



Code of Governance

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Available on request:

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www.charitygovernancecode.org

Good governance is fundamental to a charity's success. It enables and supports a charity's compliance with the law and relevant regulations. It also promotes a culture in which everything works towards fulfilling the charity's vision.

A charity is best placed to achieve its ambitions and aims if it has effective governance and the right leadership structures. Skilled and capable trustees will help a charity attract resources and put them to best use. Good governance enables and supports a charity's compliance with relevant legislation and regulation. It also promotes attitudes and a culture where everything works towards fulfilling the charity's vision.

It is the aim of this Code to help charities and their trustees develop these high standards of governance. As a sector, we owe it to our beneficiaries, stakeholders and supporters to demonstrate exemplary leadership and governance.

The Code is not a legal or regulatory requirement. It draws upon, but is fundamentally different to, the Charity Commission's guidance. Instead, the Code sets the principles and recommended practice for good governance and is deliberately aspirational: some elements of the Code will be a stretch for many charities to achieve. This is intentional: we want the Code to be a tool for continuous improvement towards the highest standards.

This Code is designed as a tool to support continuous improvement. Charity boards that are using this Code effectively will regularly revisit and reflect on the Code's principles.

Compliance with the law is an integral part of good governance. This Code does not attempt to set out all the legal requirements that apply to charities and charity trustees, but it is based on a foundation of trustees' basic legal and regulatory responsibilities. The seven Code principles build on the assumption that charities are already meeting this foundation. 2024

The Executive Committee of Grimsby, Cleethorpes and district Civic Society endeavour to comply with, and adhere to, high standards of governance as set out in the Charity Governance Code. The Executive Committee intends to follow this Code by addressing each element as a *working document* requiring regular updating by applying the following key:

Key:

1. **ongoing** *an element which is considered as being under constant consideration ie accepted as part of standard Exec. Comm. procedure*
2. **needs addressing** *an element which GCdCS Executive Committee recognises needs improvement*
3. **urgently requires addressing** *an element which GCdCS Executive Committee recognises impedes the Society's functionality*
4. **non applicable** *an element which is considered as not being part of GCdCS operation at the time of writing*

notes:

- **no 'fails'** – *this Code of Governance should be read as a 'Working Document' in that it is constantly under review by the Executive Committee*
- **For 'Executive Committee' read 'Executive Committee of GCdCS'**
- **For 'Grimsby Cleethorpes & District Civic Society' read 'GCDCS'**

2024 Code of Governance

OVERVIEW

The Executive Committee of **Grimsby, Cleethorpes and district Civic Society** endeavour to comply with, and adhere to, high standards of governance as set out in the Charity Governance Code.

The Executive do not consider governance to be a finalised state, but one which is routinely considered. As such, it is a *working document* with no ‘fail’ or ‘achieved’ but having a level of address for each element which is regularly updated by applying the following (2024) key:

1= ongoing

2=needs addressing

3=urgently required

4=doesn't apply

ELEMENT:	2024
<p>ORGANISATIONAL PURPOSE The Executive Committee is clear about charity’s aims and ensures that these are being delivered effectively and sustainably.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>LEADERSHIP The charity is led by an effective Executive Committee that provides strategic leadership in line with the charity’s aims and values.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>INTEGRITY The Executive Committee acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve the organisation’s charitable purposes. It reflects the charity’s ethics and values in everything it does. The Executive Committee is aware of the importance of the public’s confidence and trust in charities, and trustees undertake their duties accordingly.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>DECISION-MAKING AND CONTROL The Executive Committee makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>EXECUTIVE COMMITTEE EFFECTIVENESS The Executive Committee works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. Note:</p> <ul style="list-style-type: none"> • <i>The Executive Committee has increased in numbers</i> • <i>Whilst the Executive Committee and Trustees have access to documents to support their membership on the Committee, it is recognised that no performance check is done regarding how individuals comply with, or feel about their role and responsibility</i> 	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>EQUALITY, DIVERSITY and INCLUSION The Executive Committee’s approach to diversity supports its effectiveness, leadership and decision-making. This approach supports good governance and the delivery of the organisation’s charitable purposes. Note: <i>It is recognised that GCdCS is probably not a diverse group but is KEEN NOT to be thought of as a society which is closed to, or does not welcome, members from diverse backgrounds. The Exec. knows and understands that the requirement for a group such as ours to be seen, be attractive towards and welcoming in all aspects of equality, diversity and inclusion is important and we consider ourselves to be so.</i></p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>OPENNESS AND ACCOUNTABILITY The Executive Committee leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>

The full 2024 Code of Governance is available to GCDSCS members on application

The '**area of benefit**' in which GCDCS operates its charitable status is "Grimsby and its surroundings"

The stated Object (Aim) of GCDCS written into our Constitution is:

1. *to promote high standards of planning and architecture in or affecting the area of benefit*
 - GCDCS Executive Committee endeavours to promote and advertise GCDCS's wish for a greater propensity towards buildings which reflect and adhere to modern-day requirements and use in such things as building techniques, power use and insulation; to advocate for greater planning aimed towards improved life-use by residents by way of transport, clean air and access. These points are to be enacted in part by a Planning sub-group formed for the purpose of affecting this Object.

2. *to educate the public in the geography, history, natural history and architecture of the area of benefit*
 - GCDCS Executive Committee endeavour to educate and inform both its members and the public of all these points via all its activities. These include:
 - i) working on and with community projects as opportunities arise
 - ii) Speakers, booked to convey information on a variety of topics of interest
 - iii) arranging visits to sites interest for members, or if such organised visits are not advisable, then by controlled delegation Reporting by that delegation

3. *to secure the preservation, protection, development, and improvement of features of historic or public interest in the area of benefit*
 - GCDCS Executive Committee encourage the setting up of sub-groups to focus on the research, information gathering, discussion and networking with other relevant parties to further its own Objects and so stimulate public interest in aspects to do with its area of benefit. In 2022, these sub-groups included: Planning, Transport and Heritage

Our stakeholders (ie. Those with an interest in our business) are taken to be:

Internal stakeholders <i>within GCDCS's activities</i>	External stakeholders <i>outside of GCDCS's activities</i>
Executive committee members Ordinary members GCDCS Sub-groups: <i>Planning, Heritage, Transport</i> <i>YHACS</i> <i>Civic Voice</i>	Booked Speakers NELC Officers and affiliates Associated groups Paying members of the public to GCDCS events Casual members of the public at public events attended by GCDCS

<https://www.charitygovernancecode.org/en/1-organisational-purpose> *smaller charities*

