

Principle 1 – Organisational Purpose: The Board is clear about the charity’s aims and ensures that these are being delivered effectively and sustainably.

<p>Rationale 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.</p>	<p>Key outcomes 1.1 The Board has a shared understanding of and commitment to the charity’s purposes and can articulate these clearly. 1.2 The Board can demonstrate that the charity is effective in achieving its charitable purposes and agreed outcomes.</p>
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Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
1.3 Determining organisational purpose		
1.3.1 The Board periodically reviews the organisation’s charitable purposes, and the external environment in which it works, to make sure that the charity, and its purposes, stay relevant and valid.	Reviewed regularly as explained in the Trustees’ annual report.	
1.3.2 The Board leads the development of, and agrees, a strategy or plan that aims to achieve the organisation’s charitable purposes and is clear about the desired outputs, outcomes and impacts.	<ul style="list-style-type: none"> Reviewed continuously. Plans agreed when necessary to achieve particular objectives (e.g. building to deliver education programme and replacement trip boat) 	Strategy to be reviewed in 2022
1.4 Achieving the purpose		
1.4.1 All Trustees can explain the charity’s public benefit.	<ul style="list-style-type: none"> Trustees encouraged to internalise this. Set out in the Trustees’ annual report 	
1.4.2 The Board evaluates the charity’s impact, outputs and outcomes on an ongoing basis.	<ul style="list-style-type: none"> Reviewed in Trustees’ annual report 	
1.5 Analysing the external environment and planning for sustainability		
1.5.1 The Board regularly reviews the sustainability of its income sources and their impact on achieving charitable purposes in the short, medium and longer term.	<ul style="list-style-type: none"> Financial updates provided monthly during the COVID pandemic. Budget agreed each year in advance. 	
1.5.2 Trustees consider the benefits and risks of partnership working, merger or dissolution if other organisations are fulfilling	Trust has established constructive links with various organisations, including TRDC and other local bodies, Canal and River Trust and	

Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
similar charitable purposes more effectively and/or if the charity's viability is uncertain.	other boating organisations.	
1.5.3 The Board recognises its broader responsibilities towards communities, stakeholders, wider society and the environment, and acts on them in a manner consistent with the charity's purposes, values, and available resources.	The Trustees are aware of their responsibilities and reflect on these in the Trustees' annual report.	

Principle 2 – Leadership: Every charity is headed by an effective Board that provides strategic leadership in line with the charity’s aims and values.

<p>Rationale 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.</p>	<p>Key outcomes 2.1 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. 2.2 The Board agrees the charity’s vision, values and reputation and leads by example, requiring anyone representing the charity reflects its values positively. 2.3 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.</p>
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Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
2.4 Leading the charity		
2.4.1 The Board and individual Trustees take collective responsibility for its decisions.	Individual Trustees attend meetings and vote on matters to reach a collective decision.	
2.4.2 The chair provides leadership to the Board and takes responsibility for ensuring the Board 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.	Strong leadership is provided by the chair. Priorities are agreed at meetings and driven forward by the agenda. Policies are in place which are reviewed, as appropriate. Trustees are recruited to ensure that a broad range of skills exist on the board.	
2.4.3 If the charity has staff, the Board makes sure that there are proper arrangements for their appointment, supervision, support, appraisal, remuneration and, if necessary, dismissal.	The Trust has arrangements in place for appointing staff. Each member of staff has a job description and an agreed Trustee as their line manager. Remuneration is reviewed regularly. The Trust has an appraisal policy.	
2.4.4 If the charity has volunteers, the Board makes sure there are proper arrangements for their recruitment, support and supervision.	The Trust’s volunteer policy clarifies the role of volunteering, champions the development of volunteering within the organisation and promotes best practice to ensure a consistent approach to volunteer management across the Trust.	
2.4.5 The Boards functions are formally	The Trustee role and responsibilities defined	

