

# PLAN FOR Organisation Governance and Management

## STRATEGIC CONTEXT

- The two arms of the organisation require certain common approaches to governance but in that they are different in terms of purpose and activity, there are also specific governance practices to be emphasised in relation to each.

### a. ICA as a membership organisation

The developments in relation to regulation and compliance are bringing a new focus to how voluntary bodies are governed and managed. These requirements are not negotiable, particularly in relation to financial oversight and to ensuring that good governance is both evident and effective. As a charity the ICA must not only achieve all regulatory requirements but must also be perceived publicly and by its members as an organisation operating to the highest standards of probity and transparency. Governance requires proper Board functioning and that all systems of management and oversight are in place.

### b. An Grianan

Both because of the Trust status and the responsibility of the ICA for the facility as a place of education and development, there is a significant responsibility for excellent governance as described above. There is an additional responsibility because of the nature of the particular 'businesses' of An Grianan (hospitality, recreation and education) to ensure that the necessary expertise is informing all decisions and delivering proper oversight.

## KEY GOALS

### 1. Achieving and maintaining excellence in Governance - compliance

Meeting all standards/compliance requirements and codes of practice which are required, and with particular reference to:

- company law
- charities regulation
- data protection
- financial governance
- employment practice
- health & safety
- governance Code
- principles / standards re Fundraising

### 2. Effective asset management

- Reviewing the two main fixed assets (AG and CO) to inform maintenance, development and management priorities
- Putting short and medium-term plans in place for maintenance, refurbishment and improvements of each facility
- Budgeting annually for planned maintenance
- Setting out a clear financing plan for any medium-term developments

### 3. Effective decision-making

- Reviewing decision-making processes and ensuring that all decisions are made on a properly informed evidence basis and effective and prudent use of funds

- Setting out clear objectives and progress indicators against which plans can be developed and monitored.

**4. Staff planning and development**

- Developing a plan to ensure that the appropriate staff are in place to deliver the requirements of each strategy
- Ensuring staff development and training needs are planned and contribute to the achievement of the strategic goals

## KEY GOALS Organisation Governance and Management

### 1. Achieving and maintaining excellence in Governance - compliance

Action	Steps	Target	Who leads
Ensure compliance with: a. company law b. charities regulation c. data protection d. financial governance e. employment practice f. health & safety g. governance code h. fundraising	Best practice in Board oversight of all governance matters  Audit of all requirements and of processes in place  Identification of gaps/areas for improvement  Board training plan Staff training plan Written protocols Annual plans for compliance maintenance and checks Reporting template for quarterly and annual reports  Effective use of professional advice on all compliance issues	Full compliance mid 2018  Staff training completed as required annually  Compliance through spot checks and annual audit	NEB  Officers working with Managers on audit and implementation  Monthly financial and MIS reporting to Finance Committee and NEB  Quarterly overall reports to NEB  Report in annual report

### 2. Effective asset management

Action	Steps	Target	Who leads
<b>Fixed assets review</b>	Complete annually	Up to date assets register in place Regular review to continue to maintenance and development planning	Manager in each facility
<b>Maintenance, refurbishment and improvement plans and budget</b>	Complete annually Annual plan prepared and budgeted Plan adopted annually by NEB Report quarterly to NEB	Ensure planned maintenance etc Maintain facilities as required to deliver strategic goals	Manager in each facility  Finance Ctee and NEB adopts plans
<b>Finance planning</b>	Develop proposals for medium term developments and associated costs All decisions on development to require costings prior to decisions	Medium term planning in place  Informed decision making	Manager in each facility  Finance Ctee and NEB

### 3. Effective decision-making

<b>Action</b>	<b>Steps</b>	<b>Target</b>	<b>Who to lead</b>
<b>Effective decision-making processes</b>	Agree decision-making process at first meeting of every new Board	Adopt process and sustain it as the mechanism for making decisions	President brings proposal to first meeting of NEB NEB and managers ensure implementation
<b>Clear objectives and progress indicators</b>	Ensure all planning required by the Strategy is in place Develop planning templates for decisions which state required information (objectives, proposals, costings, impact etc)	All decisions are clearly formulated and outcomes expected are clear and measurable	Managers/Officers agree templates  Manager in each facility prepares plans for adoption by NEB

### 4. Staff planning and development

<b>Action</b>	<b>Steps</b>	<b>Target</b>	<b>Who to lead</b>
<b>Workforce planning</b>	Review staffing requirements – numbers, deployment and skills – against strategies and annual workplans Develop annual and 2/3 year indicators of requirements Include proposals and costings in workplans	Ensure that the right staff are in place to deliver strategic goals and work plans	Manager in each facility  NEB adopts annual plans
<b>Staff development and training</b>	Review strategic goals to identify skills and competences required Review staff competences and skills annually and develop required training plans Training plans adopted as part of each annual workplan	Ensure necessary competence available and planned for	Manager in each facility  NEB adopts work plans