

Society for the Reduction of Carbon Limited

Hereafter referred to as 'Carbon Co-op'

Carbon Co-op Policy Manual version 1.3 July 2017

- The following Sections and Policies were guided by the Policy Governance® approach, based on the work of John Carver and Miriam Mayhew Carver.
- This document represents a work in progress, and will continue to be in review – that is how it works!
- The Carver Governance approach was initially proposed in May 2015, and the Strategy Day and has been developing since then.
- By **July 2016** all sections had been scrutinized and agreed.
- This document has now been **officially adopted** by the Committee.
- All **amendments** to this document can be tracked by looking at Appendix 1
- Clarification of **terms** used can be found in Appendix 2
- The Committee Policy Manual will work in conjunction with other Association policies such as Environmental, Health and Safety etc. A list of all current policies can be found in Appendix 3
- Terms of Reference for Committees can be found in Appendix 4

CURRENT VERSION 1.1 Created 01/09/2015; Last modified: 7th July 2016

Society for the Reduction of Carbon Limited trading as Carbon Co-op
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Website: <http://www.carbon.coop/> Email: info@carbon.coop

E: Ends Policies (a.k.a. 'aims')

Carbon Co-op Ends – more traditional 'aims' are expressed in brackets. The Ends are listed in order of priority: most important first

E: Overarching-End: Domestic carbon emissions are radically reduced in order to avoid runaway climate change

The domestic carbon emissions of Carbon Co-op members and the wider public in Greater Manchester and beyond, are radically reduced to an extent sufficient to avoid runaway climate change.

- **E1: Radical carbon emission reduction strategies are created and shared**
Knowledge is openly shared and disseminated and well documented, open models for radical domestic carbon reduction are readily available to enable the public, policy makers and other community organisations to be inspired and be replicated.
- **E2: 2050 retrofit is made possible**
Owner occupiers can simply and affordably reduce their home carbon emissions to 2050 standards through the adoption of fabric first, whole house, energy efficient retrofit works.
- **E3: Local authority action in Greater Manchester is supported**
Politicians and policy makers at the GMCA (Greater Manchester Combined Authority) possess practical examples and guidance, assisting them in rolling out fair and effective carbon reduction measures, alone or in collaboration with Carbon Co-op, fulfilling their climate obligations to Greater Manchester citizens.
- **E4: The energy system is de-carbonised**
Our members, individually and in aggregation, have the tools and knowledge to optimise their interactions with the electricity grid, reducing domestic carbon emissions and generating income as appropriate.
- **E5: Collective action is taken**
Our membership acquires and shares knowledge collectively and owns and controls the means (ie tools and processes) of their own carbon reduction decent. *(Do more by being a co-operative - together we are stronger. Peer learning, amplification, ownership)*
- **E6: Aware of carbon footprint and reduction targets benchmarked**
Our membership and the Greater Manchester population are informed of their personal contributions to the causes of climate change and understand their responsibilities for reducing these in the context of environmental justice. *(Promote awareness of personal carbon footprint and equitable carbon budgets)*
- **E7: Environmental justice is demonstrated**
Members, staff and wider stakeholders possess knowledge and understanding of energy justice and social equity and this knowledge frames their carbon reduction activities. *(Equity and environmental justice informs everything we do)*

In public documents, the ends statements will be referred to as 'aims'.

Formulated: at Strategy Day, 9th April 2016 Reviewed and agreed: 7th July 2016

G: Governance process

These policies define the way that the Committee manages itself, defining its role, obligations and how it acts in relation to other elements of the organisation.

G2.1 Legal Obligations

The Committee recognises that Committee members have legal obligations under UK law.

These are:

1. Duty to act within powers
2. Duty to promote the success of the company
3. Duty to exercise independent judgement
4. Duty to exercise reasonable care, skill and diligence.
5. Duty to avoid conflicts of interest.
6. Duty not to accept benefits from third parties.
7. Duty to declare interest in proposed transactions or arrangements with the company.

G2.2 Committee member's responsibilities

The Committee is committed to accessing training and research to ensure members remain up to date and informed of their responsibilities under UK law.