<p>PRINCIPLE 1 Organisational purpose</p> <p><i>The charity's Executive Committee is clear about charity's aims and ensures that these are being delivered effectively and sustainably.</i></p>	<p>Overall rating: <i>(majority grade)</i> 1=ongoing</p>
<p>Rationale</p> <p><i>Charities exist to fulfil their charitable purposes. Trustees have a responsibility to understand the environment in which the charity is operating and to lead the charity in fulfilling its purposes as effectively as possible with the resources available. To do otherwise would be failing beneficiaries, funders and supporters. The board's core role is a focus on strategy, performance and assurance.</i></p>	
<p>Key outcomes</p> <p><i>1.1 The board has a shared understanding of and commitment to the charity's purposes and can articulate these clearly.</i></p> <p><i>1.2 The board can demonstrate that the charity is effective in achieving its charitable purposes and agreed outcomes.</i></p>	
<p>1.3 Determining organisational purpose</p> <p>1.3.1 The GDCCS Executive Committee periodically reviews GDCCS's charitable purposes, and the external environment in which it works, to make sure that GDCCS, and its purposes, stay relevant and valid.</p> <p>1.3.2 The GDCCS Executive Committee leads the development of, and agrees, a strategy or plan that aims to achieve the GDCCS charitable purposes and is clear about the desired outputs, outcomes and impacts.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>1.4 Achieving the purpose</p> <p>1.4.1 All GDCCS's trustees can explain GDCCS's public benefit.</p> <p style="padding-left: 40px;"><i>Evidence: Strapline 'Encouraging pride and interest in the area YOU live'</i></p> <p>1.4.2 The GDCCS Executive Committee evaluates the GDCCS's impact, outputs and outcomes on an ongoing basis.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>1.5 Analysing the external environment and planning for sustainability</p> <p>1.5.1 The GDCCS Executive Committee regularly reviews the sustainability of its income sources and their impact on achieving charitable purposes in the short, medium and longer term.</p> <p style="padding-left: 40px;"><i>Evidence: Preparation of a Reserves Policy; amount to be set annually for each following year to ensure finances are in place to ensure the Society's function for 1 year hence. 2023</i></p> <p>1.5.2 GDCCS's Trustees consider the benefits and risks of partnership working, merger or dissolution if other organisations are fulfilling similar charitable purposes more effectively and/or if GDCCS's viability is uncertain.</p> <p style="padding-left: 40px;"><i>2024: GDCCS consider it to be unique in its preparedness to liaise with local government departments and Officers, appropriate county-wide organisations and local stand-alone organisations with specific remits all with the purpose of gaining facts and awareness with the aim of furthering findings as appropriate to public benefit</i></p> <p>1.5.3 The GDCCS Executive Committee recognises its broader responsibilities towards communities, stakeholders, wider society and the environment, and acts on them in a manner consistent with GDCCS's purposes, values, and available resources.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>

<p>PRINCIPLE 2 Leadership</p> <p><i>Every charity is led by an effective Executive Committee that provides strategic leadership in line with the charity's aims and values.</i></p>	<p>Overall rating: (majority grade) 1=ongoing</p>
<p><i>Rationale</i></p> <p><i>Strong and effective leadership helps the charity adopt an appropriate strategy for effectively delivering its aims. It also sets the tone for the charity, including its vision, values and reputation.</i></p>	
<p><i>Key outcomes</i></p> <ol style="list-style-type: none"> 1. <i>The board, as a whole, and trustees individually, accept collective responsibility for ensuring that the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.</i> 2. <i>The board agrees to the charity's vision, values and reputation and leads by example, requiring anyone representing the charity reflects its values positively.</i> 3. <i>The board makes sure that the charity's values are reflected in all of its work, and that the ethos and culture of the organisation underpin the delivery of all activities.</i> 	
<p>2.4 Leading GDCCS</p> <p>2.4.1 The GDCCS Executive Committee and individual trustees take collective responsibility for its decisions.</p> <p>2.4.2 The chair provides leadership to GDCCS's Executive Committee and takes responsibility for ensuring the Executive Committee has agreed priorities, appropriate structures, processes and a productive culture and has trustees who are able to govern well and therefore add value to the charity.</p> <p>2.4.3/4 If GDCCS should acquire staff, The Trustees will make sure that there are proper arrangements for their appointment, supervision, remuneration and dismissal.</p> <p style="color: green;">2024: GDCCS' operates in its entirely via voluntary input with most activities at the instigation of, and carried out by, Executive Committee members. Arrangements are in place for supervision and support as required by each individual within various Policies namely <i>Guidance for Trustees and Safeguarding</i></p> <p>2.4.5 GDCCS's Executive Committee functions are formally recorded. There are role descriptions that define trustees' responsibilities for all trustees that differentiate clearly between the responsibilities those of the chair and other officer positions and outline how these roles relate to staff or volunteers where they exist.</p> <p>2.4.6 Where GDCCS's Executive Committee has agreed to establish a formally constituted subsidiary organisation/s, it is clear about the rationale, benefits and risks of these arrangements. The formal relationship between the parent charity and each of its subsidiaries is clearly recorded and the parent reviews, at appropriate intervals, whether these arrangements continue to best serve the organisation's charitable purposes.</p> <p style="color: blue;">2021: three sub-groups established: <i>Planning, Heritage and Transport</i></p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>2.5 Leading by example</p> <p>2.5.1 GDCCS's Executive Committee agrees the values, consistent with GDCCS's purpose, that it wishes to promote and makes sure that these values underpin all its decisions and the charity's activities (see also Principle 1).</p> <p>2.5.2 GDCCS's Executive Committee recognises, respects and welcomes diverse, different and, at times, conflicting trustee views.</p> <p>2.5.3 GDCCS's Executive Committee provides oversight and direction to the charity and provides support and constructive challenge to the organisation and where they exist, staff and volunteers.</p> <p>2.5.4 GDCCS's Executive Committee supports any staff or volunteers to feel confident and able to provide the information, advice and feedback necessary to the Executive Committee.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>

