will provide support on financial issues that may arise.

Safety Officer:

Every childcare facility is a public building and must be in compliance with a range of Health and Safety Legislation including the Pre-school Regulations and Fire Regulations; ensuring that the Safety Statement and Fire Registration Book are reviewed and updated when necessary.

As the employers, the Committee will have a role to play in supporting the staff of the centre in complying with various legislation, regulations, etc; however, it is the staff's responsibility on a day-to-day basis.

The Safety Officer role may require a routine check that any/all necessary policies are in place or may be mainly checking that all existing policies are followed.

The Safety Officer may keep track of staff qualifications in First Aid and Manual Handling.

Check lists should be in place for matters such as Fire Evacuation Drills, breakages, damaged equipment etc.

Regular use of an Incident/Accident book to be monitored and this book should be audited.

For additional Health and Safety information refer to 'Setting Up a Childcare Service' pg 14

The Public Relations Officer:

The main role of the Public Relations Officer (PRO) is to circulate information on the group throughout the community. This can be done by means of posters, church newsletters, local notes in paper etc.

Posters – display in Health Centres, Doctors Surgeries, Post office, Credit Union, Social Welfare Office, Pharmacies, Schools and local shops.

Newspapers – Local Notes

Parish Newsletter

Public Health Nurse – meets parents of young children on a regular basis and should be asked to inform parents about the group

Community Council –Childcare groups bring people with common interests together and form an important community grouping which could be linked to the local community council.

Local Radio – free advertising / mention of local events

Staff Liaison Officer:

Acts as a communication channel between centre staff and management

Best choice is a committee member who make contact with the centre daily regularly availability & accessibility

Gets to know all staff

Welcomes new staff members and goes through induction process

Handles training requests – either way

Handles requests for equipment

Handles the initial queries about policies and procedures

Handles out-of-the ordinary leave requests

First call in emergency situations at the centre

Reports to the committee and then makes a follow up report to staff

Organises social outings with staff e.g. Christmas

Organises special occasion gifts

Parent Representative:

Representative of parents concerns – *not child specific*

Feedback to parents from the committee.

Section 5 – Committee Responsibilities

The committee has the responsibility for carrying out all tasks required to ensure that staff are supported in the delivery of their service.

These tasks include the following:

Policies and Procedures

Legal Matters

Staff Support and Supervision, Training, Team building and Conflict Resolution

Policies and Procedures

The policies and procedures documents you produce should reflect the ethos of the individual service you provide as well as legislative and health and safety issues. They will assist in promoting consistency amongst staff, parents and children and should prevent any ambiguities arising about how particular situations are addressed in the service. Although it is useful, when starting out, to look at policies from other services it is important to write your own policies.

Listed below are some of the many benefits of Policies and Procedures to your service:

Childcare facilities are supported by public funds and all public money must be accounted for in a transparent and responsible manner.

Having appropriate policies and procedures in place within a service will help to:

- ❖ Provide clarity on how things should be done
- ❖ Demonstrate the service's responsibility in relation to public funds and legal obligations
- ❖ Give clear direction and guidelines
- ❖ Promote collective responsibility
- ❖ Ensure fairness and consistency of approach
- ❖ Help cover all eventualities and avoid problems
- ❖ Promote fair working practices and procedures
- ❖ Promote a positive image of the service
- ❖ Ensure that the legal obligations of the service are fulfilled – particularly in relation to being an employer
- ❖ Provide a positive influence on the efficiency and impact of the work on the ground
- ❖ Serve as guidelines for new members, management, staff and parents
- ❖ Provide a safe and secure environment for all users of the facility
- ❖ Provide a good working environment and support for the staff and children.

Definitions:

A Policy – A rule; strategy; plan; guiding principle; course of action; guidelines; procedure

A policy is a collective statement of agreed beliefs proposed/ adopted by an organisation/individual on a range of topics related to the childcare service provided. It helps to ensure consistency and provides a framework for decision-making.

A Procedure – A process; practice; method; system; formula; route; modus operandi

A procedure is a course of action being adopted/implemented by a service. It details the action to be taken to address the stated policy and outlines the sequential implementation process. It facilitates decision – making, provides consistency and autonomy, and thereby enhances effective management.

Practice – to carry out; perform; apply; follow; observe

Practice is the application of a policy as laid down in your Policies and Procedures.

Custom and Practice – Tradition; norm; routine; habit; ritual

In circumstances where a childcare service has been in existence for some time and where there are no written Policies and Procedures in place, customs or norms start to emerge. These customs then become the practice of the service i.e. “it’s the way we’ve always done it”, though it may not necessarily be the most appropriate or even acceptable approach for the service. When compiling the Policies and Procedures, it is vital that current practice is taken into account – it may take time to effect change.

Developing Policies and Procedures

First, consider the principles that will underpin the document, these may include the following:

- The delivery of a quality service

- Implementing a child-centred approach

- Participation of all stakeholders

- The ethos/mission statement of the service

- The profile of parents/guardians

- The type of service – private, community or workplace

- Any future plans for the service

- An anti-racist and non-discriminatory practice

- A commitment to equality including equality of opportunity between men and women

You will also need to consider the relevant legislation and how it will be reflected and implemented within the policies and procedures you adopt.

Next, decide who is going to compile the draft policy. It is valuable to have input from as many stakeholders as possible and practical – Committee members, staff, the Service Manager and parents. You may also find it useful to have additional input from the National Voluntary Childcare Organisations, the HSE Pre-school Inspection and Advisory Team, Employer Organisations/Trade Unions or your County Childcare Committee.

Some sections of your policy will require forms, e.g. parent’s application form, parental consent form, daily record sheets; these need to be created by your service and attached to the relevant section of your policy.

It is important to circulate the draft document and encourage feedback and comments before finalising it. All committee members and staff need a shared understanding and ownership of the document and should ‘sign off’ to confirm they have received, read and understood the contents of it.

Parent's Handbook

Policies and procedures also need to be disseminated to parents and guardians. A Parent's Handbook which summarises the Policies and Procedures document of the service should be sufficient. It needs to be made available to all adults accessing the service and should be updated whenever policies and procedures are amended.

The following is a list of information/policies that might be included in the Handbook:

- Name, address, telephone/fax number, e-mail address, list of personnel/staff and list of Management Committee members and their roles
- Mission Statement, aims and objectives
- Range of services on offer
- Opening and closing hours –information on pick-up times
- Particulars of staff qualifications and information on in-service training
- Fees policy – fee scale, fee reviews, fee schedule and preferred method of payment
- List of items to be provided by parents e.g. nappies, wipes, change of clothes
- Samples of menu if food is provided, related policies on the provision of snacks, sweets, drinks etc.
- Complaints/compliments procedure
- Notification to/observations from the HSE
- Behaviour policy for children
- School-age childcare policy, including homework policy
- Exclusion of sick children policy
- Accidents/incidents policy
- Policy on collection/pick-up of children
- Policy on outings from the service
- Policy related to children with special requirements
- Child protection policy
- Working in partnership with parents and their opportunities to be involved in the service
- Policy on the service's involvement with community, statutory and voluntary agencies
- Policy on communicating with parents/guardians, in the case of separated/divorced parents- who is point of communication?
- Equality and anti-discrimination policies
- The core curriculum and childcare methodologies implemented
- The typical daily routine
- Records kept by the service and arrangements for parents to access them
- Observation and assessment reports
- Policy on the retention/dispatch home of items made by children
- Information about the child's settling in period in the service

Review and Monitoring

It is important for the service provider to continually review and monitor it's plans and working methods. As the service grows or as parents needs change, so too should the policies and procedures. Likewise when new legislation is introduced or changes made to existing legislation, the policies and procedures must be reviewed. It would be useful to arrange review meetings for this purpose, annually or bi-annually.

Legal Matters

Constitution

The Constitution of a limited company consists of two parts:

1. Memorandum of Association

The Memorandum of Association sets out:

The objects of the company, i.e. the aims of the organisation; the general powers of the company to carry on whatever other activities it needs in order to achieve these aims. This can be done through one all inclusive clause or by listing a range of activities which the company is legally allowed to do, e.g. to purchase equipment, to raise money, to borrow money.

A clause stating that the liability of members is limited and specifies the nominal amount which all members will contribute.

The names and addresses of the subscribers. The subscribers are the first members of the company. There must be at least seven subscribers. There is nothing else involved in being a subscriber.