In order to discharge these responsibilities, Committee members must:

1. have a responsibility to ensure that they have appropriate skills for the post of Committee member
2. attend Committee meetings regularly and consider that missing three consecutive meetings, without good reason, serves as their automatic resignation.
3. be prepared in advance for Committee meetings ie having read papers and previous minutes.
4. become familiar with this policy manual and Carbon Co-op's policies and bylaws.
5. make informed decisions by insisting on complete and accurate information and then supporting all decisions once they have been fully discussed and resolved by the Committee.
6. show respect for others and their opinions and respect the right of others to disagree.
7. actively discipline themselves and other members of the Committee of Directors by identifying Committee actions and conditions that run counter to these policies.

G2.3 Governing Style

G2.3.1 The Committee will govern with an emphasis on:

1. outward vision rather than internal preoccupation,
2. encouragement of diversity in viewpoints,
3. strategic leadership more than administrative detail,
4. clear distinction of Committee and executive roles,
5. collective rather than individual decisions,
6. future rather than past or present,
7. proactivity rather than reactivity, and
8. commitment to co-operative principles

G2.3.2 Accordingly:

1. **Scope of Activities**
All activities of the Committee, its officers, Committee(s) or members shall relate to the specific responsibilities as formally adopted at Committee meetings.
2. **Group Action**
The Committee shall exercise collective governing authority and no individual Committee member may exercise such authority except as instructed by the Committee.
3. **Policy Review and Revisions**
Any Committee member or Executive may request a review or change of specific policies. If the suggested change does not significantly alter the meaning of the policy it may be revised immediately. Any significant revision shall be decided by the full Committee.
4. **Monitoring**
The Committee shall establish effective and regular ways of monitoring compliance with the Limitation Policies, as well as determining monitoring for Ends Policies.

G2.4 Committee Job Description

The job of the Committee is to represent the “moral ownership” of Carbon Co-op – ie our members. As the representative of the owners of the organisation, the Committee will determine and require appropriate organisational performance throughout Carbon Co-op.

To distinguish this role from that of the Executive, the Committee will concentrate on:

1. The **link** between the organisation and the membership.
2. Written governing policies which, at the broadest level, address:
 - i. **Ends:** organisational benefits, recipients, and their relative worth
 - ii. **Governance Process:** ie how the Committee carries out, and monitors its own tasks.
 - iii. **Committee-Executive Relationship:** How power is delegated and monitored; the Executive's role, authority and accountability.
3. **Executive Limitations:** Constraints on Executive authority which establish the boundaries within which all staff activity and decisions take place.
4. The assurance of **Executive performance**.

G2.5 Committee members general standards of behaviour:

1. In their dealings with each other, with the society's officers, and with its employees and members, treating people politely, fairly, and with respect;
2. On public occasions and on all society business, behaving in a way which is appropriate for a Committee member of such an organisation. This includes not bringing the society into disrepute in any context.
3. Committee members will treat meetings of the Committee or of any Committee or sub-committee of the Committee as formal occasions, and will observe the following:
 - i. accepting the authority of the chair of any meeting, expressing all questions and points of view through the chair;
 - ii. listening to the views of colleagues with an open mind, seeking advice or clarification where needed, expressing their own views, and coming to their own decision on individual matters in good faith in what they believe to be in the best interests of the society, taking into account relevant factors;
 - iii. not resorting to behaviour that could be considered to be aggressive or intimidating, e.g. swearing, name calling, shouting, finger pointing;
 - iv. keeping to the agenda, raising other issues under “any other business” according to agreed procedures, and not engaging in discussions during the meeting which are not relevant to the issues of the meeting;

- v. ensuring that they do not attend any meetings under the influence of alcohol, or illegal or recreational drugs.

G2.6 Governing Processes

1. Annual Committee Planning Cycle

1. The Committee will follow an annual agenda which completes a re-exploration of End Policies and continually improves its performance through attention to Committee education and broad based input and deliberation.
2. The Committee will establish an annual policy review calendar to coordinate the review of every policy at least once a year.
3. Consultations with selected groups in the membership or other methods of gaining membership input will be determined and held during the year.
4. Governance education and education related to Ends determination will be scheduled
5. Throughout the year, the Committee will review consent agenda items as promptly as possible.

2. Committee Self-Appraisal

- The Committee will conduct an annual self-appraisal. The self-appraisal shall focus on the Committee's:

1. performance in identifying and achieving the Membership's Ends;
2. openness and communication among its members;
3. ability and skill in developing and monitoring policy;
4. adherence to policy and to policy based leadership;
5. communication with the Executive;

3. Committee Agenda Structure

The Committee will establish a basic structure for its meetings, additional items can be added as needed, but the basic elements need to be maintained. This agenda shall work in tandem with the annual plan, policy review and monitoring calendar.