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recorded. There are role descriptions that define Trustees' responsibilities for all Trustees that differentiate clearly between the responsibilities of those of the chair and other officer positions and outline how these roles relate to staff or volunteers where they exist.	in a statement, which also sets out the values expected from a trustee. Trustees are asked to sign a Code of Conduct, confirming what is expected of them. The chair's role and desired requirements are also set out in this document.	
2.4.6 Where the Board 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.	N/A	
2.5 Leading by example		
2.5.1 The Board agrees the values, consistent with the charity'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).	The Board's values are set out in the Trust's policies.	
2.5.2 The Board recognises, respects and welcomes diverse, different and, at times, conflicting trustee views.	The Trust has an Equality and Diversity Statement. Diversity statements are also included in some of the Trust's policies. Before Board decisions are made there is ample time to discuss any differing views, which are useful in reaching a considered view.	
2.5.3 The Board provides oversight and direction to the charity and provides support and constructive challenge to the organisation and where they exist staff and volunteers.	At each meeting the Trustees receive reports from its employees and the Ops Group and review the Trust's operations. They agree any actions necessary to support the Trust's activities.	

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<p>2.5.4 The Board supports any staff or volunteers to feel confident and able to provide the information, advice and feedback necessary to the Board.</p>	<ul style="list-style-type: none"> • Staff employees attend the regular Trustee meetings to provide reports and receive any instructions and support. • Volunteers are invited to the AGM where they are invited to raise questions and or make comments. • Regular volunteer communications by webmail newsletter. • Regular education volunteer briefings provided. 	
2.6 Commitment		
<p>2.6.1 All Trustees give sufficient time to the charity to carry out their responsibilities effectively. This includes preparing for meetings and sitting on Board 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>	<ul style="list-style-type: none"> • Trustees sign up to a code of conduct which sets out what is expected from them. • All prospective Trustees are briefed on what is expected from them as in the Trust's Trustee recruitment policy 	
<p>2.6.2 Where individual Board 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>Many Trustees are also involved as volunteers and comply with any requirements accordingly.</p>	

<p>Principle 3 – Integrity: The Board acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve the charity’s purposes. The Board is aware of the significance of the public’s confidence and trust in charities. It reflects the charity’s ethics and values in everything it does. Trustees undertake their duties with this in mind.</p>	
<p>Rationale 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.</p> <p>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>Key outcomes 3.1 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. 3.2 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. 3.3 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. 3.4 The Board safeguards and promotes the charity’s reputation by living its values and by extension promotes public confidence in the wider sector. 3.5 Trustees and those working for or representing the charity are seen to act with honesty, trustworthiness and care, and support its values.</p>

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3.6 Upholding the charity’s values		
3.6.1 The Board ensures that all of its decisions and actions are consistent with the charity’s values.	As a provider of education, the Board is aware of its safeguarding duty and has a policy in place accordingly.	
3.6.2 Trustees 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.	All Trustees and employees are aware of their responsibilities and hold each other to account accordingly.	
3.6.3 Trustees adopt and follow a suitable code of conduct that reflects the charity’s values and sets out expected standards of	All Trustees have signed the Trustee’s code of practice which sets out what is expected from them.	

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ethics, probity and behaviour.		
<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>Members of the Board and its employees are conscious of the role that the Trust plays in the community and ensure that the Trust's reputation is upheld.</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'¹ or <i>Charity Ethical Principles</i>² and other good practice initiatives that promote confidence in charities and create a supportive environment.</p>	<p>The Directors and the Secretary ensure that the Trust follows the law.</p>	<p>Seven Principles of Public Life and the Charity Ethical Principles can be accessed from links in notes below, which the Trustees are asked to digest and ensure they apply in their decision making.</p>
3.7 Ensuring the right to be safe		
<p>3.7.1 Trustees understand their safeguarding responsibilities and meet the legal minimum to promote a culture in which everyone feels safe and respected.</p>	<p>As a provider of education, the Board is aware of its safeguarding duty and has a policy in place accordingly.</p>	
<p>3.7.2 Where appropriate:</p> <ul style="list-style-type: none"> ■ the Board 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>A safeguarding policy has been agreed and is in place.</p> <p>This is cross referenced in relevant documents.</p>	<p>Cross referencing to be updated in the Volunteers handbook.</p>