2. Articles of Association

The Articles of Association list the rules of the organisation including:

- Electing the board of directors
- Keeping accounts
- Roles of officers
- Running meetings
- Number of meetings
- Who are the members

It is advisable to keep the rules in the Articles of Association as broad as possible so that you will not have to change them if and when your organisation changes. Each organisation can add as many rules as they like to the Articles as long as some unavoidable legal requirements are included.

Setting up as a Limited Company

It is advisable for Voluntary Management Committees who receive funding to have a legal structure. The Legal Structure which best suits the circumstances of non-profit making organisations is the company limited by guarantee. An organisation which is registered as a company limited by guarantee is recognised as having a separate legal identity as distinct from that of its members. It does not however, make them exempt from their legal obligations as Company Directors.

It is the duty of a director to “ensure that the Companies Acts are complied with by the company. N.B. liability can arise from incompetence as well as dishonesty and “ignorance of the law is no excuse”.

This legal structure was designed specifically for non-profit making organisations which are working for social or political purposes. As it is non profit making there are no shareholders and any profits are reinvested in the company. Sample Memorandum and Articles of Association can be downloaded on www.cro.ie

Charitable Status

Voluntary Non-Profit Community Organisations are eligible to apply for Charitable status thus making them exempt from tax (Income Tax, Corporation Tax, Capital Gains Tax or DIRT). Where a charitable organisation wishes to apply for exemption they must submit a completed application form. To obtain this application form, contact:

Office of Revenue Commissioner,
Charities Section,
Government Offices,
Nenagh,
Co. Tipperary.
(067) 33533

Forms are available from www.revenue.ie

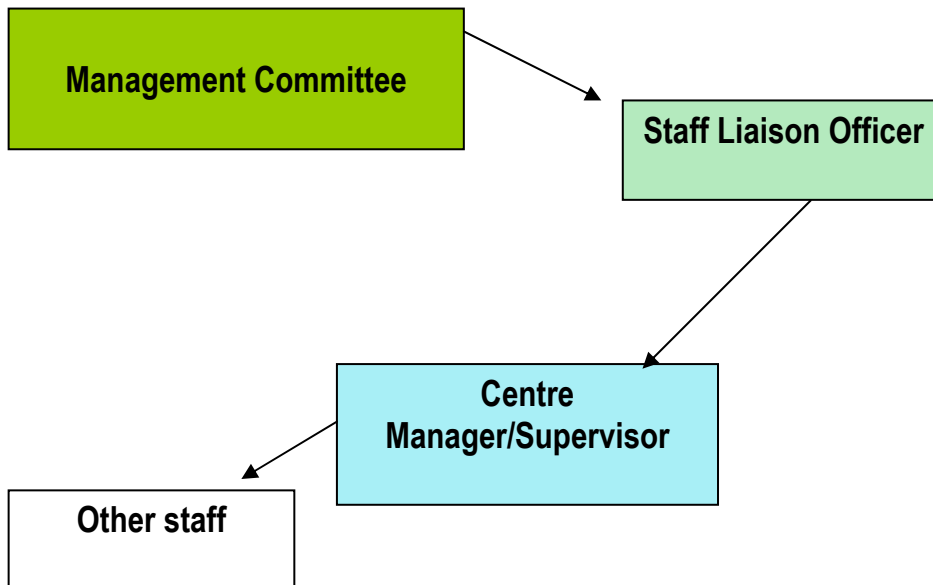
Employer Registration/Tax

Register as an employer with your local tax office
Deduct PAYE or PRSI as appropriate
Follow all relevant Employment Legislation

Childcare (Pre-school School Services) Regulations 2006:

A copy of this can be downloaded from www.omc.gov.ie

Setting up Staff Supervision and Support in your Childcare Service



Consultation

It is essential that Management consults with staff if establishing a system of supervision for the first time or making changes to an existing system.

The functions of Staff Liaison

- Ensure that a system of Supervision and Support is in place and that all staff are supervised
- Make recommendations to the Management Committee on Terms and Conditions of Employment, Performance Management, Staff Training etc.

Developing a Supervision Policy

What it should include:

- What supervision is and its purpose
- How supervision relates to the overall aim and values of your childcare service
- The supervision structures in the childcare service
- The agreed guidelines about confidentiality, records, frequency, duration and feedback to management.
- The procedures in the case of difficulties in the Supervision relationship.
- The rights and responsibilities of the Supervisors and Supervisees
- The experience and training required of Supervisors
- How supervision and overall supervision structures will be evaluated.

Team Building

One of the most important skills for any management and staff team in the Childcare Sector is that of team building. The smooth running of your service will largely depend on your capacity to develop a cohesive staff and management team.

In today's current childcare environment there are ever-increasing pressures and strains. How, therefore, can you promote loyalty, commitment, and efficiency within your staff team?

How can you assist your staff in bringing attention, energy and enthusiasm to their work? How can you encourage co-operation with colleagues while still catering for individual creativity and vision?

Effective Teamwork Results In Greater Job Satisfaction among Staff

Individuals appreciate being asked to assist and their advice to be sought. The feeling of fitting into a team can be rewarding in itself. Getting appreciation and acknowledgment from colleagues, and also that staff have a crucial role to play leads to affirmation, the development of self esteem and therefore leads to better job performance.

What you are aiming for is a sense of **balance**. Staff will have diverse ways of thinking and behaving. They will have different strengths and weaknesses. Some will be proficient in problem solving, while others will excel in planning and organising. Your aim will be to build a balanced team where the staff as a group has the collective skills required to ensure the successful management and operation of your childcare service. You will try to nurture the characteristics of an effective team member in all your staff.

“An effective staff and management team is made up of individual members who are aware of the overall aims and objectives and who work together and interdependently in order to meet them, and fully recognising the role they have to play in achieving this.”

NCNA Good Practice Self Assessment Manual – A Personal Resource Manual for Childcare Providers

The Way Forward.....

- Lay the foundations – Prepare all staff members for their inclusion in team membership
- Set goals
- Establish a clear way forward towards achieving these goals
- Resolve any interpersonal issues within staff team – Do not put on the long finger
- Give positive feedback to your staff team
- Link in with your Staff Support & Supervision Policy

Effective Conflict Resolution

Be Active – Tackle the issues involved and do not avoid the conflict situation

Be Direct & Specific – Direct your attention on issues in the present rather than in the past

Be Fair – Deal with areas and issues that can be dealt with. This may limit the possibility of any increasing hostility.

Take Responsibility – Take ownership for your communication and feelings. Use 'I' statements.

Types of Ineffective Conflict Resolution.

- Digging up the past
- Making light of the conflict
- Avoidance of the conflict
- Blame
- Personal Rejection of the other party
- Silencing tactics (Using emotion to silence the other party)

These strategies all only serve to mismanage the conflict situation and the end results are either a win-lose where one person gets what they want at the expense of the other person, or a lose-lose situation where both parties are only part happy with the outcome and the situation may again fester in the future.

What we are striving for in a conflict situation is a win-win conflict resolution. Using this approach it is hoped that both parties achieve their goals through compromise.

Section 6 – Committee Procedures for Meetings

Meetings provide all committee members with an opportunity to take part in the management of the project, so they must be effective and participatory. Meetings should be satisfying, constructive and effective. This section shows how better planning, decision-making and evaluation can improve the process.

Planning

Answering the following questions will help.

What is the purpose of the meeting?

Being clear about the purpose of the meeting is the most important step in planning for an effective meeting. This helps prevent the tendency to have meetings as a matter of routine rather than need. It also helps focus on how to run the meetings in order to achieve the purpose.

Who should be at the meeting?

The people who are relevant to achieving the purpose of the meeting need to be there. They should be told about the meeting in plenty of time. Usually, that includes all committee or sub-committee members but sometimes other people are asked to a meeting because they have information relevant to particular discussions.

How will the meeting be run?

Committee meetings should be structured enough to make sure that decisions are well made and also informal enough to encourage participation, openness and creativity.

What physical preparations are necessary?

It is important that the room is suitable; warm, well lit, comfortable and that there are enough chairs. The chairs should be put out in a circle or around a table so that participants can see each other.

When will the meeting start and finish?

Knowing the length of the meeting helps in planning the best use of the time. Normal management committee meetings should not take more than two hours.

Has all the relevant information been prepared for the meeting?

