GSCI Integrated Governance and Management System (GIGMS)

Governance Charter

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Foreword

Governance is often viewed as a collection of policies written to satisfy legal or regulatory requirements.

GSCI adopts a fundamentally different approach.

Governance is not an administrative exercise.

It is the framework through which GSCI delivers confidence, consistency, transparency and continual improvement.

Every service, publication, event, digital product and client engagement undertaken by GSCI shall be designed, delivered and reviewed within this Governance Framework.

Governance is therefore considered a strategic asset rather than a compliance obligation.

Vision

To become the United Kingdom's most trusted independent provider of industrial, manufacturing and supply chain intelligence.

Mission

To transform reliable evidence into practical intelligence that enables organisations to make better strategic decisions.

Governance Statement

The governance arrangements adopted by GSCI are intended to align, where appropriate, with recognised international standards and best practice including:

- ISO 9001 – Quality Management Systems
- ISO/IEC 27001 – Information Security Management
- ISO 31000 – Risk Management
- ISO 37301 – Compliance Management
- ISO 56002 – Innovation Management
- ISO 30401 – Knowledge Management
- BS 8878 – Provision of Services

GSCI does not imply certification against these standards unless formally accredited.

Instead, they provide the principles upon which the organisation's management system is designed.

Our Governance Philosophy

GSCI believes that:

Good governance creates confidence.

Confidence creates trust.

Trust enables collaboration.

Collaboration produces better decisions.

Better decisions improve economic outcomes.

Every policy contained within the GSCI Integrated Governance and Management System exists to support that simple philosophy.

Governance Principles

Principle 1 — Integrity

Integrity is the foundation upon which all other governance arrangements depend.

GSCI will act honestly, professionally and ethically.

Commercial considerations shall never compromise independent judgement.

Principle 2 — Evidence

Evidence is fundamental to every recommendation issued by GSCI.

Information will be:

- traceable
- verifiable where practicable
- appropriately referenced
- distinguished from opinion
- reviewed before publication.

Where uncertainty exists, uncertainty will be explained.

Principle 3 — Independence

Clients engage GSCI because they require objective analysis.

Advice will therefore remain independent of political influence, commercial pressure or personal preference.

Potential conflicts of interest shall be identified, recorded and managed transparently.

Principle 4 — Transparency

Stakeholders should understand:

- what information is collected;
- why it is collected;
- how it is used;
- who may receive it;
- how long it is retained;
- the legal basis upon which processing occurs.

Transparency builds confidence.

Principle 5 — Proportionality

Governance controls should always be proportionate.

GSCI will avoid unnecessary bureaucracy.

Controls should protect people, information and commercial interests without creating avoidable administrative burden.

Principle 6 — Accountability

Every significant decision should have an identifiable owner.

Responsibilities shall be clearly defined.

Records shall be maintained sufficient to demonstrate appropriate governance.

Principle 7 — Security

Information is one of GSCI's most valuable assets.

Appropriate physical, technical and organisational safeguards shall be maintained to protect:

- client information;
- personal information;
- intellectual property;
- research data;
- commercial intelligence.

Principle 8 — Continuous Improvement

Every activity presents an opportunity to improve.

Lessons learned from projects, reports, events and stakeholder engagement shall be used to strengthen future governance arrangements.

Governance by Design

Governance shall be incorporated into the design of every significant activity before implementation.

This includes:

- consultancy assignments;
- strategic projects;
- research programmes;
- publications;
- conferences;
- digital products;
- websites;
- artificial intelligence applications;
- software development;
- commercial agreements.

Compliance should never be added retrospectively where it can be designed from the outset.

Risk-Based Governance

GSCI shall adopt a risk-based approach to governance.

Resources will be directed towards areas presenting the greatest potential impact upon:

- legal compliance;
- commercial reputation;
- information security;
- client confidence;
- business continuity.

Lower-risk activities should not be subjected to unnecessary governance controls.

Information Governance

Information represents both an organisational asset and a responsibility.

Accordingly GSCI commits to:

- protecting confidentiality;
- ensuring accuracy;
- maintaining availability;
- respecting privacy;
- preserving integrity;
- supporting appropriate information sharing.

These commitments align with internationally recognised information governance principles.

Responsible Artificial Intelligence

Artificial Intelligence has the potential to transform industrial intelligence.

Equally, inappropriate use may introduce risk.

GSCI therefore commits to responsible AI principles.

Artificial Intelligence shall support—not replace—professional judgement.

Outputs generated using AI shall be reviewed by an appropriately qualified individual before publication or reliance.

Clients shall not be misled regarding the role of AI in producing work.

Data Ethics

Compliance with legislation represents the minimum acceptable standard.

GSCI aspires to higher ethical standards.

Accordingly the organisation commits to:

- collecting only information that is genuinely required;
- using information fairly;
- respecting legitimate expectations;
- explaining processing transparently;
- enabling appropriate user control;

- protecting individual rights.

Commercial Ethics

Commercial success shall never be pursued at the expense of professional integrity.

Recommendations will never be influenced by:

- commissions;
- referral incentives;
- undisclosed financial interests;
- political pressure.

Intellectual Property

The intellectual property developed by GSCI represents a significant organisational asset.

Appropriate licensing arrangements shall protect:

- reports;
- methodologies;
- databases;
- analytical models;
- software;
- training material;
- digital products.

Stakeholder Commitment

GSCI recognises responsibilities towards:

- clients;
- employees;
- associates;
- suppliers;

- government;
- industry;
- academia;
- the wider public.

Every stakeholder shall be treated professionally, respectfully and fairly.

Continual Improvement Framework

The governance system itself shall be reviewed using the Plan–Do–Check–Act (PDCA) methodology that underpins several ISO management systems.

Improvements may arise from:

- legislative changes;
- technological developments;
- client feedback;
- internal review;
- audit findings;
- project lessons learned;
- emerging risks.

Statement of Commitment

Governance is not something GSCI does.

It is how GSCI operates.

Every engagement, every report, every recommendation and every decision shall be expected to demonstrate the principles contained within this Charter.

By maintaining these standards, GSCI seeks to become recognised not only for the quality of its intelligence, but equally for the professionalism, integrity and transparency with which that intelligence is produced.