¹ www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2

² www.ncvo.org.uk/images/documents/policy_and_research/ethics/Charity-Ethical-Principles.pdf

Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
3.8 Identifying, dealing with and recording conflicts of interest/loyalty		
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.	Conflict of interest policy in place.	
3.8.2 Trustees disclose any actual or potential conflicts to the Board, and deals with these in line with the charity's governing document and a regularly reviewed conflicts of interest policy.	<ul style="list-style-type: none"> • Ad hoc according to Conflict of Interest policy • Trustees are reminded to declare any conflicts at each meeting and also when any new activities are considered. 	
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.	Not needed. Trustees do not receive any hospitality or gifts of value	
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.	See 3.8.1	

Principle 4 – Decision making, risk and control: The Board 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>Rationale</p> <p>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.</p> <p>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.</p>	<p>Key outcomes</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>4.4 Where aspects of the Board's role are delegated to committees, staff, volunteers or contractors, the Board keeps responsibility and oversight.</p>

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4.5 Delegation and control		
4.5.1 The Board regularly reviews which matters are reserved to the Board 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.	The Board has delegated operational matters to a sub-committee, the Ops Group, which reports back to the Board. It also delegates day to day running of the Trust to its General Manager and the running of the educational programmes to its Education Programme leader, both of whom report back to the Trustees.	
4.5.2 The Board describes its 'delegations' framework in a document which provides sufficient detail and clear boundaries that the delegations can be clearly understood and carried out.	Terms of reference document in place for the Ops Group	
4.5.3 The Board makes sure that its committees have suitable terms of reference and membership and that: <ul style="list-style-type: none"> ■ the terms of reference are reviewed regularly ■ the committee membership is refreshed 	As for 4.5.2	

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<p>regularly and does not rely too much on particular people</p> <p>■ committee members recognise that the board has ultimate responsibility.</p>	<ul style="list-style-type: none"> • Marie Gillen added to Ops Group membership in 2019. • Any strategic decisions suggested by Ops Group are referred back to Trustee board for approval. 	
<p>4.5.4 Where a charity uses third party suppliers or services – for example for fundraising, data management or other purposes – the Board assures itself that this work is carried out in the interests of the charity and in line with its values and the agreement between the charity and supplier. The Board makes sure that such agreements are regularly reviewed to make sure they are still appropriate.</p>	<p>Third party services are only brought in for the annual festival.</p>	
<p>4.5.5 The Board regularly checks the charity'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 Board 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>Review of key policies and procedures commenced in 2020 and nearly complete.</p>	
<p>4.6 Managing and monitoring organisational performance</p>		
<p>4.6.1 The Board makes sure that operational plans and budgets are in line with the charity's purposes, strategic aims and resources.</p>	<p>Carried out annually as part of the Trustees' Annual Report.</p>	
<p>4.6.2 The Board regularly monitors performance using a consistent framework and checks performance against the charity's strategic aims, operational plans and budgets.</p>	<p>Carried out annually as part of the Trustees' Annual Report.</p>	