Sending out all necessary information e.g. minutes, agenda, reports etc, before the meeting helps the members prepare. Sometimes it is not possible to send out the information beforehand and in that case it should be ready for people when they arrive.

What should be on the agenda?

The agenda lists the subjects to be discussed at the meeting. It gives direction and shape to the meeting. It also gives people the opportunity to prepare for it. It helps people to understand what is going on and to be better able to participate.

Sample Agenda:

Apologies for absence
Minutes of last meeting
Matters arising from the minutes
Correspondence
Financial report
Issue for discussion
Issue for discussion
Issue for discussion
Any other business
Date of the next meeting

Setting the agenda is a very important job. It can be set in a number of ways including the following:

1. The chairperson and secretary set the agenda together. When a member wants to raise an issue she/he informs the secretary, who then puts it on the agenda.
2. At the end of each meeting the chairperson asks people for items to be included on the agenda for the next meeting.
3. The chairperson plans the agenda and checks it with members at the beginning of each meeting to give them the opportunity to include anything else.

Minutes are used as a means of recording the meeting, the issues discussed, any decisions made, responsibilities assigned to members etc. Minutes of the previous meeting should be distributed to members in advance. Any corrections/amendments should be highlighted, noted and corrected before proposing & seconding the minutes.

Sample Minutes:

Date, Time, Venue
Record of members present
Record of apologies
Main points discussed – outline briefly
Decisions made – names of members who proposed and seconded
Action to be taken on all decisions – who is responsible for the action
Private & Confidential issues – mentioned as briefly as possible
A.O.B.
Date of next meeting

Different Types of Meetings:

General Meeting
Annual General Meeting

General Meetings

Meetings are central to the work of a management committee because it is at meetings that the committee does most of its work: discussing, deciding, making policy, planning and reviewing. Other important reasons for meetings are to give and get information, to support each other, to deal with conflict and difficult issues and to share and develop ideas. It is very important to plan each meeting.

The Management Committees constitution/Articles of Association will determine the number of times the committee meets each year. E.g. at least three times a year, however the committee may find that they need to meet more frequently.

Annual General Meetings

The AGM is the meeting at which the work of the community group over the past year is presented and discussed. New policies are decided, the direction of the work for the next year is planned and a new Voluntary Management Committee is formed. Usually the procedure for the AGM is covered in the rules of the organisation, e.g. the Constitution or the Articles of Association.

Typical Agenda for an AGM:

- Apologies for absence
- Minutes of last AGM
- Matters arising
- Report of the year's activities usually given by the chairperson or secretary
- Treasurers Report
- Presentation of the accounts for the past year
- Appointment of auditor
- Election of Management Committee
- Motions to be discussed
- Any other business

Planning the AGM

Planning the AGM well is very important.

The AGM should be well publicised and the venue should be suitable for the numbers expected.

Ensure that all members are notified of the day, time and venue in sufficient time (specified in Constitution, usually a minimum of 21 days notice).

Issue copies of the agenda, minutes of the previous AGM and financial report for the year to each member in sufficient time (specified in your constitution, usually 21 days in advance).

The AGM is held once a year. Remember that the quorum necessary for holding an AGM and taking decisions is specified in the group's constitution.

Who should attend?

The Annual General Meeting is the annual meeting of an organisation that is open to all. It is important to clarify who should be invited to attend the AGM. It is a great opportunity to bring together all of the people who have been involved in the work over the year – members, volunteers, staff, project users, and management committee support agencies i.e. representatives of Clare Co Childcare Committee, Local Development Companies, National Voluntary Childcare Organisations i.e. N.C.N.A; IPPA, the Early Childhood Organisation, etc; HSE Community Work Department.

Who should be specifically invited to the AGM depends on its purpose, the type of group and the stage it is at. The committee should consider whom they wish to attend their AGM. This may have already been decided by the committee and may be recorded in the Committee's Constitution/Articles of Association. This should be discussed well during the preparations.

Voting at the AGM

If there is voting the rules of the group usually set out how it will take place. The Chairperson should clarify who is eligible to vote (usually only members) and the voting procedure. If there is a large group, it may be necessary to use voting cards or ballot papers and the voting can happen by secret ballot or by a show of hands.

It is important to remember that the AGM can be a participatory meeting and it should be planned to meet the needs and circumstances of each group rather than adhere to any set format.

A decision must be proposed and seconded by members.

Remember: A quorum needs to be in attendance for a decision to be valid.

Election Procedure

Any nominees for membership of the Committee should be proposed and seconded once they have indicated their willingness to sit on the Committee.

If there are sufficient nominees for the number of places available, all those proposed and seconded are automatically nominated.

If there is more than 1 person for a particular position on the committee then there will have to be a vote – either private ballot or a show of hands (whichever is more appropriate for the group involved)

For a Private Ballot – a number of impartial scrutinisers should be selected to count the votes

In the case of a 'tie', the chairperson will use a casting vote

The Chairperson will announce the names of the nominees elected as members of the committee

Decision-making

The priority of any meeting is to make good decisions. A good decision is carefully thought out and is realistic, given the information and resources available to the group. A good decision makes things happen.

Decision making in a group can be very difficult. Here are steps to make it easier:

Clarify the issue and state it clearly at the start of the discussion. This helps focus people. It can be helpful to write this up on flipchart where everyone can see it.

Give all information and facts relevant to the issue.

Express opinions and feelings about the issue.

Encourage people to express their opinion and their feelings about what is being discussed.

Bring together all suggested solutions or courses of action. It can be helpful to write the points on a flip-chart when it is a complex issue.

Consider and discuss the solutions, including possible consequences of any of the solutions.

Make firm proposals.

Make the decision and record it.

Put the decision into action.

NB – for a decision to be valid there needs to be a quorum e.g. minimum number of committee members present as per the constitution/Articles of Association

The Chairperson has the casting vote in the event of a tie.

At this stage the decisions made should be proposed and seconded by Committee members and their names recorded in the minutes.

Evaluation

In order to ensure that meetings are effective it is essential to evaluate them. A group can do this after a number of meetings, e.g. every ten meetings. The following checklist can be used.

Effective meetings

- Is there good attendance?
- Does everyone participate and feel involved?
- Is the atmosphere lively, constructive, open and friendly?
- Are decisions well made after sufficient discussion?
- Are tasks distributed equally?
- Are decisions followed up?
- Do people leave with a feeling of satisfaction?
- Is each meeting needed, more often or less often?
- Are the appropriate issues being dealt with at the meetings?

The next step is to agree a list of changes that the group wants to make and plan their implementation. This process will help a group develop its meetings and develop their confidence in working together.

Summary

- Effective, participatory meetings are central to the work of a management committee
- Planning the meeting helps ensure its success
- Making decisions well is the major task of every meeting
- Regular evaluation helps a committee to improve its meetings

MINUTES REMINDER!!!!

Meeting Minutes need to be ***proposed, seconded and signed*** for exact records of decisions made!
Minutes are a record of decisions made by your group and as such have implications for financial audits, legal cases etc.

ANNUAL REPORTS:

- Annual reports are usually prepared for the Annual General Meeting
- Annual reports are usually sought for funding applications
- Remember to include logos on the cover as necessary

Suggested Contents of an Annual Report

A Chairperson's or Secretary's Report

- i) Key information in relation to the centre including
 - Structure of the group
 - Services offered
 - Numbers availing
 - Staff changes including Community Employment/Rural Social Scheme/Students
- ii) Acknowledgements
- iii) Key issues that arose during the year

B Senior Staff Report

- i) Main activities / Highlights of the year
- ii) Pre-school Inspections visit

C Treasurers' Report

- i) Accounts
- ii) Fundraising
- iii) Difficulties!

Section 7 - Financial Procedures

Financial Procedures:

A detailed set of guidelines for developing an Internal Financial Procedures document is now included for groups to use.

Any of the finance guidelines in this handbook apply to **ALL** accounts held by a group and accounting procedures for same.

Key Steps For Making Payments:

1. Any expenditure needs approval – a limit may be set for smaller amounts that can be spent at the discretion of a centre Manager or Administrator.
2. A minimum figure should be set for expenditure that requires 3 estimates.
3. The approval of expenditure should be recorded in the minutes.
4. To make a payment of any kind groups should have:
 - A valid original invoice.

A Builders Certificate if a capital project.

A cheque Requisition form – sample included.

A cheque from the correct account – e.g. Subvention or Capital.

A Cheques Journal which should record cheques issued according to cheque number.

