



Governance Code

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2. Background

Purpose of this document is to detail the Governance requirements of MGAI. The MGAI Committee consists of volunteers and is subject to election as per MGAI constitution as listed on www.mgaireland.com/mga-ireland-organisation/ . Policy documents currently exist on the following areas (All listed on MGAI website) and the primary purpose of this document (Governance Code) is to have an overarching document that can be used by the organisation and consolidate the number of documents/policies.

Current List of Document/Policies

- Code of Ethics & Good Practice
- Child Protection Policy
- Alcohol Testing Policy
- Anti-Bullying policy
- Guidelines for Children Travelling to Competitions
- Code of Conduct
- MGAI Constitution
- National Children's Officer role
- H&S guide to running MGAI Competitions

As part of the HSI Governance workshops in 2022 for all HSI affiliates, several areas were identified for review. These are documented in the self-assessment checklist for 'type A' organisations. MGAI was represented at these workshops by the MGAI Secretary and Treasurer executive officers. The following summarises the documents impacted.

	Title	Status	Amendments
1	Code of Conduct	Amended	Review/Approval Dates Duplication of Breathalyser Policy Title change from Riders to Members Chairperson references changed to Chairperson Social Media Policy Added
2	Code of Ethics and Good Practice Policy	Amended	Review/Approval Dates
3	Child Protection Policy	Amended	Review/Approval Dates

4	Alcohol Testing Policy	Removed	Already detailed in Code of Conduct
5	Guidelines for Children Travelling to Competitions	Amended	Review/Approval Dates
6	Anti-Bullying Policy	Amended	Review/Approval Dates
7	Concussion Card	Removed	Included in new Concussion Protocols
8	Concussion Management	Removed	Included in new Concussion Protocols
9	National Children Officers Role	Removed	Incorporated into new Governance Document
10	MGAI Constitution	Amend	Review/Approval Dates Membership application Process Executive Officer Continuity 'Chairman' changed to 'Chairperson'
11	H&S Guide to running MGAI Competitions	Amended	Review/Approval Dates
12	MGAI Risk Assessment Form for Competitions	No Change	Not used. Should be. Linked to H&S Guide
13	MGAI Competition Details from	No Change	Not Used. Should be. Linked to H&S Guide
14	MGAI Incident Form	No Change	Required to be completed for all falls/accidents
15	Governance Code	New	

16	Diversity & Inclusion Policy	New	
17	Social Media Policy	New	Added to Members Code of Conduct
18	Conflict of Interest	New	Included in Governance Code
19	Committee Roles/Job requirements	New	Included in Governance Code
20	Confidentiality Policy	New	Included in Governance Code
21	Committee Induction Checklist	New	Included in Governance Code
22	Policy/Procedure Review Process	New	Included in Governance Code
23	Formalisation and Review of Development Plans	New	Included in Governance Code
24	Concussion Protocols	New	

3. Chairperson Role

The Chairperson is responsible for leadership of the Committee and ensuring its effectiveness on all aspects of its role, including in the scrutiny and oversight of the committee, in contributing to the development of strategic goals and priorities, in the assessment of the organisation's performance and the adoption and implementation of good governance practices and arrangements.

It is expected that the Chairperson will display high standards of integrity and probity and set expectations regarding culture, values, and behaviours for the organisation and the tone of discussions at the Committee level. The Chairperson will also maintain and grow productive and constructive relationships with stakeholders in the pursuit of the aims of the organisation.

The Chair(person) of a Committee and of any Committee has specific responsibilities in leading the work of the Committee/Committee and in choosing the person to fill this role, it is essential that they have the skills, experience and time to fully carry out the important work on behalf of the organisation that comes with the position.

Main Duties of the Chair

He or she will:

- Provide leadership and ensure the Committee/Committee functions properly, in accordance with standing orders and keep an appropriate balance between strategic and operational focus in its work,
- Ensure the organisation is managed effectively,
- Represent the organisation in accordance with the media policy.

Key Skills

1 Be a Good Communicator

One of the exceptional Chairperson's secrets of success is effective communication with all stakeholders. Through effective communication, the Chairperson gains the confidence of their committee and provides clarity in the Committee room. The Chairperson's ability to communicate the organisation strategy to internal and external stakeholders and give stakeholders confidence in the organisation's future direction will build confidence in the leadership. An effective Chairperson does not lose sight of his/her main priority of building short- and long-term sustainability for the organisation.