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<p>4.6.3 The Board 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>Carried out annually as part of the Trustees' Annual Report.</p>	
<p>4.6.4 The Board regularly considers information from other similar organisations to compare or benchmark the organisation's performance.</p>	<p>RWT's Annual Report is considered by the Board to be comprehensive and fit for its purposes, including fundraising. It is revised by the External Examiner and also by Douglas Paterson to ensure best practice.</p>	
<p>4.7 Actively managing risks</p>		
<p>4.7.1 The Board 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>	<ul style="list-style-type: none"> • The Board has reviewed its risk assessments and now has separate risk documents for all its activities. • Finances are considered at each meeting to ensure that the risk of lack of finance is managed. • Data information is also managed, within the General Data Protection legislation to ensure that the Trust is compliant. One Trustee Director takes responsibility for the Trust's data and reports to the Board. 	
<p>4.7.2 The Board regularly reviews the charity'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>	<ul style="list-style-type: none"> • Risk assessments reviewed annually for the Festival and will be done regularly for all the other areas. • Most recent changes include COVID risk assessments. • Separate Safeguarding Policy sets out the arrangements in place in relation to safeguarding. 	
<p>4.7.3 The Board puts in place and regularly checks the charity's process for identifying, prioritising, escalating and managing risks and, where applicable, the charity's system of</p>	<ul style="list-style-type: none"> • Risks, processes and controls are covered in the respective policies and risk documents. 	

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<p>internal controls to manage these risks. The Board reviews the effectiveness of the charity's approach to risk at least every year. The Board describes the charity's approach to risk in its annual report and in line with regulatory requirements.</p>	<ul style="list-style-type: none"> The Board's approach to risks is described in its Annual Report 	
4.8 Appointing external examiners or auditors		
<p>4.8.1 The Board agrees and oversees an effective process for appointing and reviewing its external examiners or auditors if they are required.</p>	<p>The Board reviews the appointment of its external examiner every year.</p>	

Principle 5 – Board effectiveness: The Board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.	
<p>Rationale</p> <p>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.</p>	<p>Key outcomes</p> <p>5.1 The Board's culture, behaviours and processes help it to be effective; this includes accepting and resolving challenges or different views.</p> <p>5.2 All Trustees have appropriate skills and knowledge of the charity and can give enough time to be effective in their role.</p> <p>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.</p> <p>5.4 The Board takes decisions collectively and confidently. Once decisions are made the Board unites behind them and accepts them as binding.</p>

Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
5.5 Working as an effective team		
5.5.1 The Board meets as often as it needs to be effective.	Meetings are every two months but take place more frequently if circumstances need.	
5.5.2 The chair, working with Board members and where they exist staff, plans the Board's work and meetings, making sure Trustees have the information, time and space they need to explore key issues and reach well-considered decisions.	Agendas are drafted to cover all matters which need to be considered and timings at meetings are flexible to ensure that Trustees have chance to debate matters thoroughly ideally to reach unanimous decisions.	
5.5.3 The Board 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 Board and the chair asks for feedback on how to foster an environment where Trustees can constructively challenge each other.	<ul style="list-style-type: none"> Trustee recruitment is a regular item on the agenda to discuss any skills shortage on the Board. Continuity within the Board has helped individuals to get to know each other. There is an open environment where individuals feel comfortable in challenging each other. Three new Trustees appointed in last year. 	
5.5.4 Where significant differences of opinion arise, Trustees take time to consider the	In the past differences of opinion have arisen and been able to be "talked out", even arriving	

range of perspectives and outcomes, respecting all viewpoints and the value of compromise in board discussions.	at a different decision. The Trustee Board is able to tackle and reach agreement on difficult issues.	
5.5.5 The Board 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 Board to discharge its duties.	The Board obtains independent advice when necessary, e.g. external review of accounts and architectural advice when constructing its education building	
5.6 Reviewing the Board's composition		
5.6.1 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.	<ul style="list-style-type: none"> Trustee recruitment is a standing item on the agenda to discuss any skills shortage on the Board. The Board currently includes long-standing members and more recently appointed members. 	
5.6.2 The Board is big enough that the needs of the charity's work can be carried out and changes to the Board's composition can be managed without too much disruption. A Board of at least five but no more than twelve Trustees is typically considered good practice.	There are currently twelve members of the Board, which enables the Trust's work to be carried out efficiently.	
5.7 Overseeing appointments		
5.7.1 There is a formal, rigorous and transparent procedure to appoint new Trustees to the Board, which includes advertising vacancies widely.	There is an agreed Trustee Recruitment policy. Trustees tend to be appointed from the Trust's numerous volunteers.	
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 Board regularly looks at what skills it has and needs, and this affects how new Trustees are found.	<ul style="list-style-type: none"> The Trustees are aware of any skills shortage and review this at each meeting. An agreed recruitment procedure is followed when appointing a Trustee. 	
5.7.3 Trustees are appointed for an agreed length of time, subject to any applicable	<ul style="list-style-type: none"> Under the Trust's articles of association one-third of the Trustee directors are 	

