



Bray Community Addiction Team

Governance Implementation Plan

Approved 7 November 2016

Principle	Recommendation	Action	Time Frame	Responsibility	Review Date
Leading our Organisation	Establish Resource, Strategy & Governance Committee	Co-opt new members with expertise in relevant areas through Boardmatch	End of Q1 2017	Manager with oversight from BOM	April 2017
	Agreeing our vision, purpose and values and making sure that they remain relevant	Ongoing review of Strategic Plan and Work-plans	Twice per year – June & December over lifetime of Strategy	BOM through Resource, Strategy and Governance Committee (through current Board structure until end Q1 2017)	December 2016, 2017, 2018
	Active involvement in development of 3 year strategic plan	Review current strategy through annual Work-plan twice per year – mid cycle review in August 2017 to commence process for new strategy 2019-2021	Commence preparation for Strategic Plan 2019-2021 in August 2017	BOM through Resource, Strategy and Governance Committee	December 2018
	Board to consider dedicating one Board meeting per year for an overview and development of the Strategic Plan /Work-	December meeting of each year dedicated to current year Work-	December 2016,2017 and 2018	BOM through Resource, Strategy and Governance	Annual Work-plan June & December

	plan for the ensuing year. Implementation progress of the plan to be formally reviewed by the Board twice annually.	plan and following year Work-plan		Committee (through current Board structure until end Q1 2017)	
	The Board to consider assignment of responsibility for ongoing monitoring of strategy to the new 'Resource, Strategy and Governance Committee'. This Committee should develop and determine the KPIs and measures required by the Board to monitor implementation progress of the Strategic Plan. This Committee should initiate the development of each new Strategic Plan at the start of each 3 year cycle and ensure the development of the plan is adequately resourced. The Committee should also report implementation progress in relation to strategy to the Board on a regular basis.	Terms of Reference for Resource, Strategy and Governance Committee to include responsibility for monitoring of strategy, setting of KPI's and initiation and oversight of Strategic Planning	Terms of Reference – end Q 1 2017	Manager with oversight of BOM	April 2017
	Board to consider that responsibility for annual performance review of the Manager be assigned to the new 'Resource, Strategy and Governance Committee' and that a formal process for this review is to be worked through by this Committee.	Include Manager Performance Review to Terms of Reference of Resource, Strategy and Governance Committee  Current Review to rest with the Finance, Audit and Risk Committee until establishment of new Committee	Terms of Reference – end Q 1 2017	Chairperson Board of Management	April 2017
<b>Exercising Control over the Organisation</b>	Board to consider adopting and contracting an ongoing Internal Audit function for additional layer of oversight and independence in the monitoring of the effectiveness of internal controls. It might be considered that this function should report directly to the Finance,	Board approval for contracting of Internal Audit function  Internal audit plan by end Q1 2017	Approved November 2016  Internal Audit plan end Q1 2017	Board member with responsibility for Internal Audit function	Twice yearly

	Audit and Risk Committee.				
	Board to consider assigning responsibility for risk to the Finance & Audit Committee and to rename this Committee as the 'Finance, Audit and Risk Committee'. This Committee would then be responsible for managing the risk framework and regularly reviewing the Risk Register.	Board approval for inclusion of Risk  New terms of reference for committee  Recruit new member for Committee	Approved November 2016  Draft Terms of Reference in place  New member recruited by end Q1 2017	Board of Management	April 2017
	Board to consider having risk included as a standing item on the agenda for Board meetings, where Board review is restricted to a high level review (top 6-8 risks identified per risk register) impacting the viability and sustainability of the organisation. It might be considered that overall status of risk in the organisation is then included in periodic reports from the 'Finance, Audit and Risk Committee' to the full Board.	Board approval for inclusion of Risk as standing item on Agenda	Approved November 2016  Risk Register to be reviewed by end Q 1 2017	Finance, Audit and Risk Committee	April 2017
	Board to consider the preparation and adoption of a Business Continuity Plan	Board Approval for preparation and adoption of Business Continuity Plan  Preparation of Plan	Approved November 2016  Plan prepared and adopted by end Q 2	Board of Management	July 2017
<b>Being Transparent and Accountable</b>	Board to consider including stakeholder input in the development of the Strategic Plan of BCAT, i.e. at the start of each new 3 year cycle.	Include in Terms of Reference of Resource, Strategy and Governance Committee	Approved November 2016  Included in Terms of Reference of Committee by end Q1 2017	Board of Management	April 2017
<b>Working</b>	Board to consider a review of the	Review Handbook and	December 2016	Board of Management	Yearly