<p>2.6 Commitment</p> <p>2.6.1 All <i>GCDCS</i>'s trustees give sufficient time to the charity to carry out their responsibilities effectively. This includes preparing for meetings and sitting on <i>GCDCS</i>'s Executive Committee committees and other governance bodies where needed. The expected time commitment is made clear to trustees before nomination or appointment and again on acceptance of nomination or appointment.</p> <p>2.6.2 Where individual <i>GCDCS</i> Executive Committee members are also involved in operational activities, for example as volunteers, they are clear about the capacity in which they are acting at any given time and understand what they are and are not authorised to do and to whom they report.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
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<p><u>PRINCIPLE 3 Integrity</u></p> <p>The Executive Committee acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve the organisation’s charitable purposes. It reflects the charity’s ethics and values in everything it does. The Executive Committee is aware of the importance of the public’s confidence and trust in charities, and trustees undertake their duties accordingly.</p>	<p>Overall rating: <i>(majority grade)</i> 1=ongoing</p>
<p><i>Rationale</i></p> <p>Delivering the charity’s purposes for public benefit should be at the heart of everything the board does. This is true even when a board’s decision might be unpopular. Everyone who comes into contact with a charity should be treated with dignity and respect and feel that they are in a safe and supportive environment. Charity leaders should show the highest levels of personal integrity and conduct. To achieve this, trustees should create a culture that supports the charity’s values, adopt behaviours and policies in line with the values and set aside any personal interests or loyalties. The board should understand and address any inappropriate power dynamics to avoid damaging the charity’s reputation, public support for its work and delivery of its aims.</p>	
<p><i>Key outcomes</i></p> <p><i>3.1 The board safeguards and promotes the charity’s reputation by living its values and by extension promotes public confidence in the wider sector.</i></p> <p><i>3.2 Trustees and those working for or representing the charity are seen to act with honesty, trustworthiness and care, and support its values.</i></p> <p><i>3.3 The board acts in the best interests of the charity’s purposes and its beneficiaries, creating a safe, respectful and welcoming environment for those who come into contact with it.</i></p> <p><i>3.4 The board makes objective decisions about delivering the charity’s purposes. It is not unduly influenced by those who may have special or personal interests. This applies whether trustees are elected, nominated, or appointed. Collectively, the board is independent in its decision making.</i></p> <p><i>3.5 No one person or group has undue power or influence in the charity. The board recognises how individual or organisational power can affect dealings with others.</i></p>	
<p><i>3.6 Upholding GCDCS’ values</i></p> <p>3.6.1 GCDCS’s Trustees ensures that all of its decisions and actions are consistent with the charity’s values.</p> <p>3.6.2 The GCDCS Executive Committee regularly check whether there are inappropriate power imbalances in the board or charity. Where necessary, they address any potential abuse of power to uphold the charity’s purpose, values and public benefit.</p> <p>3.6.3 The GCDCS Executive Committee adopt and follow a suitable code of conduct that reflects the charity’s values and sets out expected standards of ethics, probity and behaviour.</p> <p>3.6.4 The board considers how the charity is seen by the people and organisations who are involved in its work and by the wider public.</p> <p>3.6.5 The board ensures that the charity follows the law. It also considers following non-binding rules, codes and standards, for example regulatory guidance, the ‘Nolan Principles’ or Charity Ethical Principles and other good practice initiatives that promote confidence in charities and create a supportive environment.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>

<p>3.7 Ensuring the right to be safe</p> <p>3.7.1 The <i>GCDCS</i> Executive Committee understands their safeguarding responsibilities and meet the legal minimum to promote a culture in which everyone feels safe and respected.</p> <p>3.7.2 Where appropriate:</p> <ul style="list-style-type: none"> • <i>GCDCS</i> Trustees makes sure that there are appropriate and regularly reviewed safeguarding policies and procedures • as part of a charity’s risk-management process, the board checks key safeguarding risks carefully and records how these are managed • all trustees, staff, volunteers and people who work with the charity have information or training on the safeguarding policy, so they understand it, know how to speak up and feel comfortable raising concerns. 	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>
<p>3.8 Identifying, dealing with and recording conflicts of interest/loyalty</p> <p>3.8.1 The board understands how real and perceived conflicts of interests and conflicts of loyalty can affect a charity’s performance and reputation.</p> <p>3.8.2 Trustees disclose any actual or potential conflicts to the board and deal with these in line with the charity’s governing document and a regularly reviewed conflicts of interest policy.</p> <p>3.8.3 Registers of interests, hospitality and gifts are kept and made available to stakeholders in line with the charity’s agreed policy on disclosure.</p> <p>3.8.4 Trustees keep their independence and tell the board if they feel influenced by any interest or may be perceived as being influenced or to having a conflict.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>

<p><u>PRINCIPLE 4 Decision-making and control</u></p> <p>The Executive Committee makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.</p>	<p>Overall rating: <i>(majority grade)</i> 1=ongoing</p>
<p>Rationale</p> <p><i>The board is ultimately responsible for the decisions and actions of the charity but it cannot and should not do everything. The board may be required by statute or the charity’s governing document to make certain decisions but, beyond this, it needs to decide which other matters it will make decisions about and which it can and will delegate. Trustees delegate authority but not ultimate responsibility, so the board needs to implement suitable financial and related controls and reporting arrangements to make sure it oversees these delegated matters. Trustees must also identify and assess risks and opportunities for the organisation and decide how best to deal with them, including assessing whether they are manageable or worth taking.</i></p>	
<p>Key outcomes</p> <p><i>4.1 The board is clear that its main focus is on strategy, performance and assurance, rather than operational matters, and reflects this in what it delegates.</i></p> <p><i>4.2 The board has a sound decision-making and monitoring framework which helps the organisation deliver its charitable purposes. It is aware of the range of financial and non-financial risks it needs to monitor and manage.</i></p> <p><i>4.3 The board promotes a culture of sound management of resources but also understands that being over-cautious and risk averse can itself be a risk and hinder innovation.</i></p> <p><i>4.4 Where aspects of the board’s role are delegated to committees, staff, volunteers or contractors, the board keeps responsibility and oversight.</i></p>	
<p>4.5 Delegation and control</p> <p>4.5.1 The GCDCS Executive Committee regularly reviews which matters are reserved to the Executive Committee and which can be delegated. It collectively exercises the powers of delegation to committees or individual trustees, or staff and volunteers if the charity has them.</p> <p>4.5.2 The GCDCS Executive Committee describes its ‘delegations’ framework in a document which provides sufficient detail and clear boundaries that the delegations can be clearly understood and carried out. <i>Not applicable</i></p> <p>4.5.3 The GCDCS Executive Committee makes sure that its committees have suitable terms of reference and membership and that:</p> <ul style="list-style-type: none"> • the terms of reference are reviewed regularly • the committee membership is refreshed regularly and does not rely too much on particular people • committee members recognise that the Executive Committee has ultimate responsibility <p>4.5.4 Where GCDCS uses third party suppliers or services – for example for fundraising, data management or other purposes – the Executive Committee assures itself that this work is carried out in the interests of GCDCS and in line with its values and the agreement between GCDCS and supplier. The Executive Committee makes sure that such agreements are regularly reviewed to make sure they are still appropriate. <i>Not applicable</i></p> <p>4.5.5 The GCDCS Executive Committee regularly checks GCDCS ‘s key policies and procedures to ensure make sure that they still support, and are adequate for, the delivery of the charity’s aims. This includes: policies and procedures dealing with Executive Committee strategies, functions and responsibilities, finances (including reserves), service or quality standards; where needed, good employment practices and encouraging and using volunteers; key areas of activity such as fundraising and data protection.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>

