

CHARITIES GOVERNANCE CODE COMPLIANCE RECORD FORM

Charity Name	<b>CoisCéim Dance Theatre</b>
Registration Charity Number (RCN)	20031435
Annual Reporting Period	01 January - 31 December 2025
Date approved by the Board of Charity Trustees	13 May 2026

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

Please fill in this form to record:

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

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

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

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

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

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

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

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

You can add or delete columns as required.

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

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

**Principle 1: Advancing Charitable Purpose**    **CORE STANDARDS**

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The purpose of CoisCéim Dance Theatre is to promote the study and improve the understanding of the Arts as defined in the Arts Acts 1951,1973 and 2003. The charitable objects are clearly stated in the Company's Governing Document (Constitution). The Company also publishes its Mission Statement and Values Statement</li> </ul>	<ul style="list-style-type: none"> <li>- Information on the charities purpose is clearly stated on the Charities Regulator's website</li> <li>- The charity's Mission Statement and Values Statement are downloadable from the company's website (<a href="https://www.coisceim.com/us/about/">https://www.coisceim.com/us/about/</a>)</li> <li>- The company's Constitution can be downloaded from the Company's website</li> <li>- The charity's Mission &amp; Values Statements are clearly stated in the Welcome Pack for Board Members / Charity Trustees</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim has a number of paid employees under full-time, part-time and freelance contracts. These are necessary for the company to achieve its charitable objects to provide public benefit and rates of pay and conditions are in line with the Company's Pay Policy and published on the company's website for transparency</li> <li>- Board members (Charitable Trustees) cannot be employed by the company</li> </ul>	<ul style="list-style-type: none"> <li>- CoisCéim is committed to transparency, equality and dignity at work and publishes information on working with the company on its website (<a href="https://www.coisceim.com/us/about/governance/">https://www.coisceim.com/us/about/governance/</a>). It is a signatory to "Safe to Create's" Code of Behaviour</li> <li>- CoisCéim takes part in the annual industry salary survey by Theatre Forum to build data in relation to rates of pay &amp; industry norms. The company strives to benchmark rates of pay against the national average</li> <li>- When joining the Board of Directors, Charitable Trustees agree to behave in accordance with a Code of Conduct that focuses on the responsible and efficient delivery of the Company's charitable objects.</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The Charity operates under a Board approved strategic plan that sets out a number of goals to advance the charitable objects of the company see published strategic plan, THREE ANCHORS TO THRIVE - <a href="https://www.coisceim.com/news/three-anchors-to-thrive/">https://www.coisceim.com/news/three-anchors-to-thrive/</a></li> <li>- In line with these goals, the Executive prepares an annual preliminary programme of achievable activity with associated budget for approval of the Board of Directors / Charitable Trustees in the autumn of each year</li> <li>- This plan and budget are reviewed and revised plans prepared for examination and approval by the Board following the outcome of the Arts Council's strategic funding decision in January/February of each year. Once approved this plan &amp; budget form the basis for the company's activity programme</li> </ul>	<ul style="list-style-type: none"> <li>- The Strategic Plan underpins the Company's funding applications to state bodies including Arts Council of Ireland and Dublin City Council</li> <li>- It is a condition of funding that Revised Plans submitted to the Arts Council of Ireland are achievable. CoisCéim has been a revenue / strategic client of the Arts Council of Ireland and Dublin City Council for over thirty years with a consistent track record in the delivery of its annual programmes</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim's Revised Plans are subject to intense scrutiny by the Charities Trustees and approval is conditional on the ability of the annual of programme of activity to be able to realised</li> <li>- Contingency is included in all budgets</li> <li>- Revised Plans submitted to the Arts Council must be able to demonstrate that they can be realised within accountable levels of financial risk</li> <li>- Plans submitted to Dublin City Council and other funding bodies must be able to demonstrate that they can be realised within accountable levels of financial risk</li> </ul>	<ul style="list-style-type: none"> <li>- CoisCéim has been a revenue / strategic client of the Arts Council of Ireland and Dublin City Council for over thirty years and operates in accordance with their cash flow conditions</li> <li>- As with all strategic clients, CoisCéim meets with an officer of the Arts Council on an annual basis to detail its Plan for the year and how it will be financed</li> <li>- CoisCéim has also received grant aid from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media, Culture Ireland and been commissioned by 14-18NOW in the UK - all of which have stringent conditions in terms of operating within realisable budgets</li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim’s strategic plans take the company’s charitable objects, mission statement and statement of purpose as a starting point to reflect and review the organisation’s position at that time</li> <li>- The provision of “providing public benefit” is a core criterion in relation to all projects/activities that the company undertakes and each project is developed and evaluated in this optic</li> <li>- CoisCéim’s Board meets 5-6 times per year to review activity/delivery against strategic plans and specific targets</li> </ul>	<ul style="list-style-type: none"> <li>- Each strategic plan includes a reflection of recent activity in the context of the company’s mission statement / statement of purpose</li> <li>- Arts Council and Dublin City Council funding applications include information on how our programmes and activities benefit the public and how we intend to broaden, deepen and diversify the public’s engagements with the performing arts</li> </ul>