<p>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 Board ■ explained in the Trustees' annual report. 	<p>subject to retirement by rotation at the annual general meeting but can stand for reappointment.</p> <ul style="list-style-type: none"> • TB-C and CB were appointed in 2011 and SV and DM in 2012. All are valuable members of the Board. Comment included in 2021 report about TB-C's and CB's long serving. 	
<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 board, the charity supports the members to play an informed role in these processes.</p>	<p>All Trustees' appointments and reappointments are subject to a nomination and approval process by members at the AGM.</p>	
<p>5.8 Developing the Board</p>		
<p>5.8.1 Trustees receive an appropriately resourced induction when they join the Board that includes meetings with other members and staff (if the charity has staff) and covers all areas of the charity's work.</p>	<p>Process in place and set out in the Trustee Recruitment Policy.</p>	
<p>5.8.2 The Board reviews its own performance, including that of the chair. These reviews might consider the Board's balance of skills, experience and knowledge, its diversity, how the Board works together and other factors that affect its effectiveness.</p>	<p>The Board reviews its performance against its objectives each year in its annual report.</p> <p>The Trustees have achieved the following over the last few years:</p> <ul style="list-style-type: none"> • Queen's Award for Voluntary Service • Learning outside the Classroom recognition • Building of Education Centre within budget. <p>These illustrate the Trustees' effectiveness.</p>	
<p>5.8.3 Trustees can explain how they check their own performance.</p>	<ul style="list-style-type: none"> • As above • SWOT analysis carried out in last year. 	

Principle 6 – Equality, Diversity and Inclusion: The Board 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.

Rationale
 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 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, help to make sure that a charity achieves its aims.
 All Trustees have the same responsibility for the charity, so they must have equality of 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 those 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.
 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.

Key outcomes
6.1 The principles of equality, diversity and inclusion are embedded in the organisation and help to deliver the charity’s public benefit.
6.2 Obstacles to participation are reduced, with the organisation’s work designed and open for everyone included within its charitable purposes. This supports the charity to challenge inequality and achieve improved equality of outcomes.
6.3 The Board is more effective because it reflects different perspectives, experiences and skills, including, where applicable, from current and future beneficiaries

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6.4 Assessing understanding of systems and culture		
6.4.1 The Board analyses and can define how equality, diversity and inclusion are important for the charity, its context and the delivery of its aims.	Our education and building offerings are available to the whole local community and are marketed to everyone accordingly.	Needs to be proportionate to our constituency. Perhaps we could do a light touch assessment in the context of the people the charity serves.
6.4.2 The Board assesses its own understanding of equality, diversity and inclusion. It considers how this happens in the	Reviewed every eighteen months	

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charity and identifies any gaps in understanding which could be filled by discussion, learning, research or information		
<p>6.4.3 The Board regularly assesses:</p> <p>6.4.3.1 the charity's approach to equality, diversity and inclusion, using available data and, where applicable, lived experience</p> <p>6.4.3.2 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 ■ 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>Reviewed every eighteen months</p> <p>The Board has a good gender mix, but it is hard to attract younger people who have different priorities.</p> <p>There is no bias on recruitment and selection – it is skills-based.</p> <p>AGMs are open to all Trust members. The building has access for disabled members.</p> <p>Trustee meetings are conducted in a way that invites participation from all and are designed to ensure inclusion by everyone.</p>	
<p>6.4.4 The chair regularly asks for feedback on how meetings can be made more accessible and how to create an environment where Trustees can constructively challenge each other and all voices are equally heard.</p>	<p>Meetings currently in place at which chair ensure feedback from all.</p>	
<p>6.5 Setting context specific and realistic plans and targets</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</p>		<p>Consider with strategy review</p>