<p>4.6 Managing and monitoring organisational performance</p> <p>4.6.1 GCDCS Executive Committee makes sure that operational plans and budgets are in line with GCDCS’s purposes, strategic aims and resources.</p> <p>4.6.2 GCDCS Executive Committee regularly monitors performance using a consistent framework and checks performance against the charity’s strategic aims, operational plans and budgets.</p> <p>4.6.3 GCDCS Executive Committee agrees what information is needed to assess delivery against agreed plans, outcomes and timescales. Trustees share timely, relevant and accurate information in an easy to understand format.</p> <p>4.6.4 .GCDCS Executive Committee regularly considers information from other similar organisations to compare or benchmark the organisation’s performance.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>
<p>4.7 Actively managing risks (to the society’s survival)</p> <p>4.7.1 GCDCS Executive Committee retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks.</p> <p>4.7.2 GCDCS Executive Committee regularly reviews GCDCS’s specific significant risks and the effect of these risks added together. It makes plans to mitigate and manage these risks appropriately. Trustees consider risk that relates to their situation and where they work, for example charities working with children or vulnerable adults will probably look at risks relating to safeguarding.</p> <p>4.7.3 GCDCS Executive Committee puts in place and regularly checks GCDCS ‘s process for identifying, prioritising, escalating and managing risks and, where applicable, GCDCS’s system of internal controls to manage these risks. The Executive Committee reviews the effectiveness of GCDCS ‘s approach to risk at least every year. The Executive Committee describes GCDCS ‘s approach to risk in its annual report and in line with regulatory requirements.</p> <p>2024: since 2022 the Exec. sets an amount agreed annually to hold as ‘reserves’ to ensure the continuation of the Society for the following year with the intention of procuring additional funds for continued viability should income be so drastically depleted</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>
<p>4.8 Appointing external examiners or auditors</p> <p>4.8.1 GCDCS Executive Committee agrees and oversees an effective process for appointing and reviewing its external examiners or auditors if they are required.</p> <p>2024: Mostly, GCDCS’ income is under an annual £10,000 and we are not required by Charity Commission to have audited or submit our accounts at some times with only the figures for income and spending required to be reported. There will be years when a breakdown in income is required when grant applications have been successful for certain projects. It is not envisaged that such income will be nearer £50,000 but at such times professional financial auditing and controls will be sought.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>

<p>PRINCIPLE 5 <u>Executive Committee effectiveness</u></p> <p>The Executive Committee works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.</p> <p><i>Note: whilst the Executive Committee and Trustees have access to documents to support their membership on the Committee, it is recognised that no performance check is done regarding how individuals comply with, or feel about their role and responsibility</i></p>	<p>Overall rating: <i>(majority grade)</i></p> <p>1= ongoing</p>
<p>Rationale</p> <p><i>The board has a key impact on whether a charity thrives. The tone the board sets through its leadership, behaviour, culture and overall performance is critical to the charity's success. It is important to have a rigorous approach to trustee recruitment, performance and development, and to the board's conduct. In an effective team, board members feel it is safe to suggest, question and challenge ideas and address, rather than avoid, difficult topics.</i></p>	
<p>Key outcomes</p> <p><i>5.1 The board's culture, behaviours and processes help it to be effective; this includes accepting and resolving challenges or different views.</i></p> <p><i>5.2 All trustees have appropriate skills and knowledge of the charity and can give enough time to be effective in their role.</i></p> <p><i>5.3 The chair enables the board to work as an effective team by developing strong working relationships between members of the board and creates a culture where differences are aired and resolved.</i></p> <p><i>5.4 The board takes decisions collectively and confidently. Once decisions are made the board unites behind them and accepts them as binding.</i></p>	
<p>5.5 Working as an effective team</p> <p>5.5.1 GDCS Executive Committee meets as often as it needs to be effective.</p> <p>5.5.2 The chair, working with GDCS Executive Committee members and where they exist, staff, plans the Executive Committee's work and meetings, making sure trustees have the information, time and space they need to explore key issues and reach well-considered decisions.</p> <p>5.5.3 GDCS Executive Committee regularly discusses its effectiveness and its ability to work together as a team, including individuals' motivations and expectations about behaviours. Trustees take time to understand each other's motivations to build trust within the Executive Committee and the Chair asks for feedback on how to foster an environment where trustees can constructively challenge each other.</p> <p>5.5.4 Where significant differences of opinion arise, trustees take time to consider the range of perspectives and outcomes, respecting all viewpoints and the value of compromise in Executive Committee discussions.</p> <p>5.5.5 The Executive Committee collectively can get independent, professional advice in areas such as governance, the law and finance. This is either on a pro-bono basis or at the charity's expense if needed for the Executive Committee to discharge its duties.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>5.6 Reviewing the Executive Committee's composition</p> <p>5.6.1 The Executive Committee has, and regularly considers, the skills, knowledge and experience it needs to govern, lead and deliver the charity's purposes effectively. It reflects this mix in its trustee appointments, balancing the need for continuity with the need to refresh the Executive Committee.</p> <p>5.6.2 The Executive Committee is big enough that the needs of the charity's work can be carried out and changes to the Executive Committee's composition can be managed without too much disruption. A Executive Committee of at least five but no more than twelve trustees is typically considered good practice.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>

<p>5.7 Overseeing appointments</p> <p>5.7.1 There is a formal, rigorous and transparent procedure to appoint new trustees to the Executive Committee, which includes advertising vacancies widely. New trustees/committee members are attracted by GCDCS' activities only; an individual's interest adds to the Society as a whole. Positions are not required to be formally advertised.</p> <p>5.7.2 The search for new trustees is carried out, and appointments or nominations for election are made, on merit, against objective criteria and considering the benefits of diversity. The Executive Committee regularly looks at what skills it has and needs, and this affects how new trustees are found.</p> <p>5.7.3 Trustees are appointed for an agreed length of time, subject to any applicable constitutional or statutory provisions relating to election and re-election. If a trustee has served for more than nine years, their reappointment is</p> <ul style="list-style-type: none"> • subject to a particularly rigorous review and takes into account the need for progressive refreshing of the Executive Committee • explained in the trustees' annual report. <p>2024: currently, Trustees continue in post at their own discretion</p> <p>5.7.4 If a charity's governing document provides for one or more trustees to be nominated and elected by a wider membership, or elected by a wider membership after nomination or recommendation by the Executive Committee, the charity supports the members to play an informed role in these processes.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>5.8 Developing the Executive Committee</p> <p>5.8.1 Trustees receive an appropriately resourced induction when they join the Executive Committee that includes meetings with other members and staff (if the charity has staff) and covers all areas of the charity's work. <i>Only partly applicable</i></p> <p>5.8.2 The Executive Committee reviews its own performance, including that of the chair. These reviews might consider the Executive Committee's balance of skills, experience and knowledge, its diversity, how the Executive Committee works together and other factors that affect its effectiveness.</p> <p>5.8.3 Trustees can explain how they check their own performance.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>

