

## Good Governance Policy and Procedure

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|--------------------------|-----------------------------------------------|
| <b>Effective Date(s)</b> | October 2026 – Oct 2027                       |
| <b>Approved By</b>       | <b>Trustees</b>                               |
| <b>Approval Date</b>     | <b>01 October 2026</b>                        |
| <b>Policy Owner/Dept</b> | Caroline Reid                                 |
| <b>Policy Author</b>     | Caroline Reid - Manager , Gary Reid - Trustee |
| <b>Review Date</b>       | Oct 2027                                      |
| <b>Version Number</b>    | <b>1.0</b>                                    |

### 1. Purpose

This policy sets out how Cadrene Supported Living (CSL) is governed and managed. It promotes clear accountability, effective leadership, transparency, responsible decision-making and continuous improvement.

CSL will operate in accordance with its governing document, applicable charity law, relevant legislation and good-practice guidance, including the Charity Governance Code.

### 2. Scope

This policy applies to:

- Trustees and directors, where applicable.
- The Manager and other managers or coordinators.
- Employees, volunteers and representatives acting on behalf of CSL.

Everyone is responsible for supporting good governance and acting in the best interests of CSL and the people it supports.

### 3. Our Values

CSL's governance is guided by the following values:

| <b>Value</b>         | <b>What it means in practice</b>                                     |
|----------------------|----------------------------------------------------------------------|
| <b>Empowerment</b>   | Supporting people to make informed choices and develop independence. |
| <b>Respect</b>       | Treating everyone with dignity, kindness and fairness.               |
| <b>Integrity</b>     | Acting honestly, responsibly and ethically.                          |
| <b>Collaboration</b> | Working with service users, families and partner organisations.      |
| <b>Quality</b>       | Providing safe, person-centred and responsive support.               |

## **4. Governance Objectives**

CSL aims to:

- Ensure effective leadership and clear accountability.
- Meet its legal, charitable and financial responsibilities.
- Protect service users, staff, volunteers and organisational assets.
- Encourage feedback and learn from concerns, complaints and incidents.
- Involve service users in decisions affecting them.
- Monitor performance, manage risks and improve services.

## **5. Governance Structure and Responsibilities**

### **Board of Trustees**

The Board provides strategic direction, oversees the charity's activities and finances, manages organisational risks, ensures compliance with its governing document and applicable law, and acts in the charity's best interests.

### **Manager**

The Manager oversees day-to-day operations, implements approved policies, supports staff and volunteers, monitors service quality and reports significant issues to the Board.

### **Staff and Volunteers**

Staff and volunteers must follow CSL policies, maintain confidentiality, treat people fairly, raise concerns promptly and undertake required training.

### **Delegation and Accountability**

The Board may delegate appropriate responsibilities but retains overall responsibility for the charity's governance. Decisions, actions and delegated duties must be recorded where appropriate.

Accountability is maintained through trustee meetings, supervision, team meetings, financial monitoring, audits and governance reviews.

## **6. Policies, Procedures and Risk Management**

### **6.1 Policies and Procedures**

CSL will maintain policies and procedures appropriate to its activities and legal responsibilities. The Board will approve governance policies and significant changes. The Manager may approve operational procedures where authority has been delegated.

Policies will normally be reviewed annually or sooner following significant changes in legislation, guidance or services. Updates will be communicated to relevant staff and volunteers.

## 6.2 Key Governance Policies

The following policies support effective governance:

- **Code of Conduct Policy** – expected standards of behaviour.
- **Conflict of Interest Policy** – declaration and management of conflicts.
- **Risk Management Policy** – identification and control of risks.
- **Whistleblowing Policy** – raising concerns about wrongdoing or unsafe practices.
- **Complaints and Feedback Policy** – responding to complaints and learning from feedback.
- **Quality Assurance Policy** – monitoring service quality and improvement.
- **Data Protection and Confidentiality Policy** – protecting personal information.
- **Safeguarding Policy** – protecting people from abuse, neglect and harm.

CSL will maintain a risk register or risk matrix, review significant risks and record actions taken to reduce them.

## 7. Leadership, Training and Development

CSL will:

- Ensure trustees understand their legal duties and responsibilities.
- Provide appropriate induction and training for staff and volunteers.
- Offer supervision and appraisals appropriate to staff roles.
- Identify training needs and maintain relevant training records.
- Learn from incidents, complaints, audits and feedback.
- Promote an open culture in which concerns can be raised without fear of unfair treatment.

## 8. Information Governance and Data Protection

CSL will comply with applicable data protection legislation, including the UK General Data Protection Regulation and Data Protection Act 2018.

Personal information must be:

- Collected and used lawfully and fairly.
- Stored securely and accessed only by authorised people.
- Shared only where there is a lawful and appropriate reason.
- Retained and disposed of in accordance with CSL's procedures.

Staff, volunteers and trustees must maintain confidentiality. Suspected data breaches must be reported promptly and managed under the Data Protection and Confidentiality Policy.

## **9. Financial Oversight and Accountability**

The Board is responsible for overseeing CSL's financial affairs and ensuring charitable funds are used appropriately.

CSL will maintain accurate financial records, monitor income and expenditure, manage financial risks, apply appropriate financial controls and meet applicable reporting and filing requirements.

Trustees must declare relevant financial or personal interests and withdraw from decisions where required.

## **10. Monitoring and Continuous Improvement**

CSL will monitor its governance and performance through:

- Financial monitoring and review of budgets.
- Risk assessments and risk-register reviews.
- Policy reviews and internal checks.
- Service-user feedback and staff engagement.
- Review of complaints, incidents and safeguarding concerns.
- Trustee meetings and recorded action plans.

The Board will undertake an annual governance review, identify areas for improvement and monitor progress against agreed actions.

## **11. Review and Approval**

This policy will be reviewed annually or sooner if there are significant organisational, legal or operational changes.

Changes to this policy must be approved by the Board of Trustees and communicated to relevant staff and volunteers.

## **Related Documents**

- Safeguarding Policy.
- Risk Management Policy and Risk Matrix.
- Whistleblowing Policy.
- Complaints and Feedback Policy.
- Quality Assurance Policy.
- Code of Conduct Policy.
- Conflict of Interest Policy.
- Data Protection and Confidentiality Policy.
- Trustee Skills Audit.
- Financial Procedures.

## References

- Charities Act 2011, as amended.
- Equality Act 2010.
- Data Protection Act 2018 and UK GDPR.
- Relevant employment, health and safety and safeguarding legislation.
- Charity Commission guidance on trustee duties and responsibilities.
- Charity Governance Code (updated November 2025).