The Committee agenda structure shall consist of four sections:

1. Major Discussion Topic(s)
2. Policy Review/Governance Issues
3. Monitoring
4. Informational Items

4. Consent Agenda

When a higher governing entity such as UK law or a regulator requires Committee approval on a matter that is not specifically required by the Committee:

1. The Executive shall bring a recommended action to the Committee.
2. the Committee shall review the appropriate Limitation Policies, for their adequacy as a test for ethics, and compliance with other governing documents.
3. The Committee shall approve any action that falls within the Limitation Policies.

5. Types of Committee Sessions

The Committee shall have three types of Committee sessions:

1. **Open**
Open sessions allow Committee members, staff, and 'non-Committee' members to be in attendance.
2. **Closed**
Closed sessions allow only Committee members, staff, and those invited to be in attendance. Except for actions taken, there shall be no reporting about these sessions.
3. **Executive**
Executive sessions allow only Committee members and those invited to be in attendance. There shall be no reporting of these sessions and no actions will be taken during them. They serve for Committee discussion only.

6. Officers of the Committee

Permanent officers of Carbon Co-op shall be **Treasurer, Member Secretary** and **Secretary**.

A **Chair** will be elected for each Committee meeting

The officers of the Committee shall not assume any part of the management of the organisation. Their focus shall be on coordinating and helping the Committee do its work.

The responsibilities of the officers to the Committee shall be:

1. Chair

- We will elect the chair for the next meeting at the previous one, they will work with the Executive to decide the discussion topic and ensure the meeting runs well and to time.
- To preside at all meetings of the Committee of Directors and at the Annual Meeting.

2. Secretary

- The following secretarial activities are delegated to the executive.
- To keep Carbon Co-op records, maintain a record of minutes and actions by the Committee, and be responsible for giving and serving all notices of meetings of the Committee and General meetings of the membership, including sending out minutes of meetings.

3. Treasurer

- To keep of the financial records of Carbon Co-op.
- To oversee, review and administer the financial policies and procedures of the organisation
- To conduct regular and occasional monitoring to ensure the Executive is acting in compliance with financial policies.
- Regularly report on the financial position and outlook of the organisation to the various committees throughout the year and to present the annual accounts at the AGM.

7. Sub-group Process

The Committee may from time to time use sub-committees, but always consistent with the following principles:

Sub-group responsibilities shall be defined by the Committee using a written description of its job, including an appropriate period for existence and review

Sub-groups shall not do work that has been delegated to the Executive.

Committees shall have no executive or decision-making authority except when empowered by the Committee.

8. Cost of Governance

Budget: at the Committee Meeting prior to the Executive setting the annual budget, the Committee shall provide an annual budget for its activities.

Committee Self-Management Policies: Reviewed, amended and agreed 7th July 2016

R: Committee and Executive Relationship Policies

The Committee's official connection to the operational organisation: its actions, and conduct will be through the Project Manager.

R3.1 Unity of Control

Only decisions of the Committee acting as a body are binding on the Executive. Accordingly,

1. Decisions or instructions of individual Committee members, officers, or committees are not binding on the Executive except when the Committee has specifically authorised it.
2. Committees with delegated powers are able to instruct the Executive on specific matters.
3. In the case of individual Committee members or committees requesting information or assistance without Committee authorisation, the Executive can refuse such requests that require, in the Executive's opinion, a significant amount of time or funds, or are disruptive.

R3.2 Accountability of the Executive

1. The Project Manager is the Committee's link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Committee is concerned, is considered the authority and accountability of the Project Manager.
2. The Committee will never give instructions to staff
3. The Committee will refrain from evaluating, either formally or informally, any staff other than the Project Manager. Any concerns or queries about staff should be raised with the Project Manager.
4. Organisational accomplishment of Committee-stated Ends and avoidance of Committee proscribed means will be viewed as successful Project Manager performance.

R3.3 Delegation to the Executive

The Committee recognises that they are ultimately responsible for the financial management and Governance of the organisation and its officers, as detailed by the FCA.

The Committee will instruct the Executive through written policies that prescribe Carbon Co-op's Ends to be achieved and describe situations and actions to be avoided. the Committee will allow the Executive to use any reasonable interpretation of these policies.