<p><u>PRINCIPLE 6 Equality, diversity and inclusion</u></p> <p>The Executive Committee has a clear, agreed and effective approach to supporting equality, diversity and inclusion throughout the organisation and in its own practice. This approach supports good governance and the delivery of the organisation’s charitable purposes.</p> <p>Note: it is recognised that GCdCS is probably not a <i>diverse</i> group but is KEEN NOT to be thought of as a society which is closed to, or does not welcome, members from diverse backgrounds. The Exec. knows and understands that the requirement for a group such as ours to be seen, be attractive towards and welcoming in all aspects of equality, diversity and inclusion is important and we consider ourselves to be so.</p>	<p>Overall rating: <i>(majority grade)</i> 1=ongoing</p>
<p>Rationale</p> <p><i>Addressing equality, diversity and inclusion helps a board to make better decisions. This requires commitment, but it means that a charity is more likely to stay relevant to those it serves and to deliver its public benefit. Recognising and countering any imbalances in power, perspectives and opportunities in the charity, and in the attitudes and behaviour of trustees, staff and volunteers, helps to make sure that a charity achieves its aims.</i></p> <p><i>All trustees have the same responsibility for the charity, so they must have equal opportunity to contribute to decision making. Board diversity, in the widest sense, is important because it creates more balanced decision making. Where appropriate, this includes and centres the communities and people the charity serves. This increases the charity’s legitimacy and impact. Equality and diversity are only effective and sustainable if the board works to be inclusive, ensuring that all trustees are welcomed, valued and able to contribute.</i></p> <p><i>Boards that commit to equality, diversity and inclusion are more likely to set a positive example and tone for the charity by following an appropriate strategy for delivering its purpose and setting inclusive values and culture.</i></p>	
<p>Key Outcomes</p> <p>6.1 The principles of equality, diversity and inclusion are embedded in the organisation and help to deliver the charity’s public benefit.</p> <p>6.2 obstacles to participation are reduced, with GCDACS’ work designed and open for everyone included in its charitable purposes. This supports Exec. Comm. to challenge inequality and achieve improved equality of outcomes.</p> <p>6.3 The Exec. Comm. is more effective because it reflects different perspectives, experiences and skills, including, where applicable, from current and future beneficiaries.</p> <p>*Trustees take time to understand each other’s motivations to build trust within the Exec. Comm.</p> <ul style="list-style-type: none"> • the chair asks for feedback when applicable regarding decisions and plans <p><i>though operating in a varied environment (liaising with professionals, members and general public), trustees can and do constructively challenge each other.</i></p>	
<p>6.4 Assessing understanding of systems and culture</p> <p>6.4.1The Executive Committee analyses and can define how equality, diversity and inclusion are important for the charity, its context and the delivery of its aims.</p> <p>6.4.2 The Executive Committee assesses its own understanding of equality, diversity and inclusion. It considers how this happens in GCDACS and identifies any gaps in understanding which could be filled by discussion, learning, research or information.</p> <p>6.4.3 The Exec. Committee regularly assesses:</p> <p>its approach to:</p> <ul style="list-style-type: none"> • Equality, diversity and inclusion • Uses available data to inform and improve • Uses lived experience <p>Its own practice including:</p> <ul style="list-style-type: none"> • the diversity of trustees’ backgrounds and perspectives in its regular board skills audit to identify imbalances and gaps • any bias in trustee recruitment and selection 	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>

<ul style="list-style-type: none"> • where applicable, how the communities and people that the charity serves are included and centred in decision making • how meetings and board information can be made more accessible and how to provide resources to support this • how to create a meeting environment in which behaving inclusively is the norm, all voices are equal and trustees can constructively challenge each other • how the board demonstrates inclusive behaviours in its decision making and how it engages with staff (where they exist), volunteers, members, service users and beneficiaries. 	
<p>6.5 Recruiting diverse trustees</p> <p>6.5.1 The board sets a clear organisational approach to equality, diversity and inclusion in line with the charity’s aims, strategy, culture and values. This is supported by appropriate plans, policies, milestones, targets and timelines.</p> <p>6.5.2 The board uses the findings from its assessments to make context-specific and regularly reviewed plans and targets for:</p> <ul style="list-style-type: none"> • equality, diversity and inclusion training for board members • inclusive boardroom culture, practices and behaviours • removing, reducing and preventing obstacles to people being trustees • attracting a diverse group of candidates for new trustee roles and providing an inclusive induction for new trustees • recruiting a diverse board that addresses imbalances and any gaps that have been found • promoting inclusive behaviours and cultures to the wider organisation. 	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>
<p>6.6 Taking action and monitoring performance</p> <p>6.6.1 The board ensures that there are appropriate arrangements and resources in place to monitor and achieve the organisation’s equality, diversity and inclusion plans and targets, including those relating to the board.</p> <p>6.6.2 The board creates and maintains inclusive cultures, practices and behaviours in all its decision making. It promotes and demonstrates inclusive behaviours and cultures to the wider organisation.</p> <p>6.6.3 The board regularly monitors and actively implements its plans and targets established under 6.5.2.</p> <p>6.6.4 The board leads the organisation’s progress towards achieving its equality, diversity and inclusion plans and targets and discusses updates on this.</p> <p>6.6.5 The board periodically takes part in learning and/or reflection about equality, diversity and inclusion and understands its responsibilities in this area. It acts on any gaps in its understanding and looks at how board practice, culture and behaviour are affected by these gaps.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>
<p>6.7 Publishing performance information and learning</p> <p>6.7.1 The board regularly publishes:</p> <ul style="list-style-type: none"> • information on its progress towards achieving its equality, diversity and inclusion plans and targets, including challenges, opportunities and learning. • its plans to tackle any organisational or board inequalities and gaps that have been identified. 	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>
<p>GCDCS considers itself to be inclusive and open to all individuals and stakeholders. Whilst the Board itself would welcome more diversity in its makeup, Board members are attracted by the Society’s activities – as outlined in 5.7.1. We consider ourselves as ‘ongoing’ because such matters are discussed during meetings; we do not consider ourselves closed to <i>any</i> person who expresses interest in becoming a Committee member.</p>	

<p><u>PRINCIPLE 7 Openness and accountability</u></p> <p>The Executive Committee leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.</p>	<p>Overall rating: <i>(majority grade)</i> 1=ongoing</p>
<p>Rationale</p> <p><i>The public's trust that GCDCS is delivering public benefit is fundamental to its reputation and success, and by extension, the success of the wider sector. Making accountability real, through genuine and open two-way communication that celebrates successes and demonstrates willingness to learn from mistakes, helps to build this trust and confidence and earn legitimacy.</i></p>	
<p>Key Outcomes</p> <p>7.1 GCDCS' work and impact are appreciated by all its stakeholders</p> <p>7.2 The Executive Committee ensures that the charity's performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the Exec. Comm.. Trustees make sure that the charity collaborates with stakeholders to promote ethical conduct.</p> <p>7.3 GCDCS takes seriously its responsibility for building public trust and confidence in its work.</p> <p>7.4 GCDCS is seen to have legitimacy in representing its beneficiaries and stakeholders.</p>	
<p>RECOMMENDED PRACTICE</p> <p>7.5 Communicating and consulting effectively with stakeholders</p> <p>7.5.1 The Exec. Comm. identifies the key stakeholders with an interest in the charity's work. <i>These might include users or beneficiaries, staff, volunteers, members, donors, suppliers, local communities and others.</i></p> <p>7.5.2 The Executive Committee makes sure that there is a strategy for regular and effective communication with these stakeholders about the charity's purposes, values, work and achievements, including information that enables them to measure the charity's success in achieving its purposes.</p> <p>7.5.3 As part of this strategy, the Executive Committee thinks about how to communicate how the charity is governed, who the trustees are and the decisions they make.</p> <p>7.5.4 The Executive Committee ensures that stakeholders have an opportunity to hold the Executive Committee to account through agreed processes and routes, for example question and answer sessions.</p> <p>7.5.5 The Executive Committee makes sure it speaks to stakeholders about significant changes to the charity's services or policies</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>
<p>7.6 Developing a culture of openness within the charity</p> <p>7.6.1 The Executive Committee gets regular reports on the positive and negative feedback and complaints given to the charity. It demonstrates that it learns from mistakes and uses this learning to improve performance and internal decision making.</p> <p>7.6.2 The Executive Committee makes sure that there is a transparent, well-publicised effective, and timely process for making and handling a complaint, and that any internal or external complaints are handled constructively, impartially and effectively.</p> <p>7.6.3 The Executive Committee keeps a register of interests for trustees and agrees an approach for how these are communicated publicly in line with Principle 3.</p> <p>7.6.4 If a charity has staff, the trustees agree how to set their remuneration, and they publish their approach. <i>Not applicable</i></p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn't apply</p>