2 Understand the Organisations Purpose

A Chairperson needs to fully understand the organisation's 'business, its culture, people and processes. They also need to understand the wider context in which it operates and prepare the organisation for all eventualities. Experienced Chairs can quickly identify opportunities and potential risks facing their organisation. They can engage with their committee and individual members at an early stage to discuss possible courses of action.

3 Preparation and Chairing of meetings

Ensure meeting processes, papers, agendas and other preparatory activity are of the necessary standard in addition to having the capacity and capability to Chair Meetings and ensure an open culture of dialogue and effective decision-making consistent with the schedule of reserved matters. The ability to manage meetings effectively is key attribute of the Chairperson.

The Chairperson must ensure that all the business is discussed in line with the agenda, that everyone's views are heard and discussed, that clear decisions are reached and accepted and that there is follow up to ensure agreed actions are carried out in line with Committee decisions. The Chairperson needs be able to manage the dynamics of the meeting to ensure that all voices are welcomed and the opportunity to contribute is available while safeguarding against possible over dominance by some members.

Good chairpersons do not lead on discussions but leave their input until later in any discussion while they attempt to draw a consensus from all that has been said in order to arrive at a decision. A Chairperson is careful not to allow their personality to dominate. They are willing to be challenged on their views and enjoy open debate and constructive challenge.

Role and Responsibilities

The chair will carry out the above duties by:

- Providing leadership to the Committee and the organisation – setting the tone and direction and ensuring the effective operation of the Committee,
- Ensuring the Committee fulfils its governance responsibilities, legal, ethical and accountability obligations to funding bodies and stakeholders,
- Ensuring a balance is struck between the strategic leadership and monitoring/ compliance roles of the Committee, ·
- Planning meetings, developing the agenda and chairing the meetings,
- Approving draft minutes of Committee meetings prior to submission to the Committee for approval, ·
- Ensuring that decisions made at meetings are implemented, ·
- Liaising with any working groups, ·
- Acting as a spokesperson or representative for the organisation and/ or for the Committee in accordance with the media policy, ·

4. Secretary Role

The primary role of the MGAI Secretary is to provide administrative support to the role of chairperson. In addition to the MGAI Club Secretary role, the MGAI Secretary fulfills what is often described as competitions secretary seen in other sporting organisations. Much of the hands-on administrative effort may be delegated to other club officers and volunteers, but responsibility for ensuring the overall, well-run club administration lies with the Secretary.

Main Duties of the Secretary

The role of secretary is a pivotal one in any sporting organisation and as a result is one of the most time-consuming roles in a club – the secretary must work in tandem with the chairperson and also regularly works with the club treasurer and communications officer in various ways. The secretary is also responsible for coordinating, announcing and minuting committee meetings such as the association AGM.

Club Secretary's role at a glance

Organising meetings

- Plan club meetings with the chairperson and agree an agenda with all club officers
- Circulate details of meetings (time, location, agenda etc.) to club members
- Take minutes and circulate to meeting attendees
- Follow-up with relevant parties on key actions arising from meetings
- Ensure meetings adhere to procedures of the club constitution (e.g. quorums and election procedures)

Club Correspondence & Communication

- Initiating and responding to all club correspondence (dealing with queries, official NGB correspondence etc.)
- Filing all club correspondence (incoming & outgoing)
- Adhere to Governing Body rules on communication (e.g. format/timing of response to written communications)
- Work with club PRO to ensure broader public awareness (and availability) of club correspondence (as appropriate)
- Compile report on club activities for AGM

General Administration

- Managing club membership, registration and competition entries
- Keeping an accurate record of contact details for members, officers and third parties
- Handling club insurance and related paperwork (e.g. filing of injury claims)
- Maintain appropriate records of membership and communication and club documents such as the club constitution
- Assist the Chairperson in strategic planning of ongoing club development

5. Treasurer Role

The overall role of the Treasurer is to ensure that all financial matters within the Club are managed correctly and efficiently. He / she must ensure that proper books of accounts along with proper controls and procedures are in place and adhered to. He / she should ultimately be responsible for all financial matters relating to the Club.