Accordingly,

- i. the Committee will develop policies instructing the Executive to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called End Policies.
- ii. the Committee will develop policies that limit the latitude the Executive may exercise in choosing the organisational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations.
- iii. As long as the Executive use any reasonable interpretation of the Committee's Ends and Executive Limitations Policies, the Executive is authorised to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
- iv. the Committee may change its Ends and Executive Limitations policies, thereby shifting the boundary between Committee and Executive domains. By doing so, the Committee changes the latitude of choice given to the Executive. But as long as any particular delegation is in place, the Committee will respect and support the Executive's choices.

R3.4 Monitoring Executive Performance

Systematic and rigorous monitoring of Executive job performance will be solely against the only expected Executive job outputs: organisational accomplishment of Committee policies on **Ends** and **organisational operation within the boundaries** established in Committee policies on Executive Limitations.

Accordingly

1. Monitoring is simply to determine the degree to which Committee policies are being met. Data that does not do this will not be considered to be monitoring data.
2. the Committee will acquire monitoring data by one or more of three methods:
 - i. by **internal report**, in which the Executive discloses compliance information to the Committee,
 - ii. by **external report**, in which an external, disinterested third party selected by the Committee assesses compliance with Committee policies, and
 - iii. by **direct Committee inspection**, in which a designated member or members of the Committee assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Executive interpretation of the Committee policy being monitored.
4. All policies that instruct the Executive will be monitored at a frequency and by a method chosen by the Committee. The Committee can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule. The schedule and responsible party shall be listed with each Limitation policy in Section 4. These monitoring reports shall include the appropriate policy, a statement of compliance or non-compliance, and supporting evidence for the statement.

Committee and Executive Relationship Policies: Reviewed and agreed

L: Executive Limitation Policies

These are the constraints placed on the Executive's efforts to achieve the End Policies. The 'Overarching Limitation' is further defined by the sections that follow it. These sections are not mutually exclusive, since they do not limit actions independently. Each section is further limited by all other sections.

All actions are deemed acceptable unless restricted by these Limitation Policies.

Overarching Limitation:

The Executive of Carbon Co-op shall not act at any time in a manner that is unlawful, unethical or exposes the organisation to excessive risk, or that is inconsistent with Carbon Co-op's Memorandum and Articles of Association

L4.1 Communication with the Committee

The Executive may not permit the Committee to be uninformed accordingly:

1. The Executive may not neglect to submit monitoring data required by the Committee in a timely, accurate, and comprehensible fashion, directly addressing provisions of the Committee policies being monitored.
2. The Executive may not let the Committee be unaware of relevant trends, emerging risks, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Committee policy has previously been established.
3. The Executive may not fail to advise the Committee if, in the Executive's opinion, the Committee is not in compliance with its own policies on Governance Process and Committee-Executive Relationship, particularly in the case of Committee behaviour which is detrimental to the work relationship between the Committee and the Executive.
4. The Executive may not present information in unnecessarily complex or lengthy form or allow the information and advice to the Committee to have significant gaps in timeliness, completeness, or accuracy.
5. The Executive may not fail to deal with the Committee as a whole except when (a) fulfilling individual requests for information, or (b) responding to officers or committees fully charged by the Committee.
6. The Executive may not fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Committee. If the limitation is immediately correctable, the Executive shall take immediate action within Executive Limitation Policies and report the results to the Committee. If the result is not immediately correctable, the Executive shall share with the Committee a plan for corrective action.

Monitoring: Annually by the Committee

L4.2 Strategic Planning

In setting the direction and action plans of Carbon Co-op:

1. The Executive shall not allow the organisation to operate with a Strategic Plan that has a time frame of less than three years.
2. The Executive shall not allow the strategic plans to be reviewed less than once a year for continued adequacy.
3. The Executive shall not allow plans that are unrealistic, or unresponsive to the changing policy climate and market conditions that affect Carbon Co-op.
4. The Executive shall not allow the Strategic Plan to not include a review of risks and associated mitigation plans.

Monitoring: Annually by the Executive, with presentation to the Committee

L4.3 Organisational Structure

In defining or reorganizing the management structure for the purpose of carrying out Carbon Co-op's Ends:

1. The Executive shall not establish a structure that has a negative or neutral impact on the End Policies.
2. The Executive shall not establish a structure that does not enable and enhance cooperation, involvement and participation of all staff.