<p>7.7.Member engagement</p> <p>7.7.1 In charities where trustees are appointed by an organisational membership wider than the trustees, the Executive Committee makes sure that the charity:</p> <p>7.6.3 has clear policies on who can be a member of the charity</p> <p>7.6.4 has clear, accurate and up-to-date membership records</p> <p>7.6.5 tells members about the charity’s work</p> <p>7.6.6 looks for, values and takes into account members’ views on key issues</p> <p>7.7 is clear and open about the ways that members can participate in the charity’s governance, including, where applicable, serving on committees or being elected as trustees.</p> <p>2024: GCDCS’ membership is made of members of the public who express an interest in our activities. Executive Committee members come from the general membership.</p>	<p>1= ongoing 2=needs addressing 3=urgently required 4=doesn’t apply</p>
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Definitions

Accountability	A situation in which someone, or a group, is responsible for things that happen and can give a satisfactory reason for them; taking responsibility for actions, shows accountability for them
Annual Update (accounts) to Charity Commission	<p>https://www.resourcecentre.org.uk/information/charity-reporting-and-accounts/ All charities with an annual income above £5,000 are required by law to register with the Charity Commission. Every registered charity must produce a trustees' annual report and make it available on request.</p> <p>Those with an income below £10,000 are required to submit an Annual Update to the Charity Commission, which includes changes to the charity's details, changes to trustee details, plus income and expenditure for the year.</p> <p>Even if your charity is not required by law to have your accounts externally scrutinised in any particular way, your governing document (constitution or trust deed) may require you to do so anyway.</p> <p>Confusingly, the term "audit", when written in a governing document, doesn't always mean a full audit.</p> <p>If your constitution says your accounts should be independently examined, you can have an independent examination of accounts if your income is under £1m (or under £250,000 and assets worth more than £3.26m).</p> <p>If your constitution was approved after 1993 and refers to an "audit", you need to have an audit irrespective of your charity's income.</p> <p>If your constitution was approved before 1993 and refers to an "audit", you can still have an independent examination of accounts if your income is under £1m (or under £250,000 and assets worth more than £3.26m). However, the decision to have an independent examination must be made by your trustees, and expressed in writing to the examiner.</p> <p>If your constitution was approved before 1993 and says that your accounts should be audited by a professional auditor, you need to have an audit irrespective of your charity's income.</p> <p>If your constitution requires you to have an audit and you don't want to, you could consider changing your constitution. You will need to get Charity Commission approval to do this unless your constitution includes the power of amendment. For help with this, look at the Charity Commission's guidance on Changing your charity's governing document (CC36).</p>
Annual Return	<p>https://www.gov.uk/government/publications/charity-reporting-and-accounting-the-essentials-november-2016-cc15d/charity-reporting-and-accounting-the-essentials-november-2016-cc15d--2</p> <p>Annual return: this must be completed and submitted to the Charity Commission by trustees of registered charities with a gross income for the year of over £10,000 and by all charitable incorporated organisations (CIOs). It helps the Commission to monitor individual charities and provides information about the sector as a whole. Charities that are not CIOs and have an income of £10,000 or less should complete the relevant sections of the annual return to meet the legal obligation to keep registered details up-to-date.</p> <p>If the gross income is £10,000 or less, they will be asked to complete the relevant sections of the annual return, which include trustee details. The Commission sends an annual return notification to the named contact on the Commission's records shortly after the end of the charity's financial year.</p> <p>Excepted charities: these do not have to register with the commission, but in most other respects are regulated by the commission. Examples include charities (but not CIOs) whose gross income is less than £5,000 per year, churches and chapels of certain religious charities and Scout and Guides groups.</p>
Annual Report	<p>The annual report is a chance to take stock of how the year compared to the trustees' plans and aspirations, a time to celebrate successes and achievements, and to reflect on difficulties and challenges. It highlights the main activities or significant activities undertaken in order to carry out the charity's purposes for the public benefit and explain fundraising practice. The report's audience is not just trustees and members, funders, donors and beneficiaries, but also the wider public who have an interest in what charities do and what they achieve. The annual report need not be lengthy but explains</p> <ul style="list-style-type: none"> • the charity's aims and how it is going about achieving them • how it meets all the legal requirements

	<ul style="list-style-type: none"> provides a balanced view of the charity's structure, aims, objectives, activities and performance. <p>Importantly, it brings the charity to life and provides donors with the opportunity to understand how their money was spent and the difference it has made.</p>
Area of benefit	The (land) area in which a charity can operate
Asset of Community Value	<p>In the Localism Act 2011. Assets of community value can be nominated by parish councils or by groups with a connection with the community. If the nomination is accepted, local groups will be given time to come up with a bid for the asset if and when it is sold. These provisions are also known as the 'community right to bid'. The right to bid only applies when an asset's owner decides to dispose of it.</p> <p>There is no compulsion on the owner to sell it, and when they sell the property they may sell to whomever they choose.</p> <p>".....land or property of importance to a local community which is subject to additional protection from development[1] under the Localism Act 2011.[2] Voluntary and community organisations can nominate an asset to be included on their local authority's register of asset of community value."</p> <p>".....the listing of a property as an asset of community value lasts for five years after which it is automatically delisted and the restrictions imposed by the covenant are removed. Communities can however apply for the listing to be renewed."</p> <p>https://en.wikipedia.org/wiki/Asset_of_community_value</p>
Audit	<p>In older governing documents, the word 'audit' might be intended to cover a range of different types of external scrutiny from full audit by a registered auditor to an independent check by a non-accountant.</p> <p>Trustees will need to interpret the precise wording of their governing document. For instance, 'audit by a bank manager' would not normally mean a full statutory audit. On the other hand 'audit by a qualified or chartered accountant' suggests that a statutory audit by a registered auditor is required, even if the charity is small and not required to have an audit by legislation.</p> <p>Trustees of charitable companies can amend their articles of association to change any specific provisions which might exceed the statutory provisions. The Charities Act gives trustees of non-company charities the power to make similar amendments. The commission should be notified of such changes.</p> <p>The commission recommends that trustees keep a record of how they interpret the charity's governing document, and, if in doubt, consult the commission regarding their interpretation.</p> <p>https://www.gov.uk/government/publications/charity-reporting-and-accounting-the-essentials-november-2016-cc15d/charity-reporting-and-accounting-the-essentials-november-2016-cc15d--2</p>
Code Of Governance	a practical tool to help charities and their trustees develop high standards of governance. https://www.charitygovernancecode.org/en
Collective Responsibility	Responsibility of every member of a group without regard to an individual member's participation in decision making and his or her position or rank
Community	A group of people living in the same place or having a particular characteristic in common; The people of a district or are considered collectively,
Co-opted trustees	<p>A mechanism for bringing someone onto the committee at any time of year where the usual process would involve an election at the AGM.</p> <p>A common misconception is that co-opted trustees don't have a vote. Generally they do, as they are full trustees, but read your constitution carefully as in a significant proportion of constitutions they do not.</p> <p>Confusion also arises when an individual is 'co-opted' onto the committee for a special purpose (their particular expertise required in the short term, for example) but it isn't clarified what their role is; temporary full committee member, advisor with no voting rights, observer etc. Always decide and Minute at the outset the nature of the role of each person sitting round the table so that there is no confusion or misunderstanding in the future.</p>