Remember: Blank cheques should not be signed in advance.

Steps:

The payment should be approved and recorded in minutes.

A Cheque Requisition form should be completed.

The invoice should be attached to the cheque requisition form.

The receipt of payment should also be attached in due course.

When filing, file paperwork in order of cheque number.

PRSA'S:

Employees must be offered the facility to avail of a Personal Retirement Savings Account – PRSA.

It is advisable to issue a letter to employees stating the name of the P.R.S.A. provider and their contact details.

Employees should be provided with a form to confirm that they have been offered the facility on the given date and their decision to avail/not avail of the PRSA facility.

These forms and letters should be kept of file for audit purposes.

All new employees must also be offered the facility - it may be incorporated into the contract of employment.

Reminders!!!

If paperwork is transferred to other files for yearly audit purposes, it is important to replace them in the appropriate file afterwards. - N.B. for Pobal audits.

The Treasurers role is described on p17.

The Combat Poverty Booklet “Financial Management for Community and Voluntary Groups” deals with many practical financial matters – if your group does not have a copy contact your local Childcare Development Worker.

Section 8 – Suggested Topics for Inclusion in an Internal Financial Procedures Document

1. Organisational Structure

Give a detailed overview of the organisation (an organisation chart should be included as an appendix). Outline the composition of the Board by stating whom they represent.

List all sub-committees reporting to the Board and state their function. This section should refer to terms of reference, which were approved by the Board (name the dates of the relevant meetings).

Outline the staff complement and detail the structure for reporting within the organisation, which includes the roles and responsibilities of each staff member.

State whether the company is limited (specify date of incorporation) and whether charitable status has been obtained.

2. Accounting Records

List all books and records maintained, including cheques journal, cash receipts book, petty cash book, asset register, etc. Templates of these records should be included as appendices to the procedures document. State whether they are to be maintained manually or on a computerised system. In the latter case, they should be printed at regular intervals and signed / dated, and computer disaster recovery procedures should be documented.

Specify who is responsible for the maintenance of the above records, and state how often they will be updated. Also, state who is responsible for liaising with auditors.

State who is responsible for reviewing the accounting records, and how this review will be evidenced, i.e. by certifying the books and records at regular intervals.

Outline the minimum retention period for all books and records, e.g. five years after the final payment received under the programme and document the procedures for archiving same.

3. Financial Returns to Funding Providers

Name all providers of funding and state the purpose of same.

Outline the procedures involved in reporting to these agencies. Give details of how often returns will be made (specify the deadlines), and state who will complete and review same. State the procedures for accounting for each source of funding separately, i.e. either by means of separate bank accounts, or through separate analysis within the accounting records.

Where administrative funding is received from more than one source, document the rationale for the apportionment of joint salaries and overhead costs.

Document procedures regarding the treatment of reimbursable expenditure, e.g. salary recoupment, and non-Pobal receipts affecting Pobal related bank accounts. This policy must demonstrate that only the net costs will be included in the expenditure returns.

4. Bank and Cash

List all bank accounts maintained and outline the purpose of same.

Name the cheque signatories (by reference to the bank mandates on file) and outline the procedures for signing cheques, i.e.

All cheques must be signed by a minimum of two people, including at least one Board member.

They must only be signed on foot of original supporting documentation, i.e. invoices and issued in numerical sequence.

The pre-signing of blank cheques is prohibited.

Cheques should not be made payable to cash (except for petty cash) and the signatories should not sign cheques payable to themselves.

Outline the procedures for opening bank accounts, appointing cheque signatories, implementing borrowing arrangements. Note that these decisions must have been approved by the Board.

State the frequency for preparing bank reconciliations, i.e. monthly (ensure they are prepared in respect of all accounts operated). A standard bank reconciliation template should be included as an appendix to the procedures document.

Document the procedures for making transfers between bank accounts, i.e. authorisation, etc.

Name the persons (state job titles) responsible for preparing and reviewing bank reconciliations.

Detail the procedures for monitoring and cancelling stale cheques (i.e. cheques outstanding over 1 month), and for the retention of any spoiled cheques, which have been written.

Give a brief description for the format of the cheques journal and cash receipts books, and refer same to the relevant appendices.

Outline the procedures for storing blank cheque stationary, i.e. safe, locked drawer, etc., and for the safekeeping of cash receipts prior to lodgement. State who is responsible for making lodgements and document the frequency of same.

5. Project Files

Give a brief outline of the filing system (which should meet the requirements of the providers of funding). State the location of the files and name the members of staff who have access to same.

Name the person (job title) who has overall responsibility for the maintenance of project files.

List the information to be included on all project files. This should be referenced to checklists, which are included as appendices to the procedures document (see attached).

Where applicable, outline the procedures for recording matching funding name the person responsible for maintaining this record.

Where projects / actions are contracted out, outline the application process and the criteria for awarding the funding.

Outline the procedures for monitoring payments to grantees in order to ensure the monies were spent for the purpose intended, and state whether this function will be contracted out, or carried out internally, i.e. by members of staff.

6. Financial procedures

Give details of the limits of authority of all staff and board members.

Detail the internal review procedures in operation, and state who is responsible for same, e.g. finance sub-committee.

State the procedures for implementing budgets, programmes of activities, etc. and for preparing regular management accounts for presentation to the board.

Outline the procedures for recording director's interests and for identifying and dealing with any potential conflicts of interest.

Document the board's policy for monitoring and following up outstanding debts, and for writing off bad debts.

7. General Payments

State the frequency of making cheque payments to suppliers, etc. (e.g. monthly).

Document the procedures for complying with prompt payments legislation, i.e. recording the date of receipt of invoices, monitoring outstanding bills, etc.

Outline the procedures for evidencing approval for payments, e.g. by implementing a comprehensive cheque requisition form (include as an appendix). This form should document the relevant cheque number pertaining to paid invoices.

Detail the board's policy on obtaining quotations, e.g. for all goods and services over €3,000 (as and from June 2006).

Document the procedures for implementing contracts in respect of services, such as consultancy, training, etc. and for obtaining the tax reference numbers of payees.

Give an outline of the system for filing paid invoices, i.e. on a central file in cheque numerical sequence.

Document the procedures for monitoring cumulative payments and for obtaining tax clearance certificates for all suppliers who receive cumulative payments of €6,500 or more per annum.

8. Salaries and Wages

Document the procedures for recruiting staff (must be transparent).

Give a brief overview of the payroll system and describe the records involved, e.g. time sheets, tax deduction cards, payslips, etc. Name the persons responsible for maintaining and reviewing these records.

Detail the procedures for approving staff appointments, and list the information for inclusion on personnel files, i.e. employment contracts, certification of increments, etc.

Outline the procedures for implementing pay scales and awarding increments.

State the frequency of salary payments, e.g. monthly.

Detail the procedures for evidencing approval for salary payments, e.g. certification of payroll summary sheets (Note that these documents should be retained on the central invoice file).

Outline the procedures for making returns and payments to the Collector General, i.e. P.30s, P.35s, etc. and state how the total payments are apportioned between the various providers of funding.

Document the board's policies in relation to pension schemes, maternity leave, annual leave, etc

9.Travel and Subsistence

Specify the rates of travel and subsistence payable (detailed in an appendix). Note that where the mileage rates payable are incremental based on total distance travelled, cumulative mileage records must be maintained.

Include a standard T&S claim form as an appendix to the procedures document.

Document the bases of all staff members for T&S purposes.

Document the frequency for the submission of T&S claims, i.e. monthly, and state the procedures for certifying same.

Outline the procedures for indemnifying the organisation against any potential loss arising from the use of employees or directors cars on official business.

Document the board's policy in relation to the payment of same, and state whether the public service regulations have been adopted.

Ensure that all paid T&S claims are included on the central invoice file.

10.Petty Cash

State the maximum amount of the float (e.g. €130) and give a brief description of the system of operating the petty cash, i.e. on an impress basis. Name the persons responsible for maintaining and reviewing the petty cash records.

Detail the system for reconciling the petty cash float, i.e. at regular intervals, and for filing petty cash vouchers.

Give an outline of the type of expenses which are payable from the petty cash float, and state the maximum permissible payment per item, e.g. €65. Clearly outline the petty cash disbursements, which are not allowable, i.e. the cashing of personal cheques, IOU notes, etc.

11.Company Secretarial and External Audit

Document who is responsible for:

The statutory returns to the Companies Registration Office and maintenance of the company register.