Monitoring: Annually by the Executive

L4.4 Products and Services related to Ends

With respect to developing and managing services and activities, the Executive shall not jeopardise project or organisational integrity. Accordingly:

1. The Executive shall not cause or allow services or activities that are unrelated to achieving End Policies.

Monitoring: Annually by the Executive

L4.5 Financial Condition

With respect to operating Carbon Co-op in a sound and prudent fiscal manner, the Executive shall not jeopardise the long-term financial sustainability of the organisation:

1. The Executive shall not allow Carbon Co-op to operate without a plan for assuring that expenditures will not exceed the total annual projected income and other available funds.
2. The Executive shall not allocate the financial resources for Carbon Co-op in a way that is counter or neutral to attaining the End Policies.
3. The Executive shall not borrow money without being able to identify the sources and schedule for repaying the loans.
4. The Executive shall not allow the staff or Committee of Carbon Co-op to act in a manner that is contrary to Carbon Co-op's Financial Policies.

Monitoring: Bi-monthly by the Executive

L4.6 Financial Planning

With respect to planning and budgeting, the Executive shall not jeopardise financial sustainability of the organisation.

1. The Executive shall not submit an annual budget that:
 - i. Contains too little detail to reasonably project operating income and expenses.
 - ii. Does not separate capital and revenue items.
 - iii. Does not provide for positive cash flow in the medium term.
2. The Executive shall not submit an annual budget that exceeds the financial condition policies.

Monitoring: Annually by the Executive, and presented to the Committee.

L4.7 Changes to the Annual Budget

1. The Executive shall not make any changes to the budget which alters it by more than 10% without Committee approval.
2. The Executive shall not make changes to the budget between categories, within categories above £10,000 without first seeking approval from the Finance Committee.

Monitoring: Bi-monthly by the Executive, and presented to the Committee or Finance Committee as required.

L4.8 Funding

In obtaining resources and funding:

1. The Executive shall not operate the organisation without developing a funding strategy at least once a year.
2. The executive shall not allow funding proposals to be made without due consideration of ethical issues concerning the funding body. Where questions arise about potential funders, the executive shall refer them to the Committee.
3. The Executive shall not allow proposals for projects of greater than 20% of the current year's total budgeted expenditure, or 12 months in duration, to be submitted to funders without prior approval of the project and its budget, by the Committee.

Monitoring: Bi-annually by the Executive

L4.9 Levels of delegated financial authority

1) The Executive shall not allow payments or commitments to be made outside of the following limits:

- Under £2,000 – no quotes needed
- £2,000-£3,000 – one written quote
- £3,000-£20,000 – three written quotes
- £20,000+ - tender process initiated.

Except where the supplier has achieved Preferred Supplier status (reviewed on an annual basis) or the Executive can demonstrate that the supplier is uniquely able to deliver a particular product or service and a procurement exercise would be counter-productive for Carbon Co-op and other less well suited suppliers.

In such instances, any organisation achieving Preferred Supplier status should be pre-approved by the Committee and the Committee should be notified of all above exceptions at regular policy reviews.

Where limits are placed on restricted or project designated funds, the Executive shall not allow payments to be made without the prior approval of the relevant body.

2) The Executive shall not recruit and employ staff on contracts of one year or longer without engaging in a full and open employment process, unless it can be demonstrated that the proposed applicant is uniquely suited to the role and a recruitment exercise would be counter-productive for Carbon Co-op and other less suited applicants. In this instance prior Committee approval would be required.

Monitoring: Quarterly by the Executive

L4.10 Treatment of Beneficiaries

In relating to beneficiaries:

1. The Executive shall not allow members and beneficiaries to be treated in an unfair or unethical way.
2. The Executive shall not allow members and beneficiaries to be uninformed of their rights and responsibilities.
3. The Executive shall not fail to ensure members and beneficiaries' privacy.
4. The Executive shall not fail to provide for a grievance or complaints procedure.

Monitoring: Annually by the Executive

L4.11 Treatment of Staff and Volunteers

With respect to treatment of employees and volunteers, the Executive may not cause or allow conditions which are inhumane, unfair, or undignified. Accordingly:

1. The Executive shall not deviate from **national law or regulations** in the fair and equitable treatment of employees and volunteers.
2. The Executive shall not fail to set **staff and volunteer policies** and shall not allow employees and volunteers to be unaware of said policies.

3. The Executive shall not allow employees and volunteers to be uninformed of their **responsibilities and duties**.
4. The Executive shall not allow Carbon Co-op to function without a way for **employee and volunteer grievances** to receive a fair internal hearing.
5. The Executive shall not prevent staff from seeking **Union Representation**.