Main Duties of the Treasurer

To ensure proper financial records and procedures are maintained

- To oversee and present accounts and financial statements to the Committee on a regular basis.
- To ensure that appropriate accounting procedures and controls are in place and adhered to in relation to all financial matters.
- To ensure that the accounts are audited, meeting the auditing standards required and implementing any recommendations by the auditors.
- To liaise with other committee members about financial matters.
- To maintain the association's financial books, recording all income and expenditure, keeping track of bills, receipts and all money received by the association.
- To act as signatory on all Association bank accounts.
- To ensure compliance with relevant legislation.
- To advise on fundraising in the Association.

Financial planning and reporting

- To prepare a detailed financial budget at the beginning of each year, which should be agreed by the rest of the Executive Committee.
- To advise the Association of the financial implications of strategic and operational plans.
- To provide accurate and up to date assessment of the Association's finances at Executive and General Meetings.

6. Communications Officer Role

The overall role of the Communications Officer role is to promote the association. Principally;

- Use every opportunity to promote the Association focusing on Association fixtures and all other Association activities, using every channel possible.
- Provide members, the media and the wider community with timely and regular updates on Association fixtures and results and in-event scores where possible.
- Ensure the Association is well presented.

Main Duties of the Role

MGAI Website

- He / she is responsible for the ongoing and regular upkeep of the MGAJ website to ensure all relevant information relating to the Association can be found there.
- Coordinate additional contributors who can support the creation of website materials (articles, reports etc).

Establishing/Ensuring a Social Media presence

- He / she should familiarise themselves with the channels used by the MGAJ and by other Mounted Games bodies abroad. Maintaining a presence on every channel is difficult; Twitter, Facebook and Instagram are the recommended channels, though there is no requirement to be present on all three.
- Creating content for social channels or sharing that which is relevant.
- Upskilling or enlisting other trusted members with the skills to assist the administration of these channels, on event days and during other busy times.

Relationships with the media

- Establish a positive working relationship with the local media identifying key figures. • Respond to media queries in an efficient and timely manner.
- Present an Association policy in a positive manner and project our games and activities in a positive light.

Other Communications

- Identify trusted, like-minded individuals with useful skills to assist in the share of tasks and responsibilities.

SKILLS REQUIRED:

- Excellent oral and written communication skills.
- Good organisational skills.
- Ability to attract others to assist and work well in a team.
- Ability to recognise good news stories for the Association.

KNOWLEDGE:

- Have a good working knowledge of digital and social channels.
- Have sound knowledge of the Association policies and procedures.

***** Communication Officer Role may be carried out by any committee member. It does not need to be a dedicated role**

7. Child Safeguarding Officer Role

A Child Safeguarding Officer should be child centred in focus and have as their primary aim the establishment of a youth centred ethos. Their role is to represent the children in the Association, to highlight areas where improvements can be made, to ensure that the children's welfare is kept always to the fore of the Association. They also take responsibility for ensuring that all aspects of HSI Code of Ethics & Good Practice are being implemented. As the link between the youth members and the Committee, the Child Safeguarding Officer is part of the MGAI general committee.

THE CHILDREN'S SAFEGUARDING OFFICER ROLE WILL INCLUDE THE FOLLOWING FUNCTIONS (*This list is not exhaustive*):

- To influence policy and practice within the Affiliate in order to prioritise children's needs
- Familiarisation with all relevant documents and legislation
- Circulation of all relevant literature within HSI
- Liaise with all levels of the organisation
- To ensure that athletes, coaches, parents/guardians, officials and spectators are aware of and adhere to the 'Code of Ethics & Good Practice for Youth Sport in HSI'
- Ensure all new volunteers must undertake safeguarding training within 6 months of taking up their role (ROI – Code of Ethics and NI – Safeguarding Children & Young People in Sport.)
- Ensure volunteers successfully complete the Garda Vetting or AccessNI vetting process
- Remind volunteers re MGAI Code of Conduct
- Take responsibility for on-going education of the Code within the Association.
- Hold internal information sessions during the year where required Implement a Fair Play Policy for all levels of the Affiliate
- Promote an Anti-Bullying Ethos amongst young members/coaches/parents etc.

It is important to note that Children's Officers do not have the responsibility of investigating or validating child protection concerns within the club and have no counselling or therapeutic role. This responsibility lies with the Health Boards and Gardai.

