

CHARITY GOVERNANCE CODE (CGC) ACTION PLAN

CGC Principle	Ref	Activity	Start Date	Completion Date	Status (RAG)	Responsibility	Output
1. Organisational Development	1.1	Assess compliance against Principle 1.		2022/23	Not started	T.Board	Board workshop actions to ensure/ monitor CGC applied.
	2.1	Performance management of CEO - that includes objective setting, appraisal and regular review.		May-22		Chair	Recorded agreed priorities in line with business plan.
2. Leadership	2.2	Role descriptions defining responsibilities for all trustees, differentiation of roles, key staff to engage with & key EDI outcomes.		May-22		Secretary	Clear understanding of individual board member duties.
	2.3	Board to assess compliance with Principle 2		2022/23		T.Board	Board workshop actions to ensure CGC applied.
	3.1	Induction to address that trustees should regularly check for inappropriate power imbalances on the board or within the charity.		01.07.22		Secretary	Awareness and regular check on imbalances to ensure any potential abuse of power to uphold the charity's purpose, values and public benefit are addressed.
3.2	Include a prompt in board member appraisal form to raise concerns of power imbalance/ abuse of power within the charity or on the board.		01.07.22		Secretary		
3.3	Development session on how recognise and prevent inappropriate imbalance on the Board.		01.07.22		Secretary		
3.4	Whistleblowing Policy to specifically reflect reporting routes for board members.		May-22		Secretary		
3.5	Survey to assess how charity is viewed by stakeholders and wider public.		TBC		CEO	Confidence in raising and reporting concerns.	
3.6	Implement proposed Open Forum		2022/23		T.Board	To consider how the charity is seen by the people and organisations it's involved in and by the wider public. To be programmed when resources allow	
3.7	Charity Ethical Principles in the next review of the Code of Conduct,		May-22		Secretary	Hear from a wider range of people who are directly involved with the Charity.	
3.8	'Everyone feels safe and respected' to be tested in next staff survey		2022/23		Head of HR	Consider suitability of Charity Ethical Principles (or CGC themes) to replace dated Nolan Principles.	
3.9	Safeguarding/ Ask Angela signage in keys areas such as ice skating creativity pavilion and toilets		Mar-22		Head of HR	To meet safeguarding duties and promote a culture where everyone feels safe.	
3.10	Policies to include wording to ensure that if any serious issues are raised these would be notified to the CEO and the Board notified as appropriate.		May-22		Secretary		
4. Decision-making, risk & control	4.1	Regular review of terms of reference for committees/ Articles of trading subsidiary. (timescale for next review)		2022/23		T.Board	Ensure suitable functioning, memberships, delegations are clear and not reliant on particular people.
	4.2	The board agrees with senior management what information is needed to assess delivery against agreed plans, outcomes and timescales. Information should be timely, relevant, accurate and provided in an easy to understand format.		May-22		T.Board	Enable effective forward planning and monitoring (set out in Board Room Protocol).
	4.3	Board regularly considers information from other similar organisations to compare or benchmark the organisation's performance.		TBC		T.Board	Evidence board effectiveness.
	4.4	Board to assess compliance with Principle 4		TBC		T.Board	Evidence application of CGC/ arising action plan.
5. Board effectiveness	5.1	Board member appraisals framework in place.		1.0722	started	Secretary	Address individual concerns, expectations and behaviours.
	5.2	Documented process for annual board evaluation including 1-1 between Chair & individual board members.		01.07.22		Secretary	Assess effectiveness of the board
	5.3	Agreed timings for information to be supplied for particular meetings that aren't under local governance Access to Information rules.		01.07.22		Secretary	Adequate time to read and make informed decisions (set out in Board Room Protocol).
	5.4	Monitor EDI as part of the Annual Board Performance Review		TBC		T.Board	Effective monitoring and reporting.
	5.5	Board room behaviours protocol adopted & shared with Corporate Trustee and Whips so cognisant of our ambitions when considering the options		10.05.22		Secretary	Members behave appropriately and respectfully for better team work.