	FROM: http://www.governancepages.org.uk/faq-2/faq-17-24/18-ex-officio-holding-custodian-co-opted/
Data Management	an administrative process that includes acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users. Such data informs business decisions by gaining insights into behaviour, trends, and opportunities of an organisation or its stakeholders.
Equality And Diversity	<ul style="list-style-type: none"> • representative of all sections of society be it age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation (as defined by the Equality Act 2010) • oppose and avoid all forms of unlawful discrimination to include benefits, dealing with grievances, training or other developmental opportunities • create an environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all
GCdCS Trustee	Officers of the Executive Committee; those persons named in Charity Commission entry for GCdCS: President, Chairman, Treasurer, Secretary. These names and their contact details are likely to be updated at least annually in accordance with the filling of those offices at each AGM
Governing Document	That which sets out the charity's purposes and, usually, how it is to be administered. It may be a trust deed, a constitution, articles of association, rules, conveyance, will, Royal Charter, scheme of the commission or, in relation to an appeal, the published terms of the appeal inviting donations. See: GCdCS Constitution
Honorary Officers	Honorary officers generally include a Chairperson, Secretary and a Treasurer, but may include a Vice-Chair, Vice Secretary, Press Officer and so forth. The role of the officers may include taking the lead in preparing for Management Committee meetings (e.g. agendas, information papers, hiring venues, etc). Unless the Management Committees has explicitly delegated decision-making powers to the honorary officers, they should act in an advisory capacity and must take care to report their activities fully to the Management Committee. All honorary officers should be clear regarding the function of their role. Therefore, it is good practice to have written role descriptions.
Inclusive	Not excluding any section of society or any party involved in something.
Integrity	<ol style="list-style-type: none"> 1. the quality of being honest and having strong moral principles that you refuse to change 2. someone's high standards of doing their job, and that person's determination not to lower those standards
LEP	<p>Local enterprise partnerships (LEPs) are non-statutory bodies responsible for local economic development in England. They are business-led partnerships that bring together the private sector, local authorities and academic and voluntary institutions. The June 2010 budget announced the government's intention to abolish the nine regional development agencies (RDAs), which had previously been responsible for local economic development, and replace them with LEPs. https://www.instituteforgovernment.org.uk/explainers/local-enterprise-partnerships</p> <p>The network of 38 Growth Hubs are local public/private sector partnerships led by the Local Enterprise Partnerships (LEPs). They join up national and local business support so it is easy for businesses to find the help they need.</p> <p>Greater Lincolnshire: https://www.businesslincolnshire.com/</p>

Member	<p>A person, whether an individual, association, corporate body or other charity, who has agreed to belong to the charity.</p> <p>GCdCS Constitution will set out the rights and duties of members.</p> <p>Membership can usually only be proved by entry of the appropriate details in the register of members held by the charity. Where a charity has institutional membership, an individual will be appointed to exercise the rights of membership on behalf of the institution, in accordance with the instructions of its governing body.</p>
Mitigate / mitigation	<p>something to lessen the unpleasantness; <i>‘When allocating land for development or determining a planning application, the biodiversity or geodiversity value of the land and its environmental sensitivity will need to be taken into account so that any harm can be avoided, mitigated or compensated for in a way which is appropriate given the site’s identified value.’</i> https://www.gov.uk/guidance/natural-environment</p>
Nolan Principles	<p>The 1994 Committee on Standards in Public Life chaired by Lord Nolan, and was tasked with making recommendations to improve standards of behaviour in public life. The first report of the committee established the seven principles of public life, also known as the “Nolan principles”: <i>selflessness, integrity, objectivity, accountability, openness, honesty, leadership</i></p>
Officers	<p>Some trustees have special roles, such as the chair and the treasurer. They are known as officers. You must comply with any specific provisions in your governing document about officers. Officers don’t automatically have any extra powers or legal duties than the other trustees, but may carry out specific roles or have specific responsibilities delegated to them. Don’t forget - all trustees remain jointly responsible for the charity. For example, all trustees share responsibility for finances (not just the treasurer).</p> <p>https://www.gov.uk/guidance/charity-trustee-whats-involved</p>
Ordinary Meetings	<p>These are the (mostly) monthly meetings arranged by the Executive Committee. These meetings are for all members and include a Talk arranged by the Programme Sec. Talks may cover a variety of subjects which go some way to support the areas of interest of the Society. These Talks are usually open to members of the public at a cost per attendance.</p>
Openness	<p>lack of secrecy or concealment; frankness.</p>
Partnership working	<p>This refers to a broad range of actions and can easily be defined as two or more groups coming together to achieve a common purpose.</p> <p>Partnership working makes sense for lots of different reasons, not least that it provides opportunity to view and understand issues from different perspectives and is potentially a move towards more ‘joined up thinking’ between departments, agencies and sectors. This can be useful to bring together a variety of skills, resources, connections, understandings and organisational cultures.</p>
Powers of Delegation	<p>Charity trustees have overall legal responsibility for the management and administration of their charity. It is not always practical for the charity trustees to make every decision, however, and delegation of powers of the trustees often occurs in charities, large and small. Powers may be delegated to sub-committees, to individual trustees, or to employees of the charity.</p> <p>In order for the exercise of any delegated power to be valid, it is important that the power to be delegated is one which is capable of delegation, and that the decision to delegate is documented correctly.</p>
Productive Culture	<p>Attributes needed to give organisations the ability to accept the small and sometimes large changes that enhanced productivity requires: <i>cultural awareness; innovative mindset; management focus; clear communication; access to training to limit stagnation; conflict avoidance and resolution</i> [from: https://www.cio.com/article/2938480/change-management/creating-a-productivity-culture.html]</p>
Pro-Bono	<p>‘Without charge’</p>