Link to Garda Vetting Form Payment Page:

<https://www.horsesportireland.ie/governance/garda-vetting-form/>

8. Representative Roles

- “Area Representative” is a member who has been selected by the members in an agreed geographical area to represent these members on the General Committee. Apart from representing their members at committee level, duties include organising local training/practise sessions and competitions, recruitment of new members, and point of contact for running any MGAI national events in their regions including the provision of First Aid, Arena Setup, collection of equipment and clean up.
- “Rider’s Representative” means a member who is a riding member of MGAI elected to represent MGAI riders by the riders at committee level.
- “International Representative” means a member who has been elected to represent MGAI at International Mounted Games Association (IMGA) meetings and to report back to MGAI at committee level.

9. Governance Code of Conduct

Background

The Governance Code for Sport outlines the ethical standards relating to the conduct of behaviour expected from Committee members. Committee members have a responsibility to be loyal to the organisation, the committee and fellow committee members and be fully committed to the purpose and aims and all aspects of the organisation's activities. In fulfilling this role, committee members should be conscious of their fiduciary duties and ensuring that by their actions and behaviours they fulfil these duties.

Committee members should be required to adhere to the Code of Conduct for committee members. The Code of conduct must be reviewed and signed annually by each member of the committee. The purpose of a Code of Conduct is to set down the general principles and standards, which govern the conduct of committee members. This is part of maintaining a high level of public confidence in the organisation. The Code should set out basic objectives such as the establishment of an agreed set of ethical principles, the promotion and maintenance of confidence and trust, and also the prevention of the development or acceptance of unethical practices. The Code of Conduct should acknowledge the duty of all committee members to conform to the highest standards of business and personal ethics.

Committee members are obliged to comply with statutory and regulatory obligations, agreed policies, procedures, and standards adopted by the organisation. The organisation's core values should be clearly articulated, communicated and supported by detailed policies, guidelines, explanations, definitions, and examples, where possible. It is not possible for the documentation to provide for every situation which may arise. However, members must bear in mind that it is primarily their responsibility to ensure that all their activities, whether explicitly covered or otherwise by the Code, are for the organisation's benefit and are governed by the ethical considerations implicit in the Code.

General Principles

Integrity

The collective responsibility, authority, and confidentiality of the committee should be safeguarded. Members must commit to high standards in how they conduct themselves and are seen to conduct themselves and all of their activities to the highest possible standard. This requires disclosure by Members of outside employment/business interests in conflict or potential conflict with the organisation's business.

Accountability

In addition to the items discussed below, committee members should engage in good stewardship and oversight of an organisation's assets and resources and refrain from using organisational assets and resources other than for their specified purposes.

Gifts and Benefits

A member must not obtain personal advantage from any person dealing with the organisation. Expressly, a member must not accept or give any gifts or inducements where the value could appear that the person giving is attempting to influence the member to gain an advantage. Equally, the promotion of any gifts through donors or vendors should be achieved without any use of coercion in fundraising activities.

Information

The committee and individual members are required to respect the confidentiality of sensitive information held by the organisation. They must comply with relevant statutory provisions (e.g., Data Protection legislation, etc.). Former Board members should treat information received while acting in this capacity as confidential. Board papers remain the property of the Board and should be returned at the cessation of a member's term of appointment or resignation or the board member should confirm that the papers have been destroyed and soft copy or computer records deleted.

Obligations

The committee and the members are required to comply with all legal and regulatory obligations imposed on it. Committee members should be aware of their duty to conform to the highest standards of personal and professional ethics. Individual members are expected to act in good faith and in the best interests of your organisation at all times and to support the decisions of the committee.

External Environment

The committee is committed to promoting and preserving the health, safety, and welfare of stakeholders, and those with whom the committee interacts. The committee is responsible for:

- circulation of this Code of Conduct and a policy document on disclosure of interests to all Members for their attention.
- acknowledging receipt and understanding of same; and
- providing guidance and direction on such areas as gifts and entertainment and on other ethical considerations which arise routinely.

Committee General Responsibilities

- The committee and individual members must ensure that the organisation complies with the relevant legal, regulatory, and governance obligations.
- The members are expected to attend committee meetings on a regular basis and be prepared by reviewing committee documentation in advance, contribute to the decision-making of the committee, and share collective responsibility for the committee decisions.
- The committee has a formal schedule of matters specifically reserved for a decision to ensure conformance with its legal, regulatory, and governance obligations.
- Committee members are expected to act in the best interests of the organisation at all times and not in a representational capacity or for their own benefit or the benefit of a connected party.
- Committee members are expected to contribute to the work of committees or working groups that may be appointed by the Board from time to time.