	5.6	The board regularly discusses its effectiveness and its ability to work together as a team, including individual's motivations and expectations about		TBC		Secretary	
	5.7	The board 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 board.		TBC		Secretary	Increase expertise on the board.
	5.8	The board explains how the charity reviews or evaluates the board in the governance statement in the trustees' annual report.		May-22		Secretary	Improved accountability.
	5.9	Regular meetings between the 3 Chairs		Jun-22		Secretary	Discuss boardroom issues, concerns, forward planning.
	5.10	Board assess compliance with Principle 5		TBC		Secretary	Evidence application of the CGC/ arising action plan.
6. Equality, Diversity & Inclusion	6.1	Ensure the charity has the resources to effectively understand the needs and better capture the experiences of our users.		TBC		Head of HR	To enable board to review progress embedding EDI embedded across the organisation, ensure our people represent local population & beneficiaries, identify gaps and plan how to address
	6.2	Establish targets/ actions for half-year & annual review of EDI progress to include in annual report and publish on website.		TBC		Head of HR	
	6.3	Board involved in updating EDI action plan.		TBC		Head of HR	
	6.4	Board skills audit that looks at diversity, understanding of beneficiaries as well identifying imbalances & gaps.		2022/23		Secretary	
	6.5	Review of board level behaviours from an EDI perspective (rather than another set of behaviours).		2022/23		Secretary	
	6.6	Board members to be included in EDI e-learning (or alternative) module for all board members		2022	Complete	Secretary	
	6.7	Board to discuss whether they would like further interaction with staff and volunteers.		2022/23		CEO	Improved understanding of the organisation, variety of perspectives.
	6.8	Raise with the Corporate Trustee and Political Groups to reflect diversity across the board, and ask the full council to bear that in mind when selecting board membership, subject to the constitution.		May-22		Chair	Letter to Chief Whips & Dem.Svs asking to consider need for stability, Charity turnover, suggest minimum terms of office unless a reason /performance issue – acknowledging still needs ratifying in annual council each year.
	6.9	March 2022 consultation with SAC/CC on appointing youth board members (Trustee Board in June).		Jun-22	started	CEO	Diversity of perspective on the board.
	6.10	Resume annual board member dinners.		Jul-22		Secretary	Build trust and understanding between board members, ensure receiving suitable level of information to make informed decisions.
	6.11	More pre-meetings of board members before meetings to anticipate any questions.		2022/23		Secretary	
	6.12	More opportunities for members to talk on the phone (after meetings) or separate sessions as a collective or additional agenda item, to reflect on the meeting, papers, information received in time.		2022/23		Secretary	
	6.13	Review board level Values & Behaviours framework from an EDI perspective (& include in Boardroom (meetings) Behaviours Protocol).		2022/23		Secretary	Values & Behaviours document & Boardroom Behaviours Protocol aligned with EDI Plan.
	6.14	Rotate EDI Champion		May-22		T. Board	Discuss ongoing learning and development/ gaps in annual conversations with Chair
	6.15	Include statements to explain where we are not able to comply – e.g. open recruitment of board members on website.		TBC		Chair & CEO	Evidence for any future challenge.
7. Openness & Accountability	7.1	Identify the key stakeholders with an interest in the charity's work.		TBC		T.Board	Transparency and communicating and consulting effectively with stakeholders
	7.2	Assess compliance with principle 7.		TBC		Secretary	
	7.3	a. External review of CGC assessment tool as part of wider governance review.		TBC		Secretary	
	7.3	b. Record and share findings in annual report & with SAC/CC.		TBC		Secretary	
		c. Review in 3-5 years (timescales depend on resources and changes in leadership)		TBC		Secretary	Good governance, effective management & oversight of charitable assets/delivery of charitable purposes