<b>Effectively</b>	current Management Committee Handbook to update it to reflect the current governance structure and workings of the organisation. It might be considered to rename this to the 'Board Handbook'	adopt new Handbook			
	Board to consider introduction of a new Sub Committee to delegate Board oversight responsibility for Resource, Strategy and Governance. A terms of reference for this Committee would subsequently be needed	Board approval for new Committee  Terms of Reference for new committee	Approved November 2016  Establish by end of Q1 2017	Board of Management	April 2017
	Board to consider assignment of detailed risk oversight to existing Finance & Audit Committee.	Board approval for inclusion of risk oversight	Approval November 2016	Board of Management	April 2017
	The Board might consider that a defined procedure for the selection and appointment of Chairs to the Board and to Board Sub Committees is set out in the Board Handbook and is adhered to by the Board.	Board approval	Approval November 2016  Procedure is outlined in Board of Management Handbook	Board of Management	December 2017
	The Board to consider having Board secretarial support assigned to a single function within the organisation. This person would support the role in organising meetings/events, maintaining and circulating of Board and Committee packs, recording minutes and organising training for Board and Committee members, when required.	Board discussion held and it was not considered feasible to have such a function available to the organisation	Review end of December 2017	Board of Management	December 2017
	Board to consider adopting a standard Term of Reference template for all sub	Board Approval	Approval November 2016	Manager to circulate	April 2017

	Committees of the Board		Terms of Reference for Finance, audit and Risk Committee drafted December 2016; Quality and Safety end Q1 2017 and Resource, Strategy and Governance end Q1 2017	BOM approval	
	Board to consider agreeing a Schedule (Dates and times) of Board meetings and Committee meetings for the forthcoming year at the start of each year.	Board Approval	Approval November 2016  Agreement at December meeting	Board of Management	December 2017
	Board to consider reserving private time during Board meetings, where management is not present.	Board Approval	Approval November 2016  Standing item on Agenda for each meeting	Chairperson	December 2017
	The Board might consider agreeing a convention on the minutes of Board meetings and Committee meetings, where minutes are circulated to members within a reasonable time limit after each meeting.	Board approval	Approval November 2016	Administrator/Manager	December 2017
	The Board might consider adopting a rule that all Board Committees meet at least 4 times per annum and that the Chair of the Board and the Committee Chairs should meet annually prior to finalising the planned meeting schedule for the forthcoming year	Board approval	Approval November 2016  Meeting schedules for 2017 for Board and existing committees set in December 2016  Information contained in Management	Chairperson	December 2018

			Handbook December 2016		
	Board to consider assigning responsibility for recruitment and development of new members to a new Committee – Resource, Strategy and Governance Committee.	Board approval	Approval November 2016  In Terms of Reference for Resource, Strategy and Governance Committee	Resource, Strategy and Governance Committee	April 2017
	Board to consider maintaining a competency and skills schedule to ensure best match is achieved when assigning members to Committees and to inform the nominations process when vacancies appear on the Board / Committees. Board to consider assignment of responsibility for the maintenance of a competency and skills schedule to the new 'Resource, Strategy and Governance Committee'.	Board approval	Approval November 2016  In Terms of Reference for Resource, Strategy and Governance Committee	Resource, Strategy and Governance Committee	April 2017
	Board to consider maintaining a training plan for Board and Committee members to be used to identify and fill training gaps.	Board approval	Approval November 2016  In Terms of Reference for Resource, Strategy and Governance Committee	Resource, Strategy and Governance Committee	April 2017
	Board to consider delegation for the development of a Succession Plan for Board and Management to the new 'Resource, Strategy and Governance Committee	Board approval	Approved November 2016  Within Terms of Reference of Resource, Strategy	Resource, Strategy and Governance Committee	April 2017

			and Governance Committee		
	Board to consider if the acquirement of fundraising skills in the voluntary sector is a requirement for BCAT and direct the 'Resource, Strategy and Governance Committee' accordingly.	Board discussion	Discussed November 2016  Defer to Resource, Strategy and Governance Committee	Resource, Strategy and Governance Committee	April 2017
	Board to consider adoption of a term limitation and rotation policy for Board and Sub Committee members and to include this policy in the Board Handbook.	Board approval  Inclusion in Board Handbook	Approved November 2016  Included in Board Handbook	Board of Management	Yearly
<b>Behaving with Integrity</b>	Board might consider introduction of annual self-evaluations for the Board and its Sub Committees and require each group to define an action plan on foot of each evaluation.	Board approval  Action plans to be approved in Q2 based on TOR	Approved November 2016  Work-plans drawn up by end Q1; review December 2017	Committee Chairs with External support	Yearly
	The Board and Chair might consider including a standing item on the Board agenda for 'Disclosures' by members, maintain a declaration of interests of Board members (updated annually) and review the conflict of interest policy annually.	Board approval  Include in February meeting	Approved November 2016  Standing item on February (or first) meeting of each year	Manager to ensure an Agenda item	Yearly