In Summary

Ethical behaviour

Committee members:

- will not personally gain materially or financially from their role as trustee, nor will they permit others to do so as a result of my actions or negligence.
- will document expenses and seek reimbursement according to the procedure.
- will not accept gifts or hospitality without the prior consent of the chair.
- will use organisational resources responsibly, when authorised, per procedure.

In the committee room

- will strive to embody the principles of leadership in all their actions and live up to the trust placed in a committee member by the organisation.
- will abide by board governance procedures and practices.
- will support the setting and maintenance of an appropriate organisational culture and lead by example
- will strive to attend all committee meetings, giving apologies ahead of time to the chair if unable to attend.
- will study the agenda and other information sent to them in good time before the meeting and be prepared to debate and vote on agenda items during the meeting;
- will act independently in a personal capacity in promoting the aims of this entity in line with its governing document.
- will honour the authority of the chair and respect his or her role as meeting leader.
- will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making their voice heard.
- will accept a majority board vote on an issue as decisive and final.
- will maintain confidentiality about what goes on in the boardroom unless authorised by the chair or Board to speak of it.

Enhancing governance

- will continually seek ways to improve governance practices.
- will strive to identify suitable candidates for membership and appoint new members based on merit and in accordance with the nominations or selection process.
- will support the chair in his/her efforts to improve his/her leadership skills.
- will support the administration and executive functions with their fellow committee members, seeking development opportunities for him/her.

Review

The Board should consider the Code of Conduct as appropriate and approve at a board meeting. Any proposed revisions to the Code of Conduct should be approved at a meeting of the Board.

10. Confidentiality Policy

Background

Volunteers and Committee members of MGAI may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of MGAI that such information must be kept confidential both during and after volunteer service. Volunteers, including Committee members, are expected to return materials containing privileged or confidential information at the time of expiration of service.

Unauthorized disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal or possible legal action for damages etc.

Breaches in confidentiality may arise when private or confidential information whether written or verbal is shared with people without the organisations 's knowledge or consent. To avoid any misunderstandings or appearance of wrongdoing on the part of committee members, volunteers or others the procedures specified in this document should be followed to avoid breaches in confidentiality.

Most breaches of confidence are unintentional. They are often caused by conversations being overheard, by files being left unattended, or by poor computer security, however the consequences could be serious. Consequently, all personal identifiable information should always be held securely and, when used, treated with respect. This applies whether the information is held manually on computer, on video, audiotape or in someone's head.

Purpose

The purpose of this confidentiality policy is to ensure that matters of a confidential nature relating to the organisation and its work are not disclosed until such time as the Board has authorised such disclosure or until it becomes common knowledge in the ordinary course of the organisation communicating with stakeholders

This confidentiality policy applies to all members of the committee and its sub-committees, to volunteers and any member who may have such information as a result of their engagement with the organisation.

All of the above categories of people should be mindful that the principle of confidentiality applies to all information that:

- has not been made public by, or with the organization's authority.
- is or has been obtained during, or in the course of a person's involvement with the organization;
- relates specifically to the organisation's business and any individuals or companies or entities with whom the organisation has dealings.
- any matter under consideration by the organisation which might change its policies, procedures, activities or structures which has not yet been decided on.

None of the above however should limit any person with information from engaging in appropriate research and consultation about impending decisions in a discrete and appropriate way so as to better inform themselves about a matter. Such research and consultation must however be undertaken in such a manner as to not breach of the letter or the spirit of this policy.

Handling Confidential Matters

Individuals in the above categories should not release documents to, or discuss any matter with any person, without the prior agreement of the committee or a designated member of staff. Information termed as “confidential” in a contract or other written agreement made between the organisation and another party is deemed to always remain confidential.

Confidentiality and Stakeholders

MGAI recognises that a guarantee of confidentiality is an important factor in determining the level of trust stakeholders have in the organisation. The term stakeholder refers not only to individuals who use services, but also organisations and groups who engage with and share with it confidential information about their organisation. The policy applies to all staff, volunteers, and Committee members and continues to apply after their involvement has ended.

Information once received by volunteers, and Committee members, may not be used for any purpose other than that for which it was given; nor may it be passed on to anyone or another entity without the express permission of the giver, save as provided for by law.

What documents?