The maintenance of the board minutes and sub-committee minutes (certified by the relevant Chairpersons).

Keeping a separate (summary) record of financial decisions taken.

The maintenance of an asset register (include template as an appendix to the procedures document).

Note the quorum of directors, which must be present for conducting valid board meetings.

Document the maximum intervals between company AGMs and note the procedures to be adopted at these meetings, i.e. approval of audited accounts, rotation of directors, etc.

State who is responsible for preparing the draft financial statements of the company.

Broadly define the role of the external auditor (as set out in detail in the letter of engagement).

Name the person who is assigned overall responsibility for ensuring all audit recommendations are implemented, and for ensuring that independent reconciliations between the financial statements and the expenditure returns to Pobal are prepared.

12.General

Document the board's policy in relation to acknowledging the various agencies that provide funding for the organisation and for meeting the obligatory EU and NDP requirements.

State who is responsible for ensuring the organisation's insurance cover is sufficiently comprehensive.

Section 9 - Directors & Company Secretaries Duties and Liabilities

Re:Directors/Secretaries* *Duties and Liabilities of Limited Companies under Company Law

Directors' duties and liabilities come from two sources. The first section of this document relates to directors' duties, which have been developed through case law over the years, and to statutory duties arising from the Companies Acts. The second section of the document deals with the office of company secretary. The third section deals with liability of company officers for breaches of company law.

Duties of Directors

A. Duties of Care and Skill under the general law

A director is obliged to carry out his or her functions with due care, skill and diligence according to the following guidelines:

- (a) A director need only show the degree of skill that is reasonably to be expected from a person of his knowledge and experience. He or she cannot be held responsible for errors of judgment but can be held responsible for negligent behaviour.
- (b) A director is not bound to give continuous attention to the affairs of the company, for instance he has no duty to attend every board meeting. A director may delegate duties to another official of the company where such an official can properly carry out these duties.

B. Fiduciary Duties

- (a) A director cannot do anything which is illegal or outside the powers of the company, as set out in its Memorandum.
- (b) The directors must always act in good faith in the interest of the company as a whole and not in the interest of only a section of the members. They must also act in the interests of employees.
- (c) A director may not enter into a contract, which fetters his or her discretion in any way, e.g. he or she could not agree to always vote in a particular manner.
- (d) A director is not allowed to make an undisclosed personal profit from his or her position as a director and must account to the company for benefits, which he receives as a result of this office.
- (e) A director must disclose to the company any interest that he has in a contract being entered into by the company and must also disclose any loans, quasi-loans, credit transactions or guarantees or securities to other directors, shadow directors or persons connected with them.

C. Duties arising from legislation

A director, as an officer of the company, is under a duty to comply with the company's obligations under the Companies Acts. The Company Law Enforcement Act, 2001 ("the 2001 Act") gives a new definition to the circumstances in which an officer of the company is in default in relation to his duties to comply with the Companies Acts. Section 100 of the 2001 Act provides that an officer of the company will be presumed to have permitted a default by the company unless the officer can establish that he took all reasonable steps to prevent it or that by reason of circumstances beyond his control was unable to do so. Prior to this, to be in default an officer had to have "knowingly and wilfully authorised or permitted the default or breach in question".

The new definition makes it easier to convict a director or secretary for breaches of the Companies Acts and places the burden of proof of showing that reasonable steps were taken to prevent the breach on the company officer. It is important that a director is aware of this test and the circumstances in which he will be held in breach as breach of the Companies Acts can lead to personal liability of directors and to fines or imprisonment.

Some of the most significant duties of directors contained in the Companies Acts are as follows:-

- (a) Directors are required to present annual accounts at each Annual General Meeting. The accounts should be proper books of account sufficient to enable directors to ensure that income and expenditure complies with the Companies Acts. Accounts should be audited and should contain entries from day to day of all sums of money received and expended by the company. Accounts should be preserved for at least six years.
- (b) Directors must furnish a report at each Annual General Meeting relating to the state of the company's financial affairs, setting out details of development of the business of the company during the financial year highlighting any important events affecting the company and giving an indication of likely future developments in the business of the company.
- (c) Directors have a general obligation to file with the Register of Companies a notification of any of the following:

Annual Returns (Form B1)

This form is to be sent along with the company's annual returns.

Change in the Registered Office (Form B2)

Every company is required to file a notice of the situation of its registered office in the State, to which all communications and notices may be addressed. Any change in the registered office must also be notified to the CRO within 14 days of the change.

Change in Storage of Legal Documents (Form B3)

The register of members and memoranda must be kept at a place in the state, if this is not the registered office, a notice on Form B3 of the address if such place must be filed to the Companies Registration Office.

Change of directors and secretaries (Form B10)

Any change in the directors or the secretary or in the particulars relating to them must be notified to the CRO on form B10 within 14 days of the change. This form must be signed by the Director and countersigned by the company secretary.

As well as notify the CRO of the following:

- Change in the constitution of the company
- Alterations in share capital
- Mortgages and charges relating to company property
- Resolutions passed by the company

- (d) Where a company is wound up, a director is under a duty to co-operate with the liquidator and, in the case of a members' voluntary liquidation, directors are obliged to make an accurate declaration of solvency.
- (e) A director must ensure that the annual returns of the company are filed on time. The rules for filing of annual returns have been changed by the 2001 Act. Until this Act came into force recently, the date by which a company should file its annual return was linked to the date on which a company held its Annual General Meeting. This was unsatisfactory because, the Registrar of Companies, not knowing the date of a company's Annual General Meeting, would not have been aware that a company had missed the deadline for filing the annual return.

The new arrangements under the 2001 Act are as follows:-

- (i) The date by which a company should file its annual returns will in future be a specific date known as the "Annual Return Date".
- (ii) A company must file its annual return within 28 days of its Annual Return Date to avoid a late filing penalty. Formerly, the period was 60 days. The reduction in the time allowed is bound to catch many company officers unawares.
- (iii) The Annual Return Dates for companies, as determined under Section 60 of the Act, will be as follows:-

Company incorporated before the coming into force of Section 60

The Annual Return Date will be the anniversary of the date to which the then most recent annual return is made up.

Company incorporated before the coming into force of Section 60 but which has not yet delivered an annual return

The Annual Return Date will be six months after the anniversary of incorporation.

Company incorporated after the coming into force of Section 60

Six months after incorporation. These companies will not have to annex accounts to their first annual return. The annual return is to be filed no later than 28 days after the Annual Return Date.

- (iv) Subsequent annual return dates fall on the anniversary of the first Annual Return Date.
- (v) A company may change its Annual Return Date:
 - by delivering an annual return which is made up to a date earlier than 14 days before the annual return date. The Annual Return Date is thereafter the anniversary of the date to which that annual return was made up.
 - If a company delivers an annual return not more than 28 days after the Annual Return Date (and it will not be required to annex accounts to this) and nominates a new Annual Return Date within six months of the old Annual Return Date, the new date will become the Annual Return Date. A company, which avails of this procedure, may not use the procedure again for a period of five years.
- (vi) In addition to the standard €30 filing fee, an increased late filing penalty of IR€100 plus €3 per day for each day after the late filing penalty commences now apply. As regards penalties, Section 66 of the Act provides that the Registrar may deliver a warning notice to an officer of the company, which will provide that if the annual return (or other similar document) is filed within 21 days, no prosecution will issue.

It is very important for company directors and secretaries to be aware of the changes to the annual returns procedure under the 2001 Act because they involve substantial penalties for late filing of annual returns and the possibility of criminal prosecution being taken against a director personally.

Company Secretary

Every company formed under the Acts is required to have a secretary. He/she may be one of the directors but it should be noted that where something is required or authorised to be done by a director and a secretary, such as the execution or witnessing of a document, it cannot be done by the same person acting both as director and as secretary. The functions of the secretary are as follows:-

- (a) Administrative functions such as keeping charge of the register of members, register of directors and secretaries, register of debentures and register of directors shareholdings.
- (b) Making the annual return to the Registrar.
- (c) Keeping the minutes of general meetings and meetings of the board of directors.
- (d) Notifying the registrar of any alterations in the Memorandum and Articles of Association.
- (e) Giving notice to members of meetings and communicating with members generally.
- (f) Furnishing the Registrar with particulars of charges entered into by the company.
- (e) Making out the statement of affairs in a winding up or receivership.

