



BOLLINGTON CARBON REVOLUTION

Appendix 7: Managing Ourselves

Introduction

The project's aim is to reduce and minimise the carbon footprint of the community. The project will be inclusive, will engage as many members and groups within the community, and will freely disseminate information to promote similar activities elsewhere.

Structure

The project as a whole will consist of a management committee and a series of individual projects.

The project will exist as a sub-committee of the Civic Society. The project will remain independent of the Civic Society in all respects. The Civic Society will not influence the direction, management, structure, objectives, personnel or philosophy of the project.

The project will be non-hierarchical in nature. In other words, the Management Committee will not dictate to the project members with regard to the choice of individual projects undertaken, neither will it interfere with the management of those projects.

The Management Committee will, however, monitor the projects to ensure that they conform to the terms of reference, objectives and ethics of the project. It will also monitor the financial management and reporting of the projects. The Management Committee will have the authority to suspend projects or remove an individual's involvement in a project if there is evidence of financial irregularities. The Management Committee will also assess any new projects to ensure that they conform to the terms of reference and objectives of the project as a whole, and will have the authority to reject a project proposal if these are not met.

The Management Committee is essentially comprised of all project members who are willing to participate in the running and development of the project. Within that, there are a number of specific roles. These roles will be filled on a voluntary basis. They will be reviewed annually with a view to rotating the people undertaking the roles. The Project Co-ordinator and Deputy Project Co-ordinator will rotate annually. The other roles will be renewed annually and individuals responsible will change if there is a willingness on behalf of members to take on these roles.

Roles and Responsibilities

The following roles will comprise the Management Committee:

- Project Co-ordinator
- Deputy Project Co-ordinator
- Secretary
- Treasurer
- Communications Manager
- Sub-group leaders

Project Coordinator

Responsibilities of the Project Co-ordinator are as follows:

- lead the project
- represent the project externally
- arrange Management Committee meetings
- drafting and circulating minutes and other information to group members
- review individual project reports
- review external communications
- produce the annual report and any interim reports

Secretary

Responsibilities of the Secretary are as follows:

- Ensuring that all information and documents relating to the project(s) are maintained in an up to date and accessible manner
- Maintaining up to date records in respect of project members
- Ensuring that documents are made available for publishing on the website

Treasurer

Responsibilities of the Treasurer are as follows:

- To monitor the financial records of the individual projects
- To liaise with the treasurer of the Civic Society in respect of the main project bank account
- To advise the treasurer of the Civic Society when to release funds for individual projects

Communications

Responsibilities of Communications are as follows:

- To develop standard documents templates
- To develop press releases, leaflets and other media to promote both the group as a whole and the individual projects
- To maintain a database of external contacts

- To advise individual projects on effective communication and the presentation of information
- To develop a proactive programme with the aim of promoting the project and encouraging other communities to follow our lead

Individual Projects

Each individual project will be self-managed. There will be a project leader and an individual for maintaining and monitoring the project's financial records and budget. Ideally, this person will be a group member with no direct involvement in the project.

Each project will produce an initiation document which will detail the following:

- Initial research/benchmarking
- Objectives
- Feasibility
- Engagement
- Partners
- Funding
- Measurement
- Reporting lines
- Estimated costings and budget
- Initial research/benchmarking: what is the current state of play?
- Objectives: what does the project wish to achieve?
- Feasibility: are the objectives realistic? Can they be achieved?
- Engagement: which sections of the community can be involved in the project? Who will be affected by implementation of the project?
- Partners: who are the potential partners? Can they contribute financially or can they provide other resources? What do they want in return? Do they agree with our terms of reference, objectives and ethics, and if not can we engage with them anyway? Can we recommend them as suppliers of green products and services?
- Funding: what are the funding options? What is the timescale involved in receiving any funding? Will the total cost of the project be funded or will additional funds need to be generated from elsewhere?
- Measurement: how will the progress and success of the project be measured?
- Reporting lines: who needs to be kept informed of the projects progress? What format will the reporting take? How will the progress and success of the project be communicated internally and externally?
- Estimated costs/budget: what are the estimated costs? How are they broken down, and what timescale is envisaged for the spending of funds? Are the financial reporting lines in place? Who is responsible for the financial management of the project?

Objectives

The objectives of the group will be defined at the first meeting in January 2007 and will provide a working framework for the project going forward.

Ethics

Ethics refers to the way we conduct ourselves as an organisation. As we are promoting projects that aim to reduce our carbon footprint, improve the environment and generally improve the greenness of Bollington we need to ensure that we operate in a manner compatible with our objectives and terms of reference.

Below is a list of areas covered by ethics, there may be more:

- Use of recycled paper/printer cartridges and other consumables and a general minimisation of paper use (e.g. electronic communications etc)
- Green sourcing of products/services
- Minimisation of waste
- Ethical banking
- Care with regard to partners/sponsors
- Personal behaviours
- Openness – all information to be freely available to all, participation to be open to all
- Accountability with regard to financial reporting

Our ethical approach will underpin our objectives and will ensure that we will not compromise those objectives during the administration of the project(s).

Legal Status

As the project is part of the Civic Society, the project will operate in accordance with the charitable status of the Civic Society.

Data Collection And Storage

The Secretary will be responsible for the maintenance of documents and information relating to the various projects undertaken. Individuals working on particular projects will be forward all relevant reports etc to the secretary.

Reporting

There are two elements to reporting – the reporting of progress of the individual projects undertaken and the reporting of the project overall.

Individual Projects.

Regular reports will be made to the group as a whole by each project, detailing progress made, next steps etc. These reports will be presented at meetings, and a written update provided electronically. This will be collated by the management

committee. It is also likely that each project will report as and when appropriate to its stakeholders and others engaged with it, and possibly to external media etc.

Overall Project

An annual report will be produced covering the progress of all individual projects. It is also envisaged that regular quarterly updates are also produced. These updates to be distributed to group members, stakeholders, media etc and any other interested parties. All to be available online.

Is it important that reporting is consistent in its appearance. High quality reporting is often a pre-requisite of further funding.

Additionally, open and accurate financial reporting systems need to be set up for both individual projects and the project overall.

We need to ensure that the community has access to all information – not just via the website.

The Civic Society will be included in all communications regarding the progress of the project.

Finance Management

There are two elements to finance management – the reporting by individual projects and the reporting for the project overall.

Ideally an individual not involved in a specific project will manage and monitor the finances of that project.

Individually, the projects will need to monitor and report income and expenditure using pre-defined project finance management templates. These templates will also allow for the management of individual budget lines. The accurate management of a project's finance will allow for more reliable forward planning. The financial reporting will be open and be available for scrutiny by the management committee, individual project members and the Civic Society.

The treasurer of the Civic Society may manage the overall financial administration of the project.

Regular financial summaries will need to be made to the management committee.

Funding

Funding applications will be made via the Management Committee. This includes applications for individual projects as well as applications for the project as a whole. Funding applications will be prepared by the individual project members with advice and assistance from the management committee and the Civic Society.

A particular project must have cost estimates and proposed budget to receive funds.

Money acquired through project fund raising activities will also initially be paid into the main project account. Budget lines for each project will be maintained and be available to view at any time by project members.

Any surplus funds will remain in the central account, along with any funding received for the project as a whole. The management committee will allocate any surplus according to requests

made by individual projects once any administration costs have been met. Procedures will need to be defined for requests for funding from the management committee. These procedures will need to be defined and agreed by the group as a whole.