Any information about MGAJ and its applicants, grantees, donors, prospective donors, and any personal information about volunteers or other confidential information obtained by committees or consultants as a result of working with the MGAJ should be considered confidential and should be discussed only as appropriately required in connection with the organisation’s work.

All information concerning an applicant, grantee, donor, prospective donor, or other confidential information must be maintained in confidence, and particular care must be taken to avoid discussion of MGAJ affairs with third parties, unless authorization to do so is obtained from the Board/designated person, or as required by law.

All files, documents, and working papers of the MGAJ are the property of the MGAJ. Any committee member, or consultant who purposely, or through a failure to exercise reasonable care, causes confidential information to be disclosed may be subject to disciplinary action, up to and including termination and possible case for damages. The obligation to keep information confidential continues after a committee member, or consultant ceases to be employed by or affiliated with the MGAJ.

Personal Addresses

It is the policy of the MGAJ not to give out committee member’s personal addresses or phone numbers to outside persons. Anyone asking for personal information on staff or Board/committee members should be instructed to forward all calls, mailings, or invitations to the MGAJ secretary via irishmga@gmail.com.

11. Conflicts of Interest

Background

All organisations rely on the input and participation of many stakeholders who interact with the organisation. In trying to achieve breadth, depth and diversity, individual members may also encounter conflicting interests. Conflicts of interest and loyalty exist for every organisation. However, to ensure the integrity of any organisation, undue influence or conflicts, whether at the committee or volunteer level, requires acknowledgement and clarity of process.

Business ethics and protection is an integral part of any organisation. It supports the principle of behaving with integrity, which is being honest, fair, and independent. This translates into an obligation to understand, declare and manage conflicts of interests and loyalties to protect and promote your organisation's reputation. Conflicts of interest may occur when an committee member's private, business, or professional interests (including that of a relative, partner, connected person, etc.) compete with his/her duties as an committee member in a manner that may unduly influence the proper fulfilment of his/her duty towards the organisations. A conflict of loyalty can arise where a committee member may be involved in decisions and maybe (or perceived to be) potentially influenced by considerations other than the organisation's best interests. All conflicts of interests and loyalties should be considered from the perspective of a reasonable person.

Policy

Declaration re Conflicts of Interest/Loyalty a standing Agenda Item for Committee meetings providing an opportunity for members to declare a potential interest. This will facilitate a process for the communication and discussion of conflicts of interest/loyalty. This includes keeping a register of decision making and management of conflicts, and ensuring discharge of business at committee level, if a member must recuse.

12. Strategic Planning

A strategic plan is designed to help an organisation prepare for the future. It helps the organisation to have a long-term vision and it encourages a coordinated approach amongst committee members and volunteers in order to achieve it. It is an important method for communicating with stakeholders. It is a roadmap, and all well governed organisations will have a strategic plan in place.

- Agree our vision, purpose and values and make sure that they remain relevant.
- Develop, resource, monitor and evaluate a plan to make sure that our organisation achieves its stated purpose.

The strategic plan contains the vision, purpose and values, whilst the strategic plan should be properly resourced, monitored and evaluated to ensure the organisation is on track to achieve its goals within the plan.

There are a number of reasons why a strategic plan is important:

- It provides a clear direction for your organization
- It sets the vision, purpose and values
- It identifies the key goals/priorities
- It helps to focus activities during the year
- It can help to attract new members
- It can help you retain your current members
- It can encourage the involvement of volunteers
- It ensures efficient use of resources
- It's an expectation of funders/partners/sponsors
- It increases the chance of success for the organisation and helps it achieve its stated purpose

Whose responsibility is it to develop a strategic plan?

It is the responsibility of the Committee to ensure that all the principles of the Code are being upheld and delivered. It is the responsibility of the Board to ensure there is a strategic plan in place in the organisation, and to regularly review the implementation of that plan and evaluate its effectiveness. The Chairperson is tasked with ensuring that the principles of the Code are being implemented in the organisation and thus will be responsible for ensuring that the objectives and actions within the plan are being implemented internally.

How to develop a strategic plan?

The following are the suggested steps involved in creating a strategic plan:

Who should be involved?

The Committee should assign a sub steering group, comprised of a small number of Committee members and other volunteers. A project leader should be assigned to lead on the development of the plan and to ensure the process outlined below is followed.