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and values. This is supported by appropriate plans, policies, milestones, targets and timelines.		
<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 	As above	
6.6 Taking action and monitoring performance		
<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>	Reviewed every eighteen months	
<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>		

Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
<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>To be driven, as relevant, from review</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>To be driven, as relevant, from review</p>	
<p>6.7 Publishing performance information and learning</p>		
<p>6.7.1 The Board regularly publishes: 6.7.1.1 information on its progress towards achieving its equality, diversity and inclusion plans and targets, including challenges, opportunities and learning. 6.7.1.2 its plans to tackle any organisational or Board inequalities and gaps that have been identified.</p>		<p>Include something in our annual report.</p>

Principle 7 – Openness and accountability: The Board leads the organisation in being transparent and accountable.	
<p>Rationale The public's trust that a charity 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.</p>	<p>Key outcomes 7.1 The organisation's work and impact are appreciated by all its stakeholders. 7.2 The Board ensures that the charity's performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the Board. Trustees make sure that the charity collaborates with stakeholders to promote ethical conduct. 7.3 The charity takes seriously its responsibility for building public trust and confidence in its work. 7.4 The charity is seen to have legitimacy in representing its beneficiaries and stakeholders.</p>

Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
7.5 Communicating and consulting effectively with stakeholders		
7.5.1 The Board identifies the key stakeholders with an interest in the charity's work. These might include users or beneficiaries, staff, volunteers, members, donors, suppliers, local communities and others.	Identified and set out in the Annual Report.	
7.5.2 The Board 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.	Annual Report available on website to all members and interested parties. All members invited to AGM	
7.5.3 As part of this strategy, the Board thinks about how to communicate how the charity is governed, who the Trustees are and the decisions they make.	Set out on website and in Annual Report	
7.5.4 The Board ensures that stakeholders have an opportunity to hold the Board to account through agreed processes and routes, for example question and answer sessions.	Q&As invited at AGM and through website.	

Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
7.5.5 The Board makes sure it speaks to stakeholders about significant changes to the charity's services or policies.	Done via regular emails to members, via website and in Annual Report	
7.6 Developing a culture of openness within the charity		
7.6.1 The Board 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.	Feedback received on Learning at the Lock programme. Any complaints are taken seriously and addressed at Trustees' meetings.	
7.6.2 The Board 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.	Trustees have an agreed Complaints Policy which sets out a procedure to follow when a complaint (whether internal or external) is raised.	
7.6.3 The Board keeps a register of interests for Trustees and agrees an approach for how these are communicated publicly in line with Principle 3.	Trustees are asked to raise any conflicts of interest. Asked at any meeting if potential for conflict of interest arises.	
7.6.4 If a charity has staff, the Trustees agree how to set their remuneration, and they publish their approach.	Agreed in private by Trustees, as there are only two staff members. Total salaries paid are shown in the Annual Accounts.	

Recommended Practice	Evidence of application / explanation	Areas for improvement / implementation
7.7 Member engagement		
<p>7.7.1 In charities where Trustees are appointed by an organisational membership wider than the Trustees, the Board makes sure that the charity:</p> <ul style="list-style-type: none"> ■ has clear policies on who can be a member of the charity ■ has clear, accurate and up-to-date membership records ■ tells members about the charity’s work ■ looks for, values and takes into account members’ views on key issues ■ 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>RWT is open to all.</p> <p>Membership records are kept up to date by one of the Trustees. Records are deleted if members are no longer involved.</p> <p>Members are invited to AGM where they receive reports on the Trust’s activities and can provide their views.</p> <p>Members are invited to participate on Committees or to act as a Trustee on an individual basis.</p>	