Monitoring: Annually by the Executive

L4.12 Conflict of Interest for the Executive

The Executive has an obligation to identify all conflicts of interest and resolve any that are unacceptable. Therefore:

1. The Executive shall not allow the Committee to be uninformed of all potential conflicts of interests. This disclosure shall include membership of, a substantial financial interest in, or employment of the Executive or a relative of the Executive by, any organisation doing business with Carbon Co-op.
2. The Executive shall not accept any gifts or favours of a substantial nature from any organisation doing or seeking business with Carbon Co-op.
3. The Executive shall not enter into activities or share information acquired in the course of service to Carbon Co-op which may be detrimental to the organisation.
4. The Executive shall not fail to have a plan to resolve all unacceptable conflicts of interests.

Monitoring: Annually by the Executive

L4.13 Risk register

The Committee has a legal responsibility to be aware of and understand significant risks effecting the organisation, therefore:

1. The Executive shall not fail to make the Committee aware of any significant project and organisational risks that might effect the organisation in the short, medium and long term.
2. The Executive shall not fail to ensure that all risks have appropriate, identified mitigations.

Monitoring: Quarterly by the Executive

Executive Limitation Policies: Reviewed and agreed -July 2016

Appendix 1: Record of changes

Description of change	Section	Date of meeting change agreed
Removed following End: 'Sustainable organisation' and 'Supply chain development'	E	07/07/2016
Added Risk reporting	L 4.13	07/07/2016
Levels of delegated financial authority policy amended as per minute of July meeting	L4.9:	07/07/2016
Human Resources sub-group added;	App. 4	02/05/2017

Appendix 2: Clarification of terms

Policies refer to how Carbon Co-op conducts its internal business and carries out statutory obligations.

Beneficiaries are deemed to be all members of Carbon Co-op and members of the public that make use of Carbon Co-op's services (potentially any member of the public).

Ends: That section of Committee policy (part one of four) that states the reason for an organisation's existence. Ends answer three questions: what benefits should the organization produce, for whom, and how much they are worth?

Committee: the governance body that bears ultimate legal responsibility for the organisation, sometimes know as a 'Board' or 'Management Committee'. Committee members may be known as 'Board members' or 'directors'.

Appendix 3: Other Policies

Name of Policy	Date agreed
Financial	
Environmental	
Equal Opportunities	
Health and Safety	
Volunteer	
Complaints	
Recruitment of Ex-offenders	
Public Interest Disclosure Policy	
Child and Vulnerable Persons	
Fraud	
Ethical Donations	

Appendix 4: Sub-committee Terms of Reference

Community Green Deal (aka Go Early) project sub-group

Due to the complexity of the Community Green Deal project, its relative size and potential organisational liabilities and the extent to which Committee meetings were becoming dominated by discussion of the project, the Carbon Co-op's Committee delegated responsibility for key aspects of the project to a sub-committee.

Sub-committee members and quorum

- The Community Green Deal Project Manager will chair the Community Green Deal committee.
- The Committee consists of the Project Manager, Treasurer and other Committee members and/or co-optees.
- The finance committee requires the Project Manager and two other members to form a quorum.

Duties

- Monitor and understand operational aspects of the project
- Monitor financial aspects of the project and alert the Committee to any potential risks or implications for the organisation as a whole
- Assist the Project Manager in making difficult or contentious decisions not already proscribed under Carbon Co-op policy
- Act as an arbiter for grievances or complaints from householder beneficiaries
- Make reports to the Committee and wider membership on project progress
- Review the Terms of Reference annually.

Current members: Jonathan Atkinson (project manager), Matt Fawcett, Michael Hemingway, Julian Tomlin (Treasurer)

Ex-members: Lorenza Casini, Sarah Hughes

Human Resources sub-group

Role:

- Single point of contact for employment matters
- Official point of contact for outside agencies, eg doctors, Employment Tribunals
- Spokesperson from the board to employees
- Point of contact for confidential complains or grievances
- Keeper of personnel procedures with an overview of Carbon Coop's policies and procedures.
- Strategic coordination e.g long term succession, recruitment and end of employment management.
- Third party to intervene in disputes and start dispute resolution procedures as appropriate
- The employers' representative to commence disciplinary procedures (which may include suspension of employees) and manager of proceedings.
- Able to act on some issues without board decision, whilst seeking a decision on more important matters
- Requires some training to be aware of basic personnel / HR issues, duties, statutory requirements

Current members: Rob Jones, Michael Hemingway

Created: May 2017