Anything required to be done by the secretary may be done by any assistance or deputy secretary of the office of secretary is vacant and there is no secretary capable of acting. The company secretary, as an officer of the company, is under an indirect duty to comply with the company's obligations under the Companies Acts and is in default where he or she authorises or permits a default to take place in breach of his or her duty as secretary.

Liability for breaches of the Companies Acts and penalties

A. Breaches

Some significant breaches of company law by directors are as follows:

- (a) A director who carries on the business of the company with intent to defraud creditors or for any fraudulent purposes can be made personally liable for some or all of the debts of the company. This also applies where a director is found guilty of reckless trading or if the company has not maintained proper books of account. Fraudulent trading is also a criminal offence. (Companies Act 1963, s.297)

(b) Any director who misapplies or retains any money or property of the company or is guilty of any breach of duty or trust in relation to the company may be compelled to repay the money or restore the property or compensate the company. There may also be criminal liability for this. (Companies Act 1964, s298)

(c) It is both a criminal offence and a civil offence for a person connected with a company, including a director, to deal in shares of the company, knowing that he has inside information in relation to the value of the shares. The criminal offence has a penalty of up to 10 years imprisonment and fines of up to IR£200,000 or €253,950. The civil liability extends to compensating any other party to the transaction who is not in possession of the relevant information and accounting to the company for any profit made on the transaction. (Companies Act 1990, Part V)

(d) There are significant restrictions on companies making loans to a director or to any person connected with a director. Until the Company Law Amendment Act 2001, which has very recently come into effect, the making of a loan by a company to a director, a shadow director or a “connected person” was forbidden. (A connected person will include any near relative of the director, someone in partnership with the director, or someone acting as trustee for a trust the principal beneficiaries of which are the director, his near relatives or a company which he controls. A company is connected with the director if it is controlled by that director.)

(e) Also forbidden were the making by the company to such persons of “quasi-loans”, i.e. transactions where the company pays or agrees to pay or reimburses or agrees to reimburse a sum for the director or connected person, credit transactions, i.e. hire purchase agreements, leasing transactions etc. and guarantees or provisions of security given by the company in relation to loans or quasi-loans for the benefit of the director or connected person. It is now permitted for a company to make a loan to a director in certain circumstances. You should take further legal advice if you wish to avail of this procedure.

(f) A person shall not at any one time be a director or shadow director of more than 25 companies. However, there are some exceptions to this rule, which are set out in Section 45 of the Companies Amendment (No 2) Act, 1999.

B. Enforcement of the Companies Acts

(a) The 2001 Act established the Office of a Director of Corporate Enforcement whose main functions are to enforce and encourage compliance with the Companies Acts and to investigate and prosecute offences under the Acts.

(b) The 2001 Act also increases standard fines for breach of the Companies Acts to €1,500 and increases the maximum period of imprisonment for breaches of the Acts to five years.

C. Disqualification and restriction of directors

(a) Any person who has been a director of a company within 12 months of it going into liquidation or receivership who fails to satisfy the High Court that he or she acted honestly or responsibly in relation to the conduct or affairs of the company will be restricted for five years from being a director or secretary or being involved in the formation of the company unless the company is adequately capitalised. In the case of a private company, the capital requirement is €63,487 in allotted paid up share capital and in the case of a public company €317,435. (Companies Act, 1990, s.150)

(b) A director can be disqualified from standing as a director of the company if convicted of the offence of carrying on business to defraud creditors. If a person acts as a director while disqualified he is guilty of a criminal offence, the period of disqualification will be extended for a further 10 years and he will be personally liable for the debts of the company if it becomes insolvent during or within a period of 12 months after the disqualification order. (Companies Act, 1963, s.297)

Other Legal Obligations

Certificate of Incorporation

The certificate of incorporation should be displayed in the companies' premises.

Nameplate

Every company must affix a nameplate outside every office or place of business. The plate must be fixed in a conspicuous position and the name shown in letters easily legible.

Seal

After incorporation, a company has the option to engrave a company seal. This is used on any legal documents such as leases, contracts, indentures etc. A seal can be obtained via most stationery shops.

Company Letterhead Requirements

The following must be shown on all business letters:

- The full name of the company (the only permissible abbreviation is Ltd. for Limited)
- The names of the Directors
- Nationality if not Irish

The following additional particulars must be shown on letters and order forms:

- The place of registration e.g. registered in Dublin, Ireland
- The registered number i.e. number on the Certificate of Incorporation
- The address of the registered office (where this is already shown, the fact that it is the registered office must be indicated).
- In the case of a company, which is, being wound up the fact that it is so.

Proper Procedures of Meetings

a. After incorporation the Directors must have their first official meeting. A chairperson should be elected to facilitate the meetings.

b. The company secretary should circulate the agenda and Board papers (including the minutes of the last meeting) at least a week before this meeting. This will give Board members the opportunity to review and prepare questions as needed.

c. The company secretary should take the minutes of every meeting. He/she should record what is "done" by the group, and not what is "said" or "deliberated" by the members. The Secretary should be mindful of the Freedom of Information Act and the minutes should note the following:

- Name of Organisation
- Kind of Meeting
- Date/ time of meeting and place, when it is not always the same;
- The fact of the presence of the chairperson or secretary, or in their absence the names of their substitutes.
- The names of members in attendance and those who have forwarded apologies.
- Whether the minutes of the previous meeting were read and approved, or approved as corrected. The previous minutes at this point should be signed and dated by the chairperson.
- The date, place and time of the next meeting.

d. A meeting cannot proceed if a **quorum** has not been reached. This is the number that must be present in order that business can be legally transacted. This figure will be dependant on what has been specified in the Articles of Association.

e. The Articles of Association will dictate who shall have the casting vote in the event of an equality of votes, although this is normally the Chairperson of the Board of Directors of the Company.

f. As covered previously, every company must hold an Annual General Meeting each year. This must be in addition to any other meeting held in that year. The meeting must be specified as such and the notice given for the AGM should be 21 days. No more than 15 months should elapse between one AGM and the next.

Insurance

You are legally required to ensure than you have the following cover:

Public Liability Insurance: to cover legal liability for death, injury or illness to a member of the public caused by defects in your premises, products, and services or by negligence to you or your employees. This protects the organisation in the event of a claim being made arising from injury or damage to property.

Employer's Liability Insurance: this is similar to public liability and covers legal claims by your employees. This insurance protects the employer if an employee suffers injury as the result of the employer's failure to provide a safe place or system of work, suitable and safe equipment or if an employee suffers injury as the result of negligence of another employee. Whilst not compulsory in this country, it is most prudent to activate this type of insurance.

Conclusion

The above is by no means an exhaustive survey of the law relating to duties and liabilities of directors and secretaries, and it is only intended to give an idea as to the salient duties of directors and secretaries. The Memorandum and Articles of the company should be read in conjunction with this explanatory note and further legal advice should be sought in relation to specific points.

Section Ten: Useful Contacts

Name	Address & Contact Details
Access Ireland - Refugee Social Integration Project	Dominick Court, 40/41 Dominick Street Lower, Dublin 1. Tel: (01) 8780589, Fax: (01) 8780591, Email: info@accessireland.ie
Adult Education Centre	Clare Adult Education Service, Clonroad Business Park, Clonroad, Ennis, Co. Clare, Ireland Tel: (065) 6824819, Fax: (065) 6840515. E-mail: info@clareadulteducation.org, Website: www. clareadulteducation.org
Barnardo's National Children's Resource Centre	Christchurch Square, Dublin 8, Tel: (01) 4549699, Email: ncrc@barnardos.ie, Website: www.barnardos.ie
Border Counties Childcare Network	Unit 10D, M:TEK Building, Knockaconny, Armagh Road, Monaghan, Tel: (047) 72469, Email: bccn@eircom.net
Central Statistics Office	Skehard Road, Cork, Tel: (021) 4535000, Fax: (021) 4535555, Locall: 1890313411, Email: webmaster@cso.ie, Website: www.cso.ie
Centre for Environmental Living and Training	C/o East Clare Community Co-op, Main Street, Scariff, Co Clare, Ireland. Tel: (061) 640765 / 087-632 4644 Email: info@celnet.org
Childminding Ireland	9 Bulford Business Campus, Kilcoole, Co Wicklow, Tel: (01) 287 8466, Email: info@childminding.ie, Website: www. childminding.ie
Clarecare	Harmony Row, Ennis, Co. Clare. Tel: (065) 6828178, Fax: (065) 6841310 Email: info@clarecare.ie
Clare County Childcare Committee	1Kilrush Road, Ennis. Co. Clare, Tel: (065) 6864862, Email: info@clarechildcare.ie, Website: www.clarechildcare.ie
Clare County Council Building Control Authority,	Central Fire Station, New Road, Ennis, Co Clare, Tel: (065) 6846302, Website: www.clare.ie
Clare County Council Economic Development & Planning	Unit 1 Westgate, Business Park, Kilrush Road, Ennis, Co. Clare, Tel: (065) 6846232, Email: planoff@clarecoco.ie