**Principle 1: Advancing Charitable Purpose** **ADDITIONAL STANDARDS**

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- Has a five to seven year strategic planning cycle with clear goals. Current strategic plan was adopted in June 2002 and runs from 2022 – 2028.</li> <li>- Has a two-phase annual planning &amp; budgeting cycle with preliminary costed plans for the following year examined and approved by the Board / Charity Trustees each autumn that are revised and adopted at the start of the year under consideration</li> </ul>	<ul style="list-style-type: none"> <li>- The strategic plan is submitted as part of the company’s major annual funding applications</li> <li>- The Arts Council of Ireland strategic funding submission and decision cycle defines the timing of the approval of preliminary and revised plans. The annual review meeting at the Arts Council also provides an external check on the company’s efforts to realise its strategic aims in a financially efficient manner through the activity programme</li> </ul>

**1.7 Make sure there is an appropriate system in place to:**

- **monitor progress against your plans; and**
- **evaluate the effectiveness of the work of your charity.**

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- A Board Report is prepared by the Executive for distribution to the Board ahead of every board meeting that monitors progress against plans on an ongoing basis from an artistic, operational and financial perspective</li> <li>- Annual funding applications to the Arts Council and Dublin City Council also require a comparison of projected vs actual spend for all areas of the company's activity</li> <li>- Quarterly Financial Reports include budget vs actual statements as part of routine monitoring</li> <li>- Effectiveness of the Charity is evaluated in a number of ways               <ul style="list-style-type: none"> <li>○ Public Engagement</li> <li>○ Artistic Quality and Benchmarking</li> <li>○ Achievement of strategic goals</li> <li>○ Effective and Efficient use of Financial Resources</li> <li>○ Access and Inclusion</li> <li>○ Governance and Advocacy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Preparation of Board Reports ahead of all Board meetings</li> <li>- A pre-requisite of annual Arts Council and Local Authority Funding Applications includes monitoring progress and evaluation of the effectiveness of the charity</li> <li>- Quarterly Financial Board Reports provide ongoing financial monitoring</li> <li>- The company is audited in line with SORP ((Statement of Recommended Practice) as are large scale projects by and independent auditor</li> <li>- Press Coverage, Review, awards and international peer recognition are also used to evaluate the effectiveness of the charity to achieve its primary object "to further the advancement of the arts"</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim often works in partnership with other charities and not for profit organisations to deliver projects of varying scale and impact especially in the area of arts participation</li> <li>- As an integrated dance theatre company, CoisCéim is unique in an Irish context. In addition, it has a very strong and distinctive identity – it therefore very unlikely to merge with another charity</li> <li>- At least every five years, and as part of the development of a new strategic plan, the effectiveness of CoisCéim's collaborations and their ongoing relevance to the organisation are discussed as part of the evaluation process.</li> </ul>	<ul style="list-style-type: none"> <li>- CoisCéim has been a core partner on a number of recent co-productions of national and international profile including the major national &amp; international interdisciplinary projects, DANCEHALL BLUES , PALIMPSEST/SPARKING DEBATE, THESE ROOMS; the multi-partner co-production, INVITATION TO A JOURNEY and the collaboration with RHA Gallery, BODY LANGUAGE. In addition in 2022, CoisCéim began an important collaboration with two leading European cultural providers, the Comune di Bassano (Bassano City Council) in Italy and Le Gymnase CDCN in France with the transnational residency project, CHOREOGRAPHY CONNECTS</li> <li>- CoisCéim’s access and participation initiative BROADREACH collaborates constantly with local authorities, state agencies and non-profits in order to deliver its programme. Major partnerships include MOVING SIGNATURES in partnership with the Irish Museum of Modern Art (IMMA), the Ballyogan - EXIT15 Commission, the National Neighbourhood Project, ALIGHT! centred around a double decker bus and SHORELINE that brought together a primary school, choir and specially formed dance collective for people aged 50+ for DLR County Council.</li> </ul>

