

Key Actions Arising

- 1. Actions already taken by the Abbey Theatre**
- 2. Further actions agreed between the Arts Council and the Abbey Theatre**

1.Actions already taken by the Abbey Theatre

Summary of key actions arising already taken by the Abbey Theatre Board and Executive which correspond to recommendations in the report. We will now further engage with the report's recommendations and findings to ensure a continual improvement in our governance culture and structures.

Compliance with the DPER Code of Practice for the Governance of State Bodies:

The Abbey Theatre will continue to apply the Charities Code, which it has implemented since 2020. Final clarification in relation to the DPER Code will form part of the upcoming review of the Memorandum and Articles of Association, in conjunction with the Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media, and the Arts Council.

Governance training for all new Board members has been introduced as part of induction since 2020, and the Governance and Nominations Committee, together with the Co-Directors and the Director of Finance and Governance, has been charged with reviewing annually the need for Board training sessions and organising these for Board members and senior management where appropriate.

Board records:

The Board and Executive have ensured that the Theatre's Compliance Officer is available to support all Committee work, including ad hoc Committees. All minutes are fully recorded for "Board member only sessions" following each Board meeting, and surveys of all Board members are undertaken following each Board meeting to collate feedback.

Governance structures:

The Board and Executive have updated all governance documents in relation to the Terms of Reference and codes of operation for all committees, in line with best practice. The performance of each committee is reviewed annually, and its work reported in the Abbey Theatre's Annual Report. The Theatre's governance has also been strengthened by the revision of roles in Senior Management and the appointment of a Director of Finance and Governance in 2023.

Employer Practices Liability Insurance cover:

Responsibility for the operation of such policies rests with the Executive Director and the Director of Finance and Governance, providing a clear line for engagement with insurers. Arrangements are now also in place for the Abbey Theatre's Insurance policies to be reviewed annually by the Finance, Audit and Risk Committee and discussed by the Board.

Governance Culture:

An organisational Culture Audit was undertaken by DCU in late 2023 and the Executive of the Abbey Theatre is working through the implementation of its findings. This was published on the Abbey Theatre's website in November 2023.

The IPA completed a Board Effectiveness Review in 2024, and its findings are currently being implemented by the Board, supported by the Executive.

Relationship with the Arts Council:

The Board and Executive of the Abbey Theatre are committed to working closely with the Board and Executive of the Arts Council, and will continue to work collaboratively to ensure that there is a positive and constructive working relationship between the two organisations.

2. Further actions agreed between Arts Council and Abbey Theatre

Alongside Crowe Ireland's recommendations, the Arts Council and the Abbey Theatre have further agreed a monitoring and implementation plan, which includes the following actions. The Abbey Theatre shall publish on its website bi-annual updates of implementation of progress against the Required Actions

General Assurance

The Executive Director and Chair of the Board of the Recipient shall provide an assurance in writing to the Council that (1) it accepts the findings of the Crowe Report; and (2) it shall take all reasonable and necessary steps to ensure that all the past failings by the Recipient identified in the Crowe Report shall not recur.
By September 2024

Adherence to the Code of Practice for Governance of State Bodies 2016 (2016 Code)

The Council requires the Recipient to:

1. Immediately identify which, if any, elements of 2016 Code do not apply to it and agree this with the required Government departments/s;
 2. Thereafter the Recipient shall confirm to the Council that it has in place all required governance policies and protocols which match the requirements of the 2016 Code; and
 3. Confirm to the Council that all such governance policies and protocols have been fully implemented.
- By 31 December 2024

Governance Culture

1. The Recipient shall provide the Council with an update on the implementation of the recommendations of the 2023 Governance Culture Review and the current status of implementation of those recommendations.
By 31 December 2024

2. The Recipient shall agree with the Council implementation dates for any recommendations yet to be implemented.
By 31 December 2024

Board Evaluation

3. The Recipient shall provide the Council with the recommendations arising from the 2024 Board Evaluation.
By 30 September 2024

4. The Recipient shall provide the Council with an update on the implementation of the recommendations of the 2024 Board Evaluation and the current status of implementation of those recommendations.
By 30 September 2024

5. The Recipient shall agree with the Council implementation dates for any recommendations yet to be implemented.
By 31 December 2024

Internal Control

The Executive Director of the Recipient and the Chair of the Recipient's Audit and Risk Committee shall provide an assurance in writing to the Council that the Recipient now has in place improved and effective internal controls for dealing with unplanned expenditure.
By 31 October 2024

Relationship with Council

The Council and the Recipient will jointly engage in a process to clarify the relationship and respective roles and responsibilities.
By 31 December 2024