1. Where is the organisation at now?

Make sure that your stakeholders are consulted during the strategic planning process. Conduct research of various groups, i.e. staff, your fans, members, riders, parents, coaches, public and communities, together with performing a situational analysis. A situational analysis consists of a SWOT, as well as Stakeholder Analysis and Resources Analysis.

2. Where does the organisation want to be in the coming years?

Create a vision, mission/purpose, values and key goals (priorities).

3. How does it get there?

Create SMART (Specific, Measurable, Achievable, Relevant and Time-Bound) objectives under each goal?

4. Writing and distributing the plan

Develop an external facing document which clearly sets out the direction of travel, goals and objectives. This external document will contain high-quality photographs and will take the key information from the internal plan and present it in a professional structure. The external plan should be sent to the key stakeholders e.g., members, sponsors, etc.

5. How do you know if the vision is succeeding?

Introduce regular monitoring of the plan regarding the progress against the targets set. This will ensure the organisation continues to move in the right direction and helps the Committee to realise when something has been achieved.

What are vision, purpose and values?

Vision

A vision outlines the ambition of the organisation. It clearly outlines where the organisation is heading. The vision should engage all stakeholders, exciting and motivating them to actively support the organisation in achieving the vision. The vision must be clear and ambitious but realistic.

Vision statement: in one sentence, it describes a clear and inspirational long-term desired change, resulting from an organisation's efforts and activities.

Purpose/Mission

The purpose/mission simply describes the organisation's current purpose and activities: what the organisation does, for whom, and what are the benefits. It ensures that everyone is on the same page as to why the organisation exists and what it does, while clarifying its role and activities with the stakeholders (i.e. sponsors, membership, etc.).

Mission statement: A one-sentence statement describing the reason an organisation exists. It is used to help guide decisions about priorities, actions and responsibilities.

Values

Values outline how the organisation behaves to its various stakeholders.

How to resource/implement, monitor and evaluate a plan

It is recommended that an external facing strategic plan should be shared with the various stakeholders (this could be online or in print and could be via an official launch). This is best practice and will provide the organisation with a tool to communicate with the key stakeholders, such as government, sponsors, funders, etc.

Ideally the final plan will include:

- A message from the Chairperson
- A review of the current position and 'health' of the organisation
- A statement of the new 'vision', purpose and values
- An outline of the key goals

- An outline of the objectives and key actions required to deliver these objectives
- An outline of the resources and finances required (this will also include the governance structure, and will have been evaluated and worked through carefully with the management/executive lead of the organisation)
- An outline of how the plan will be monitored throughout the year

Regular monitoring of the strategic plan at committee level is essential to ensure that progress towards achieving the goals, objectives and overall vision is being made. It is recommended that the Committee review the goals and objectives every quarter at its meetings, or at least twice a year. The Committee should be given an internal monitoring and evaluation report that shows the following:

- Progress against KPIs and targets
- Use of resources
- Highlight of any issues occurring
- Milestones being achieved

Once the Association has come to the end of the timeframe of the strategic plan, it should start the process again by conducting new research, setting up the various workshops to identify the goals and objectives for the years ahead.

13. Committee Induction Checklist

Background

A committee induction pack should include all key documents required by the committee member for the fulfilment of their tasks and functions and be provided to newly-appointed committee members.

Information provided to new appointees should include:

- Governance Code – Must be signed by all new members and filed by Secretary
- Code of Ethics & Good Practice
- Child Safeguarding Policy
- Diversity and Inclusion Policy
- Anti-Bullying policy
- Guidelines for Children Travelling to Competitions
- Code of Conduct
- MGAI constitution

Review

This committee Induction Checklist is approved by the committee and reviewed by the committee annually.

14. Policy/Procedure Review Process

All documents covering procedures and policies should be reviewed on a least three year cycle. For this reason version history and change control should be implemented on all MGAI policy and procedures documents with change/control implemented. The list of affected documents is as follows; i

- Code of Ethics & Good Practice
- Child Safeguarding Policy
- Alcohol Testing Policy
- Anti-Bullying policy
- Guidelines for Children Travelling to Competitions
- Members Code of Conduct
- MGAI constitution
- Governance Code
- Concussion Protocols
- H&S Guide to running MGAI competitions

15. Committee Document Approval

Document Approval

Author	Date	Version	Change Reference	Committee Approval
Ted Creed	31 st Oct 2022	V1.0	Draft Version	29th Nov 2022