**Principle 2: Behaving with Integrity**    **CORE STANDARDS**

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim has clear succinct Mission, Vision &amp; Values Statements</li> <li>- CoisCéim strongly believes in transparency and good governance aims to comply with all prevailing legislation through a series of policy documentation most of which is publicly available</li> <li>- CoisCéim's Constitution places good governance at its core especially in relation to division of roles and responsibilities including an external company secretary and term lengths for Directors</li> <li>- CoisCéim is strongly committed to dignity at work and clearly states what people working with the company can expect and what is expected of them</li> <li>- CoisCéim is compliant with SAFE TO CREATE's (<a href="http://www.safetocreate.ie">www.safetocreate.ie</a>) Code of Behaviour since September 2023</li> </ul>	<ul style="list-style-type: none"> <li>- CoisCéim maintains an up to date Policy Documentation Summary Statement to aid ongoing compliance with prevailing legislation which is published on its website</li> <li>- CoisCéim's staff handbook is published at <a href="http://www.coisceim.com/us/work/">www.coisceim.com/us/work/</a></li> <li>- The following documentation &amp; policies are published at <a href="https://www.coisceim.com/us/about/governance/">https://www.coisceim.com/us/about/governance/</a> primarily in the governance section: (Strategic Plan   Three Anchors to Thrive; Tax Clearance Cert; Governing Document   Constitution; Mission &amp; Values Statement; Environmental Policy &amp; Action Plan; Audited Annual Financial Statements &amp; Report (5 years); Approved Charities Regulator Governance Code Compliance Record Form; Public Compliance Statement of Fundraising; Due Diligence   Beneficial Owner Statement; Feedback and Complaints Procedure; Donor Charter Statement: Details of Board of Directors; Privacy Statement (GDPR) - <a href="https://www.coisceim.com/privacy/">https://www.coisceim.com/privacy/</a>)</li> <li>- The following documentation &amp; policies are published at <a href="https://www.coisceim.com/us/work/policies/">https://www.coisceim.com/us/work/policies/</a> that details the working environment that we strive to maintain at all times: Dignity at Work Policy; Grievance and Disciplinary Procedures; Health &amp; Safety Policy; Child and Vulnerable Adult Policy; Child Safeguarding Statement; Grievance and Disciplinary Procedures; Guidelines on Social Media; Access and Inclusion Policy; Guidelines on Social Media; Personal Data Statement; Contagious Illness Statement; Rates of Pay (<a href="https://www.coisceim.com/us/work/">https://www.coisceim.com/us/work/</a>)</li> <li>- In addition, the Company operates in accordance with the following internal policy documents that are available upon request: Risk Policy &amp; Reserves Policy (Confidential to Board of Directors &amp; Executive); Internal Controls Checklist; Board Effectiveness Report; Organisational Summary Statement; Pay Policy; Maternity Policy; Board Members Welcome Pack including Board Member Code of Conduct; Statement of Matters for Decision by the Board; Conflicts of Interest Policy</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim has a Conflicts of Interest Policy covering the Board of Directors, Executive and Senior Staff members</li> <li>- All other employees and freelance personnel work in accordance with the company's Conflict of Interest Statement</li> <li>- Declarations of Conflict of Interest (real or perceived) appears on the agenda at all Board Meetings</li> </ul>	<ul style="list-style-type: none"> <li>- The policy is an internal document and is updated in parallel with the Board Members Welcome Pack. It is available upon request.</li> <li>- The company's Conflict of Interest Statement is published at <a href="https://www.coisceim.com/us/work/policies/">https://www.coisceim.com/us/work/policies/</a></li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The Code of Conduct for Board Members is contained within the Board Member welcome pack – it addresses all the issues detailed above</li> </ul>	<ul style="list-style-type: none"> <li>- This document is available upon request. Signature of the Companies Registration Office (CRO) B10 Form indicates acceptance of a Board Members commitment to abide by the company’s code of conduct.</li> </ul>

**Principle 3: Leading People CORE STANDARDS**

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- In 2018 CoisCéim undertook a comprehensive organisational review to clearly outline roles and responsibilities throughout the company and developed an “Organisational Summary Statement” that is reviewed at least every three years at the same time as the company’s risk policy - the most recent updates occurred in 2025.</li> </ul>	<ul style="list-style-type: none"> <li>- This document is available upon request</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim has a bespoke internship programme with formal education institutions. It does not have a volunteer programme. <a href="https://www.coisceim.com/dance/professional-development/">https://www.coisceim.com/dance/professional-development/</a></li> </ul>	<ul style="list-style-type: none"> <li>- For Educational internships - clear guidance on a case by case basis is given in relation to what is expected of the intern and what the intern can expect from CoisCéim – these are always shared with the intern’s host organisation and examples are available on request (GDPR compliant). These programmes were paused between 2020-2023 and recommenced in January 2024.</li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- All people working with CoisCéim are under either full-time / part-time or freelance contract or agreement. A detailed organisational review in 2018 addressed the issue of employee support, supervision and appraisal within a company of our size. The resulting Organisation Statement was most recently reviewed and updated in 2025.</li> </ul>	<ul style="list-style-type: none"> <li>- The most recent Organisational Summary statement is available upon request</li> </ul>