Clare County Development Board	The Office of Director of Community and Enterprise, Quin Road Business Park, Quin Road, Ennis, Tel: (065) 6846222, Email: dceoff@clarecococ.ie
Clare County Enterprise Board	Enterprise House, Mill Road, Ennis, Tel: (065) 6841922, Email: clareceb@clareceb.ie, Website: www.clareceb.ie
Clare Children's Services	Lifford Road, Ennis, Tel: (065) 6863500 Fax: (065) 6863518, Email: ceis@mailh.hse.ie
Clare Immigrant Support Centre	Unit 13, Carmody Street, Business Park, Carmody Street, Ennis. Tel: 065 6822026
Clare Life Long Learning Network (CLLN)	Co. Clare VEC Adult & Community Education Service, Unit 10A Carmody St Business Park, Carmody Street, Ennis, Co Clare. Tel: (065) 6843490
Clare Sports Partnership	10 Carmody Street Business Park, Carmody Street, Ennis, Co. Clare, Tel: (065) 6865434, Fax: (065) 6824928, E-mail: info@claresportspartnership.ie, Website: www.claresportspartnership.ie
Clare Women's Network	Clonroad Business Park, Ennis, Co Clare. Tel: (065) 6828731, Fax: (065) 6828731, E-mail: clarewomen@eircom.net
Department of Education & Science	Rosbrien Road, Punch's Cross, Limerick, Tel: (061) 430000, Email: Midwestern@education.gov.ie
Department of Health and Children	Hawkins House, Hawkins Street, Dublin 2, Tel: (01) 6354000, Email: info@health.gov.ie
Department of Enterprise, Trade and Employment	23 Kildare Street, Dublin 2. Tel: (01) 6312121, LoCall: 1890 220 222, Fax: (01) 6312827, Email: info@entemp.ie
Department of the Environment	Custom House, Dublin 1, Tel: (01) 8882000, Email: department@environ.ie
DESSA – Disability Equality Specialist Support Agency	Fumbally Court, Fumbally Lane, Dublin 8, Tel: (01) 4163548, Fax: (01) 4536861, Email: info@dessa.ie, Website: www.dessa.ie

Disabled People of Clare	Unit 11, Clonroad Business Park, Clonroad, Ennis, Co. Clare, Tel: (065) 6843488 / 6843955, Email: dpoclare@eircom.net
Eirí Corca Baiscinn	Community Centre, Circular Road, Kilkee, Co. Clare. Tel: (065) 9056611, Fax: (065) 9056602, Email: info@eiri.org
Enable Ireland	Unit 2, Clonroad Business Park, Ennis, Co Clare. Tel: (065) 682 3060
Ennis Chamber of Commerce	54 O'Connell Street, Ennis Co Clare. Tel: (065) 6842988, Fax: (065) 6821544, E-mail: info@ennischamber.ie
Ennis Citizens Information Centre	Bindon Lane, Bank Place, Ennis, Co. Clare, Tel: (065) 684 1221, Fax: (065) 684 0372, Email: ennis.cici@citizensinformation.ie
Ennis Community Development Project	Ennis Community Development Project, Unit 2, Mill House, Mill Road, Ennis, Tel: (065) 6869026.
Ennis West Partners	Centrepont, Ennis, Co. Clare. Tel: (065) 6823339, E-mail: ewpennis@eircom.net
Environmental Health Officer	Sandfield Centre, Sandfield, Ennis, Tel: (065) 686800
Equality Authority	2 Clonmel Street, Dublin 2, Tel: LoCall 1890 245 545/ 01 4173333, Email: info@equality.ie
Family Resource Centres	<p>East Clare Community Support, Derg House, Connaught Rd., Scarriff, Co.Clare. Tel: (061) 640977, Email: eastclarecdp@eircom.net</p> <p>Killaloe/Ballina Family Resource Centre, 2 Ryagan House, Shantraud, Killaloe, Co.Clare. Tel: (061) 374741, Email: killaloeballinafrc@eircom.net</p> <p>Kilrush Family Resource Centre, Toler Street, Kilrush, Co.Clare. Tel: (065) 9052173, Email: kilrushfrc@eircom.net</p> <p>North West Clare Family Resource Centre, 12 New Road, Ennistymon, Co.Clare. Tel: (065) 7071144 Email: efrc@eircom.net</p> <p>Shannon Family Resource Centre, Respond Community Building, Rineannea View Estate, Shannon, Clare. Tel: (061) 707600 Email: shannonfrc1@eircom.net</p>

FÁS - Ennis Employment Services Office	42 Parnell Street, Ennis, Co Clare, Tel: (065) 6829213, Fax: (065) 6828502
Food Safety Authority of Ireland	Abbey Court, Lower Abbey Street, Dublin 1, Tel: (01) 8171300, Email: info@fsa.ie
Forbairt Náíonraí Teoranta	7 Cearnróg Mhuirfean, Baile Átha Cliath 2, Tel: (01) 6398442, Email: forbairtnaionrai@eircom.net
Garda Central Vetting Unit	Racecourse Road, Thurles, Co. Tipperary, Tel: (050) 427300
Government Publications, Sales Office	Sun Alliance House, Molesworth Street, Dublin 2. Tel: (01) 6793515 Website: www.opw.ie/ view government supplies agency section
Health and Safety Authority of Ireland	The Metropolitan Building, James Joyce Street, Dublin 1, Tel: 1890 289 389, email: info@hsa.ie, Website: www.hsa.ie
Health and Safety Authority Limerick	Ground Floor, Park House, 1 - 2 Barrington Street, Limerick, Fax: (061) 419559
Health Promotion Unit	Department of Health and Children, Hawkins House, Hawkins Street, Dublin 2, Ireland. Tel: (01) 6354000, Fax: (01) 6354372, Web: www.healthpromotion.ie
Health Service Executive West	<p>Children First Advice and Information Officer River House, Gort Road, Ennis, Tel: (065) 6863919</p> <p>Community Development Service River House, Gort road, Ennis, Tel: (065) 6863927, Fax: (065) 6863983</p> <p>Pre-school Inspection and Information Services (Clare) River House, Gort Road, Ennis, Tel: (065) 6863902</p> <p>Sláinte Health Information Centre Museum House, Francis Street, Ennis. Tel: ((065) 6865800/6865839</p>

Irish Congress of Trade Unions	Springfield House, Harmony Row, Ennis, Co Clare. Tel: (065) 6841009, Fax: (065) 6842132
Irish Co-operative Organisation Society Ltd.	84 Merrion Square, Dublin 2, Phone: (01) 676 4783, Fax: (01) 662 4502
Irish Pre-school Playgroups Association	The Early Childhood Organisation, Unit 4, Broomhill Business Complex, Broomhill Road, Tallaght, Dublin 24, Tel: (01) 6719245, Email: info@ippa.ie
Irish Refugee Council	88 Capel Street, Dublin 1. Tel: (01) 8730042, Fax: (01) 8730088, Email: refugee@iol.ie
Irish Steiner Kindergarten Association	Cappaduff, Mountshannon, Co.Clare, Tel: (061) 927944, Email: info@steinerireland.org
Irish Wheelchair Association	Áras Chúchulainn, Blackheath Drive, Clontarf, Dublin 3. Tel: (01) 8186 400, Fax: (01) 8333 873, Email: info@iwa.ie, Website: www.iwa.ie
Islamic Foundation of Ireland	163 South Circular Road, Dublin 8. Tel: (01) 4533242, Email: info@islaminireland.com, Website: www.islaminireland.com
ISPCC - Irish Society for the Prevention of Cruelty to Children	29 Lower Baggot Street, Dublin 2, Telephone: (01) 676 7960, Fax: (01) 678 9012, E-mail: ispcc@ispcc.ie
Mary Immaculate College	South Circular Road, Limerick. Tel: (061) 204929, Fax: (061) 204903. Website: www.mic.ul.ie
NAD - National Association for the Deaf	35 North Frederick Street, Dublin 1. Tel: (01) 8723800, Videophone: (01) 8171400, Minicom: (01) 8175777, Fax: (01) 8783629, Textmsgs: (01) 8783629. Email: nad@iol.ie, Website: www.nadi.ie
National Council for Curriculum and Assessment	24 Merrion Square, Dublin 2, Tel: (01) 6617177, Email: info@ncca.ie, Website: www.ncca.ie
National Children's Nurseries Association (NCNA)	Unit 12c, Bluebell Business Park, Old Naas Road, Bluebell, Dublin 12, Tel: (01) 460 1138, Email: info@ncna.ie
National Council for Blind Ireland	Head Office, Whitworth Road, Drumcondra, Dublin 9, Tel: 1850 334353, Email: info@ncbi.ie, Website: www.ncbi.ie/