Public benefit	<p>‘Public benefit is part of what is meant to be a charity’ (Charity Commission)</p> <p>It is about knowing:</p> <ul style="list-style-type: none"> • What the charity is set up to achieve – ie ‘the purpose’ • How the charity’s purpose is beneficial • How the charity’s purpose benefits the public or a sufficient section of the public • How the trustees will carry out the charity’s purpose for the public benefit <p>www.gov.uk <i>charitable purposes and public benefit</i></p>
Rationale	a set of reasons or a logical basis for a course of action or belief.
Register of Interest	A register documenting the interests of a Executive Committee’s members which may potentially unethically or unlawfully influence members' official duties.
Rigorous And Timely	Efficient, relentless, unwavering, meticulous, tenacious
Risk management	<p>Risk is an everyday part of charitable activity and managing it effectively is essential if the trustees are to achieve their key objectives and safeguard their charity’s funds and assets.</p> <p>https://www.gov.uk/government/publications/charities-and-risk-management-cc26/charities-and-risk-management-cc26</p>
Stakeholder	<p>Anyone with an interest in a business. Stakeholders are individuals , groups or organisation that are affected by the activity of the business. These may be: Executive Committee members, staff, volunteers, customers, suppliers, lenders, funders, members, the local community.</p> <p>Groups within the business activity (members, volunteers etc) are Internal Stakeholders whereas groups outside the business activity (funders, suppliers etc) are External Stakeholders.</p>
Sustainability	the ability to be maintained at a certain rate or level.
Terms of Reference (TOR)	define the purpose and structures of a project, committee, meeting, negotiation, or any similar collection of people who have agreed to work together to accomplish a shared goal.
Trustee	<p>The law describes charity trustees as ‘the persons having the general control and management of the administration of a charity’ (Charities Act 1993, section 97).</p> <p>A charity’s trustees may have other titles, such as governors, councillors, management committee members or directors. The title used is usually in the charity’s governing document.</p> <p>What matters is the role, not the title. Trustees have specific duties that should be set out in the organisation's constitution or governing document. The company directors of a <i>charitable company</i> are also its charity trustees. Trustees must act collectively to govern the charity and take decisions.</p> <p>See also: https://www.gov.uk/guidance/charity-trustee-whats-involved</p>
Wider Society	used when comparing a small group of people to society as a whole

GCDCS Register of Interests January 2024

A conflict of interest is any situation in which a trustee's personal interests or loyalties could, or could be seen to, prevent the trustee from making a decision only in the best interests of the charity. GCDCS Executive Committee includes 1 husband and wife, 1 brother and sister and 2 brothers

Committee Member	Description of Interest	Does the Interest relate to the director or a person closely connected to them?	Is the interest current?
Alan Nicholson	<ol style="list-style-type: none"> 1. Labour Party member 2. Chair of Governors at Ormiston Maritime Academy 	Person Person	Yes yes
Angela Greenfield	None		
Graeme Bassett	Great Grimsby Ice Factory Trust (GGIFT) Secretary	Person	Yes
Jill Smith	Employee of Blue Cross	Person	yes
Kerry Henderson	NELC Councillor: Tourism and Visitor Economy; Planning (substitute)	Other	yes
Malcolm Morland	NELC Councillor: Tourism and Visitor Economy	person	yes
Marion Pigott	None		

Pete Milsom	None	Person	yes
Roger Beard	Development and Planning	Other	yes
Susan Milsom	None		
Paul Fenwick	None		
Kelvin Morland			
<i>Paul Genney, President</i>			

<https://www.gov.uk/government/publications/conflicts-of-interest-a-guide-for-charity-trustees-cc29/conflicts-of-interest-a-guide-for-charity-trustees>

GCDCS Executive Roles and Responsibilities and Committee Skills

Current Skills and connections deemed useful by the Exec. Comm. as a whole, and which can be called upon to develop its strength and effectiveness

Committee Member	Roles, responsibility and skills
Alan Nicholson	<p>GCDCS Chair</p> <ul style="list-style-type: none"> • Strive to improve the influence of our Society • Attends meetings with a variety of groups and individuals in a constructive way to increase collaboration and participation, towards benefiting the area we operate in • ensure GCDCS meetings are conducted in a business-like order <p>GCDCS Planning Sub-Group</p> <ul style="list-style-type: none"> • Chair of the group (which sits fortnightly) oversees Planning Applications that affect our remit as regards Conservation Areas, Listed Buildings, changes of use, developments, and Retrospective Applications. • selected Applications are presented to Planning group members for discussion, and to formulate responses that are then posted on to NELC Planning portal. <p>YHACS Committee member</p>
Angela Greenfield	<ul style="list-style-type: none"> • edits and produces the Society's quarterly Newsletter • takes Exec. meeting Minutes • maintains the Society's Register of Artifacts • FaceBook administrator
Graeme Bassett	<p>GCDCS Treasurer</p> <ul style="list-style-type: none"> • maintains Society's financial records • produces end of years accounts <p>GCDCS Transport sub-group</p> <ul style="list-style-type: none"> • attends forum groups alongside professional bodies, public representatives and NELC
Jill Smith	<p>GCDCS Membership Secretary</p> <ul style="list-style-type: none"> • Is the primary contact for new members • Maintains the Members' List
Kerry Henderson	<ul style="list-style-type: none"> • A member of focused, local campaigning groups: Save the Freshney Valley and some other groups in wider Lincolnshire: Stop drilling in Biscathorpe; plus 'No pylons in Lincolnshire' group <p>GCDCS Heritage sub-group</p> <ul style="list-style-type: none"> • Committed to getting local heritage noticed and preserved • promote / save our heritage through working with other groups to raise awareness • writing funding bids • managing projects

	<ul style="list-style-type: none"> • Bannister Fountian lead
Malcolm Morland	GCDCS Planning Sub-group
Marion Pigott	<ul style="list-style-type: none"> • Has a particular interest in Heritage matters and local transport • Networks with U3A, Walkwell, Tai Chi, Singing for Fun, & Line Dancing groups. To raise awareness
Pete Milsom	<p>Programme Secretary</p> <ul style="list-style-type: none"> • Family History and people researcher • FaceBook user • Communicator • Networks to forge links towards advertising with like-minded groups
Roger Beard	<ul style="list-style-type: none"> • a member of the Executive Committee of GCDCS for several years. • I have a particular interest in the future of Grimsby Central Library • writing letters and newsletter articles • music community <p>Planning Sub-group</p> <ul style="list-style-type: none"> • examine Planning applications which have been submitted to NELC and have input into GCDCS comments
Susan Milsom	<p>Exec. member with Secretarial Duties</p> <ul style="list-style-type: none"> • Word, Excel, PowerPoint user • civsoc website administrator (Joomla 'full content management system') • Produces / maintains the Society's procedural documents: Mintes Book (digital) CoG, TAR, Policies etc. • Maintains a document archive of correspondence, research, heritage and current information • Named contact with Charity Commission • Maintains Member contact / delivery / email lists to ensure members are kept informed

Paul Fenwick	<ul style="list-style-type: none"> • heavily involved with developing own website <i>Grimsby & Cleethorpes Museum</i> • involved with the local Watkin Group and their exhibitions • uses Photoshop, graphics and imaging programs • was born in Grimsby and went to senior school in Cleethorpes and also interested in the Wolds in addition to rural areas <p>Heritage sub-group</p> <ul style="list-style-type: none"> • Interested in local history research and producing articles • Has family links from Peoples Park area from the past
Kelvin Morland	Planning sub-group
<i>Paul Genney, President</i>	