**3.4 Agree operational policies where necessary, to guide the actions of everyone involved in your charity.**

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim seeks to comply with all prevailing legislation and is aided by the fact that in most cases compliance is required for access to public funding.</li> </ul>	<ul style="list-style-type: none"> <li>- A list of CoisCéim’s current policy documentation and where to find it is detailed in Section 2.1 above</li> </ul>

**Principle 3: Leading People** **ADDITIONAL STANDARDS**

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- All Individual Employment Contracts and For Service Agreements detail each position's role and responsibility</li> <li>- The Organisational Summary Statement summarises these for the Board of Directors, Executive and Senior Staff members</li> <li>- The Matters for Decision by the Board document outlines where responsibility can be delegated or not</li> <li>- The roles and responsibilities associated with and Board subcommittees or working groups are contained within the Board Minutes of the Company</li> </ul>	<ul style="list-style-type: none"> <li>- The referenced documentation can be found as detailed in Section 2.1 above</li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The company does not work with volunteers. Information in relation to the company's intern programme are detailed in Section 3.2 above</li> </ul>	

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- Overall Company Strategy is developed by the Board together with the Executive and approved by the Board</li> <li>- Five Year Strategic Plans are developed by the Executive together with the Board and approved by the Board</li> <li>- Preliminary Annual Budgets and Corporate Plans are developed by the Executive and approved by the Board as part of the company's annual application to the Arts Council of Ireland</li> <li>- Following the decision of the Arts Council of Ireland, Revised Plans and Budgets are developed by the Executive and approved by the Board – these form the basis for the annual programme of activity</li> </ul>	<ul style="list-style-type: none"> <li>- Approval of Strategic Plans and Preliminary and Revised Plans and Budgets are documented in the Board Minutes of the Company</li> <li>- The Board Approved Annual Applications to the Arts Council are available upon request</li> </ul>

**Principle 4: Exercising Control**    **CORE STANDARDS**

**4.1 Decide if your charity's current legal form and governing document are fit for purpose. Make changes if necessary, telling the Charities Regulator in advance that you are doing so.**

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The Company updated its Governing Document and adopted a new Constitution compliant with prevailing charities legislation in 2016. This process was overseen by CoisCéim's external Company Secretarial Advisor</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 above for details on where to find the Constitution on the company's website. Filing of the Constitution with the CRO and the Charities Regulator of the Constitution is contained within email correspondence between the CEO and the Company Secretary at the time.</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"><li>- CoisCéim retains expert Company Secretary Advice to ensure that the company is kept aware of regulatory changes. Until May 2025, in line with requirements by the Charities Regulator, the role of Company Secretary was fulfilled by a competent member of the Board. Recent changes in legislation meant that from June 2025, CoisCéim returned to retaining an external expert as Company Secretary in line with best practice.</li></ul>	<ul style="list-style-type: none"><li>- CoisCéim's Company Secretarial Advisor from 2017 - 2023 was Penelope Kenny of Arts Governance.</li><li>- In June 2025, CoisCéim appointed James Clancy and Associates (<a href="https://www.jamesclancyassociates.com/">https://www.jamesclancyassociates.com/</a>) as Company Secretary.</li></ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"><li>- CoisCéim is committed to complying with the Charities Regulator "Guidelines for Charitable Organisations on Fundraising from the Public", which began with commitment to the ICTR (Irish Charities Tax Research) Statement for Guiding Principles for Fundraising that was formally discussed and adopted at a meeting of the governing body on 25 March 2015.</li><li>- This commitment is published on our website and is reviewed and updated annually</li></ul>	<ul style="list-style-type: none"><li>- Please see Section 2.1 above for details on where to find this statement on our website.</li></ul>