National Council for the Blind Ireland Limerick Office	Lantern House, 48 Wolfe Tone St, Limerick Tel: (061) 316388
National Disability Authority	25 Clyde Road, Dublin 4, Tel: (01) 6080400, Email: nda@nda.ie
OBAIR	Main Street, Newmarket on Fergus, Co Clare. Tel: (061) 368845, Fax: (061) 368717, Email: obairnewmarket@eircom.net
Office of the Minister for Children	Hawkins House, Dublin 2, Tel: (01) 635 4000, Fax: (01) 674 3223, E-mail: omc@health.gov.ie, Website: www.omc.gov.ie
Pobal	Dublin Office, Holbrook House, Holles Street, Dublin 2, Tel: (01) 2400700, Email: enquires@pobal.ie
Respond Housing Association	Head Office , Airmount, Dominick Place, Waterford. Tel: (0818) 357901 (National Number) Fax: (051) 304007 Limerick Office , Community Building, Ballygrenan Close, Moyross, Limerick. Tel: (0818) 357901 Fax: (061) 326217
RIA - Reception and Integration Agency	Block C, Ardilaun Centre, 112-114 St Stephen's Green, Dublin 2. Tel: (01) 4183200, Fax: (01) 4183271, Email: RIA_Inbox@justice.ie
Rural Resource Development	Shannon Business Centre, Town Centre, Shannon, Tel: (061) 361144, Email: info@rrd.ie
St. Josephs Training Centre (Education and Training Centre for Travellers)	Gort Road Industrial Estate, Ennis, Co.Clare. Tel: (065) 6822922 Email: stjosephstc.ennis@eircom.net, Website: www.stjotc.ie
St. Nicholas Montessori Society of Ireland	Ground Floor, 29 Patrick Street, Dun Laoghaire, Co. Dublin, Tel: (01) 2805705, Email: snmta@eircom.net
The 'éist' Project	Pavee Point Travellers Resource Centre, 46 North Great Charles Street, Dublin 1, Tel: (01) 8780255, Email: ecce@pavee.iol.ie, Website: www.paveepoint.ie
Volunteer Centres Ireland	DMG Business Centre, 9/13 Blackhall Place, Dublin 7, Ireland, Tel: (01) 799 4517, Fax: (01) 799 4501, Website: www.volunteer.ie

Barnardos Bereavement Counselling for Children	Christchurch Square, Dublin 8. Tel: (01) 453 0355 Tel: (01) 473 2110 Fax: (01) 453 0300, Email: bereavement@barnardos.ie
Bullying Response Unit, Health and Safety Authority	10 Hogan Place, Dublin 2, Tel 01 6147000, Fax 01 6147020, Website www.has.ie
Centre for Early Childhood Development and Education	The Gate Lodge, St Patrick's College, Drumcondra, Dublin 9, Tel 01 8842110, Fax 01 8842111 Email early.childhood@spd.dcu.ie
Children's Rights Alliance	13 Harcourt Street, Dublin 2, Tel 014054823, Fax 01405 4826, Email info@cre.iol.ie, Website www.childrensrights.ie
Citizens Information Board	Tel: locall 1890 777121
Comhairle	7 th Floor, Hume House, Ballsbridge, Dublin 4, Tel 01 605 9000, Fax 01 605 9099, Email Comhairle@comhairle.ie, Website www.comhairle.ie
Comhchoiste Réamhscolaíochta	7 Cearnóg Mhuirfean, Baile Átha Cliath 2, Teil 01 639 8442/9, Faics 01 639 8401, Email comhchoiste@eircom.net
Employment Appeals Tribunal (EAT)	Davitt House, 65A Adelaide Road, Dublin 2, Tel 01 6313006, Lo-call 1890 220222, FAX 01 6313266
Environmental Protection Agency	PO Box 3000, Johnstown Castle Estate, Wexford Tel 053-9160600, locall 1890 335599 Email info@epa.ie, Website www.epa.ie
FÁS – Training & Employment Authority	27/33 Upper Baggot Street, Dublin 4, Tel 01 6070500, FAX 01-6070600 e-mail info@fas.ie Website www.fas.ie
FETAC, Further Education and Training Awards Council	East Point Plaza, East Point Business Park, Dublin 3, Tel 01 865 9500, Fax 01 865 0067, Email information@fetac.ie, Website www.fetac.ie
Gay & Lesbian Equality Network	GLEN, Tower 1, Fumbally Court, Fumbally Lane, Dublin8. Tel: +353 1 473 0563 Fax: +353 1 454 6663 Email: admin@glen.ie Website www.gcn.ie
Health Service Executive	Locall 1850 241850
HETAC, Higher Education and Training Awards	Mountjoy Sq., Dublin 1, Email info@hetac.ie, Website www.hetac.ie
High Scope Ireland, c/o Early Years Organisation (formerly NIPPA)	6c Wildflower Way, Apollo Road, Belfast, BT 126TA, Tel 04890662825, Fax 04890 381270 e-mail highscope@nipa.org www.nippa.org
Irish Business and Employers Confederation (IBEC)	IBEC Head Office: Confederation House, 84/86 Lower Baggot Street, Dublin 2 Tel 01 6051500, Website www.ibec.ie
Irish Traveller Movement	4/5 Eustace Street, Dublin 2, Tel 01 679 6577, Fax 01 679 6578, Email itmtrav@indigo.ie, Website www.itmtrav.com
Irish Society for the Prevention of Cruelty to Children	Head Office Address: 29 Lower Baggot Street, Dublin 2, Telephone: 01 676 7960, Fax: (01) 678 9012, E-mail: ispcc@ispcc.ie www.ispcc.ie

Labour Court	Tom Johnson House, Haddington Road, Dublin 4, Tel 01 6136666, Lo-call 1897220228 info@labourcourt.ie www.labourcourt.ie
Labour Relations Commission	Tom Johnson House, Haddington Road, Dublin 4, Tele: (01) 613 6700 Fax: (01) 613 6701, Lo call: 1890 220 227
National Consultative Committee on Racism and Interculturalism in Ireland (NCCRI)	Third Floor, Jervis House, Jervis Street, Dublin 1. Tel: +353 (0)1 8588000. Fax: +353 (0)1 8727621
National Framework Committees on Friendly Policies	C/o The Equality Authority, Clonmel Street, Dublin 2, Tel 01 4173341, Website, www.familyfriendly.ie/guidelines
Refugee Trust	73A Blessington St, Dublin 7, Tel 01 8820108, Fax 01 882 0633, Email refugeetrust@eircom.net, info@vita.ie Website www.refugeetrust.orh
Revenue Commissioners, Employer's Information	9/15 Upper O'Connell Street, Dublin 1, Tel. 01 8655000, Locall 1980 333425 Website www.revenue.ie

Section 11 – Appendices – List of Information included on CD ROM

- 1. Sample Cheque Requisition Form**
- 2. Sample Job Description – Room Leader**
- 3. Sample Job Description – Room Assistant**
- 4. Sample Job Description – Childcare Manager**
- 5. Sample Job Application Form**
- 6. Sample Temporary Employment Contract**
- 7. Sample Disciplinary Procedure**
- 8. Sample Grievance Procedure**
- 9. Sample Dignity & Respect at Work Policy**
- 10. Sample Leave Request Form**
- 11. Sample Supervision Policy**
- 12. Sample Appraisal Form**
- 13. Sample Supervision Form – Employee**
- 14. Sample Supervision Form - Employer**