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<sup>1</sup> See Guidelines for Charitable Organisations on Fundraising from the Public - available from: <https://www.charitiesregulator.ie/media/1083/guidance-for-fundraising-english.pdf>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim’s annual financial statements are audited by an independent auditor in accordance with SORP. These statements are approved by the members (that comprise the Board of Directors &amp; current Executive) at the Annual General Meeting (AGM)</li> <li>- All annual budgets are approved by the Board</li> <li>- All loans and other major investments must be approved by the Board in line with the “Statement of Matters for Decision by the Board”</li> <li>- Internal Financial Controls are governed by the Internal Controls Checklist</li> <li>- Roles and Responsibilities in relation to Financial Management at CoisCéim are clearly summarised in the Organisational Summary Statement</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 for details of where to find the documentation listed above</li> <li>- The “Internal Controls Checklist” is based on the Charities Regulator’s document “Internal Financial Controls Guidelines for Charities – it is updated annually and available upon request</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- As part of the strategic review in 2017, the Executive together with the Board of Directors developed an approved Risk Policy that is updated at least every three years, most recently in May 2025. In addition, a Risk Register is an agenda item at all board meetings</li> </ul>	<ul style="list-style-type: none"> <li>- The Risk Policy is a confidential Board document that is available upon request</li> <li>- The Risk Register is contained within Board Meeting minutes</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim has both annual and project Employers and Public Liability insurances for €6.5million and €13million respectively</li> <li>- The company also has Directors &amp; Officers Insurance where cover is provided for claims arising out of actual or alleged breach of trust, breach of duty etc... as a matter of good practice in relation to the legal responsibilities of Charity Trustees as defined by the Charities Act, 2009</li> <li>- CoisCéim also holds material damage cover and Legal Expenses Cover.</li> </ul>	<ul style="list-style-type: none"> <li>- Copies of Insurance Policies are available on request from CoisCéim’s CEO/Producer at <a href="mailto:info@cosiceim.com">info@cosiceim.com</a></li> </ul>

**Principle 4: Exercising Control** **ADDITIONAL STANDARDS**

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- In accordance with advice from CoisCéim’s independent Company Secretarial Advisor the company implements and updates company policy documentation to achieve compliance with prevailing legislation</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 for a list of the Company’s policy documentation and where to find it.</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- As agreed at the Board Meeting of 05 Feb 2019, Risk is included as a permanent item on all Board Meeting Agendas</li> </ul>	<ul style="list-style-type: none"> <li>- The Risk Register is updated at each Board Meeting and included within the Board Minutes on an ongoing basis.</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim attends seminars on good practice led by organisations such as The Arts Council and industry resource organisations (Performing Arts Forum, Irish Theatre Institute, Dance Ireland) in order to achieve its goal of being at the forefront of good practice</li> <li>- CoisCéim is a member of a number of formal and informal networks that encourage the transfer of knowledge and information related to “good practice” of the production of performance and dance touring</li> <li>- CoisCéim’s Company Secretarial Advisor is tasked with keeping the Company informed of potential changes</li> <li>- CoisCéim also ensures that at least one member of its Board of Directors is skilled in the area of policy &amp; practice development to bring this perspective to Board Meetings</li> </ul>	<ul style="list-style-type: none"> <li>- CoisCéim Dance Theatre is a member of Dance Ireland, Theatre Forum, Create, Boardmatch and a member of the informal advocacy group, Let’s Talk About Dance</li> <li>- Executive Producer, Bridget Webster recently completed her term as a Board Member of Aerowaves, the European dance network</li> <li>- CoisCéim appointed two highly regarded international figures to its Board in 2021 to highlight our commitment to practice development</li> <li>- CoisCéim’s prioritises quality communications between Board and Executive on an ongoing basis including from time to time organising externally facilitated “away day” sessions for Board members to delve deeper into strategic questions</li> <li>- At least 2 board meetings a year include 30-45 minutes of Executive Free Time.</li> </ul>

**Principle 5: Working Effectively**    **CORE STANDARDS**

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim’s governing document defines the role of Chair and allows for the setup on subcommittees /working groups (including an audit subcommittee) as and when required</li> <li>- CoisCéim’s governing document defined the requirement for a Company Secretary. For good governance, CoisCéim’s retains an independent Company Secretarial Advisor who is not a member of the Board of Directors</li> <li>- The Board of CoisCéim is committed to balance and identifies trustees in accordance with the following principle – <i>ideally the Board of Directors of CoisCéim should always contain a minimum of one finance specialist, one policy/practice specialist, one artist from any discipline, one creative producer/not for profit strategist and one person from outside the sector.</i></li> <li>- When appointing new trustees, the Board of Directors collectively determines the skills sets and experiences that are required to maintain equilibrium and amplify the overall strength and capacity of the Board itself. In 2021 and 2025, the board recruited members through a public call-outs, which elicited a strong, quality response.</li> </ul>	<ul style="list-style-type: none"> <li>- Please see CoisCéim’s Governing Document – see Section 2.1 for details</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim’s Governing Document outlines the required notice periods for the Annual General Meeting (AGM) and if necessary EGMs (Clauses 24-37)</li> <li>- CoisCéim holds 5-6 meetings per year and the “Board Member Welcome Pack” details the notice period for the review of documentation and agendas</li> </ul>	<ul style="list-style-type: none"> <li>- Please see CoisCéim’s Governing Document – see Section 2.1 for details</li> <li>- CoisCéim’s “Board Member Welcome Pack” is available upon request</li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- Reporting on Activities and Review of Finances” are standard items in the Executive Board Report that is prepared and distributed in advance of all Board Meetings</li> <li>- Conflicts of Interest is a permanent item on every Board Meeting agenda</li> </ul>	<ul style="list-style-type: none"> <li>- CoisCéim’s Board Members Welcome Pack that includes details of standard Board meeting documentation is available upon request as are examples of the Executive Board Report and standard Board Meeting agenda.</li> <li>- CoisCéim’s independent audit includes a review of Board documentation for the year under consideration</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- An Executive Board Report is produced and circulated ahead of Board Meetings to ensure that Board members have the necessary facts and have time to request any clarifications / additional information to be able to make informed decisions</li> <li>- Draft Board minutes are sent to the Chair of the meeting for review within 72 hours of the meeting taking place to aid an accurate record</li> </ul>	<ul style="list-style-type: none"> <li>- Examples of the Executive Board Report are available on request</li> </ul>

**5.5 Consider introducing term limits for your charity trustees, with a suggested maximum of nine years in total.**

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- Clause 62 of the Company’s Governing Document detail the term limits for Board Directors / Charity Trustees – <i>“a retiring director shall be eligible for a further term or terms of office which, when aggregated with the terms already served, shall not exceed seven years in total or six years consecutively but not for any longer period.”</i></li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 for details of where to find the Company’s Constitution</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- New Board Members is a common meeting agenda item to ensure that the health and wellbeing of the Board moving forward is addressed</li> <li>- Before recruiting new members, a skills audit is conducted to determine what is required in a new member</li> <li>- Various methods are employed to search for new Board members to encourage diversity including public call outs and the use of external specialist agencies e.g. Boardmatch</li> <li>- Once identified, potential Board members will meet with the Chair and Artistic Director and often one other member of the Board.</li> <li>- Once invited, the induction process begins starting with the Board Member Welcome Pack and informal meeting with the Chair and CEO</li> <li>- All new Board members are offered independent induction training through Boardmatch Ireland</li> </ul>	<ul style="list-style-type: none"> <li>- The Board Member Welcome Pack is available upon request</li> </ul>

**5.7 Make sure all of your trustees understand:**

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"><li>- The Board Member Welcome Pack includes information on the items listed above and includes in their entirety the following documentation<ul style="list-style-type: none"><li>o Schedule of Matters for Decision by the Board</li><li>o Code of Conduct for Board Members</li></ul></li><li>- Both this document and the requirement for Charity Trustees to comply with the Company's Governing Document are referenced in this pack.</li></ul>	<ul style="list-style-type: none"><li>- The Board Member Welcome Pack is available upon request</li></ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"><li>- CoisCéim has a number of policy documents that aim to outline procedures to resolve potential conflicts in the best interests of all involved – these include:<ul style="list-style-type: none"><li>o Conflicts of Interest Policy</li><li>o Dignity at Work Policy</li><li>o Feedback and Complaints Procedure</li><li>o Grievance and Disciplinary Procedure</li></ul></li><li>- CoisCéim places importance on operating in an open, direct and honest manner and in the interests of transparency publishes most of its policy documentation on its website</li></ul>	<ul style="list-style-type: none"><li>- Please see Section 2.1 for details of where to find the policy documentation listed above.</li></ul>

**5.9 From time to time, review how your Board operates and make any necessary improvements.**

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- In 2018, 2021 and 2023 the Board reviewed its own effectiveness through an anonymous Board Effectiveness Questionnaire that was reviewed and analysed by the Company Secretary                             <ul style="list-style-type: none"> <li>o 2019   the recommendations were discussed at the Feb 2019 Board meeting and a number of actions taken including the set up a Board Development Working Group tasked with strengthening the Board and making it representative for the long term.</li> <li>o 2021   The work of this Working Group was completed with the appointment of four new Directors during 2021.</li> <li>o 2023   The final report and recommendations were presented to the Board including an updated process for the appointment of the Chair - the recommendations are currently being implemented as the board undergoes a period of renewal.</li> </ul> </li> <li>- The next review is scheduled for autumn 2026 using the Charities Regulator's "Board Appraisal for non-complex charities" template</li> </ul>	<ul style="list-style-type: none"> <li>- The Board Effectiveness Report is a confidential document available upon request</li> </ul>

**Principle 5: Working Effectively** **ADDITIONAL STANDARDS**

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- An Executive Board Report that includes an Activity Report, Finance and Management Update and other relevant information is circulated to the Board ahead of meeting to allow comments / queries to be responded to if required</li> <li>- From March 2026, all board materials are housed on a dedicated microsite within CoisCéim's secure cloud archive to ensure ease of access for all Board members together with internal communications / feedback options</li> </ul>	<ul style="list-style-type: none"> <li>- Details of Notice periods for Documentation is contained within the Board Member Welcome Pack – available upon request</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The formalisation of a Charity Succession Plan is part of the Board’s agenda for the coming year</li> <li>- COME AS YOU ARE - the Company's new Access and Inclusion Policy (2025 - 2028) includes reference to the Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 for details on where to find the Access and Inclusion Policy.</li> <li>- Development of a “Board/Executive Succession Plan” is underway.</li> </ul>

**5.12 Put in place a comprehensive induction programme for new charity trustees.**

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim has prepared a comprehensive Board Member Welcome Pack that together with the Conflict of Interest policy are sent to all new Board Members. This document includes the following information             <ul style="list-style-type: none"> <li>o An Introduction   comprising a short company biography, mission and values statement</li> <li>o The Role of the Board   including what is expected from Board Members and their role and responsibilities</li> <li>o The Schedule of Matters for Decision by the Board</li> <li>o The Code of Conduct for Board Members/Charity Trustees</li> <li>o Other Information   including contact information, a list of CoisCéim’s policy and governance documentation and other useful links</li> </ul> </li> <li>- Following the first board meeting informal meetings as and when required take place to ensure that new Board members have all the information that they need to be able to make a confident, meaningful contribution to Board business as soon as possible</li> <li>- Updates to the Board Member Welcome Pack take place from time to time with the input of new members to maximise relevance.</li> <li>- CoisCéim offers training to all new Board Members through Boardmatch Ireland</li> </ul>	<ul style="list-style-type: none"> <li>- The current Board Member Welcome Pack and associated Conflict of Interest Policy have been comprehensively updated with the help of two new Board members appointed in Feb 2019. It was further updated in 2022, 2023, 2025 and 2026. Both are available upon request.</li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The Board reviews its own effectiveness on an ongoing basis through an anonymous Board Effectiveness Questionnaires that reviewed and analysed by an independent Company Secretarial Advisor. See Clause 5.9 above for more information</li> <li>- All Board Members are required to comply with the Code of Conduct for Board Members and are duty bound to inform the Chair if they are no longer able to</li> <li>- CoisCéim is a small organisation with a limited membership. Subcommittees/working groups of the Board and Board / Executive are convened as and when is deemed necessary by the Board.</li> </ul>	<ul style="list-style-type: none"> <li>- The Board Effectiveness Report is a confidential document available upon request</li> <li>- The Code of Conduct for Board Members is available upon request</li> <li>- The formation and scope of Board working groups are detailed within Board Minutes</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The Board conducts a skills audit prior to the selection of new Board members</li> <li>- Governance training for Board members and Senior staff members is undertaken when required</li> <li>- All Board members are offered bespoke training through Boardmatch.ie and multiple board members have undertaken training since 2023 to upskill themselves</li> </ul>	<ul style="list-style-type: none"> <li>- The outcomes of skills audits are detailed in the minutes of Board meetings</li> <li>- In recent years both Board Members and senior staff members have attended events to improve understanding of changes in regulation and governance in the main hosted by the Arts Council of Ireland and the Charities Regulator</li> </ul>

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

- 6.1**    **Make sure that the name and Registered Charity Number (RCN) of your charity is displayed on all of your written materials, including your:**
- **website;**
  - **social media platforms; and**
  - **email communications.**

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The company's registered charity number appears on the following materials:                             <ul style="list-style-type: none"> <li>○ Letterhead</li> <li>○ As part of the footer of the website (appears on all pages)</li> <li>○ As part of the footer of company email communications</li> <li>○ Either within the company profile or as part of the company description on CoisCéim's social media platforms, namely Facebook, X(Twitter) and Instagram</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Evidence of inclusion on letterhead, email footer is available upon request</li> <li>- Website: <a href="http://www.coisceim.com">www.coisceim.com</a></li> <li>- Facebook: <a href="https://business.facebook.com/pg/Coisceim/about/?ref=page_internal">https://business.facebook.com/pg/Coisceim/about/?ref=page_internal</a></li> <li>- X: <a href="https://x.com/CoisCeim">https://x.com/CoisCeim</a></li> <li>- Instagram: <a href="https://www.instagram.com/coisceimdancetheatre/">https://www.instagram.com/coisceimdancetheatre/</a></li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- As part of the Company Analysis (WWHW &amp; SWOT) that forms part of the basis for the Risk Policy, CoisCéim identifies its key stakeholders.</li> <li>- At the present time the Company's key stakeholders are:               <ul style="list-style-type: none"> <li>o Arts Council Ireland</li> <li>o Dublin City Council</li> <li>o Culture Ireland</li> <li>o Perform Europe / Creative Europe</li> <li>o Co-Production Partners &amp; Project Funders</li> <li>o Audiences of &amp; Participants in the Company's work</li> <li>o The Core staff and Artistic, Technical &amp; Production professionals who work with the company</li> <li>o The festivals and venues who present CoisCéim's work in Ireland and overseas</li> <li>o The general public</li> </ul> </li> <li>- CoisCéim's core funder is Arts Council Ireland, in addition to a formal written agreement, physical meetings and ongoing dialogue takes place to ensure an open and honest relationship exists. Similar arrangements exist with Dublin City Council and Culture Ireland</li> <li>- CoisCéim communicates with its stakeholders in multiple ways including formal written agreements, contracts, a dedicated webpage, newsletters and emailers, physical meetings and promotional marketing and advertising in all media</li> <li>- CoisCéim's commitment to ecological responsibility means that the company now concentrates on making sure that effective and efficient communication channels exist to inform and update all partners / funders / stakeholders appropriately within in the digital domain</li> </ul>	<ul style="list-style-type: none"> <li>- Communicating the core support of Arts Council Ireland is very important to CoisCéim – their logo appears on all our promotional materials, physical and digital in Ireland and overseas. Similar arrangements exist for Dublin City Council and Culture Ireland.</li> <li>- The company puts in place fit-for-purpose contracts with co-production partners, venues, festivals, production and Broadreach teams and ensures that roles and responsibilities of each party are clearly communicated and channels for questions and queries are open and transparent. A dedicated webpage: <a href="https://www.coisceim.com/us/work/">https://www.coisceim.com/us/work/</a> outlines the company's approach and acts as a staff handbook</li> <li>- Digital Newsletters and emailers are used to communicate directly with Audiences and Participants. The company's website and social media channels are also important tools to communicate with existing and potential audiences and participants</li> <li>- Promotional Materials, publicity and advertising are used to communicate with the general public</li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim’s stakeholders are involved in the planning, decision making and review processes as required and requested by the Board of Directors</li> <li>- CoisCéim also seeks input and feedback from independent experts in the development of strategic plan including facilitated sessions by experienced professional specialists</li> </ul>	<ul style="list-style-type: none"> <li>- As CoisCéim is a microorganisation, a number of stakeholders were asked to contribute to the research for the Diversity and Inclusion Policy – this information is confidential and available on request</li> <li>- The development of CoisCéim’s new strategic plan saw half day facilitated sessions at the start (June 2019), in March 2019 and in March 2022.</li> <li>- Board Away days also occurred in November 2024 and 2025 to inform strategic thinking</li> </ul>

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

- queries;
- comments; and
- complaints.

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim’s Feedback and Complaints procedure is published on the website and reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 details of where to find the Feedback &amp; Complaints Procedure.</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- Agreements between CoisCéim and its major funders govern reporting requirements, which the Company is committed to comply with</li> <li>- CoisCéim is committed to complying with the Charities Regulator’s “Public Compliance Statement on Fundraising” and publishes a “Donors Charter” for private donations</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 details of where to find the “Public Compliance Statement on Fundraising” and “Donors Charter” on the company website</li> </ul>

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

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- CoisCéim financial statements are independently audited in accordance with SORP and forms the main part of the company’s annual report that is published on the company’s website</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 for where to find CoisCéim’s annual report and financial statements for the last 5 years.</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The “Us” section of the Company’s website includes a downloadable list of policy and governance documentation that CoisCéim is committed to complying with.</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 for a full list of policy documentation and where to find it.</li> </ul>

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

Actions our charity takes to meet standards:	Evidence of our actions:
<ul style="list-style-type: none"> <li>- The Company’s Feedback and Complaints procedure is reviewed annually and considers remedies required to improve organisational practice in light of complaints received if not already implemented at the time of the complaint.</li> </ul>	<ul style="list-style-type: none"> <li>- Please see Section 2.1 for details on where to find the Feedback &amp; Complaints procedure.</li> </ul>