

Management Structure, a policy of Sustainability

Sustainable management organisation is the process whereby PET effectively and transparently meets the requirements of the Articles of Association, through pragmatic definition, execution and continuous development of its vision, mission and aims, in a way that achieves best value results for the investments made on behalf of its stakeholders. This means generating benefits to both end users and the organisation itself, to the Findhorn Ecovillage Community and the local and wider economy, with least damage to the environment, and while complying with all legal, corporate and 'industry' regulations.

PET is committed to sustainable organisational processes and their continual improvement. It aspires to consistently adhere to the highest ethical standards as presented in its Code of Conduct ("Common Ground" of the Findhorn Ecovillage Community), and has internal policies and procedures covering its most important resources and activities.

Our management structure is two tiered:

(#2) Executive multi-division operations with cross-functional working;

- Division Directors direct, support and line-manage division associates (part-time volunteers, self-employed experts and/or consultants) and ad hoc cross-functional/divisional working groups.
- E.g. in Affordable Housing there is a
- Housing Manager, who fulfils the landlord functions,
 - Property Manager, who fulfills the more technical functions of property, maintenance and construction project management,
 - Housing Group, serving with the Housing Director, made up of other PET directors, the Housing Manager as well as community representatives;
 - called upon for explorations (such as design, housing need, social sustainability) and proposal forming,
 - when the Board of Directors will delegate decisions with very specific remits to the Housing Group.

(#1) under the supervision of the Board of Directors;

- Chair and Directors provide super/intervision for and guarantee the transparency and accountability of individual Division effectiveness (Affordable Housing, Carbon strategy, Caring Community, Finance).
- The Board of Directors receives operational reports and proposals for major, PET-impacting decisions from all divisions, guarantees & develops the medium and long term vision of PET, and holds overall responsibility for all charity decisions taken.



Wise use of energy, resources and time.
 It may not be the shortest route from point to point,
 but the most inclusive and effective.

source: Angel Cards

Responsibility for and Accountability to:

1. PET's Vision Mission Aim

PET is the Findhorn Ecovillage Community benefit charity. This is its raison d'être. Please [click here](#) for PETvma. All diVisions uphold PETs vma.

2. A limited Company of members¹

It is incorporated and benefits from limited liability for its members. It's a flexible structure chosen by voluntary organisations that employ staff, regularly enter into contracts, manage investments, and/or own property and other assets, because limited liability helps to minimise the personal liability of directors. It is regulated by Companies House and subject to the Companies Acts and other legislation. There are various statutory requirements which have to be followed and formal audits are required.

3. A registered Charity

According to [Thomson Reuters Practical Law](#) a body can refer to itself as a charity² in Scotland if it meets the terms of the charity test set out in section 7 of the Charities and Trustee Investment (Scotland) Act 2005 (2005 Act). A body will meet this test if its purposes consist only of one or more of the charitable purposes set out in the 2005 Act and if it provides or intends to provide public benefit. Public benefit need not be provided in Scotland: public benefit provided in any part of the world is sufficient to meet the test.³



¹ A private limited company that has guarantors rather than shareholders, thus suitable for voluntary organisations. The members agree to pay a fixed amount known as a guarantee (usually £1) towards the company's debts if it goes into liquidation.

The company is a clear legal entity, separate from the persons involved in it – and can hold property, enter into leases and other contracts, employ people, etc, in its own name. It is the company and not the directors that hold title to land, enter into contracts, etc, but changes must be notified to Companies House.

The limit on liability does not extend to any liability which a person might incur in their capacity as director of the company, as distinct from their capacity as a member. There are a range of legal duties imposed on directors of a limited company which could give rise to personal liability- acting in a manner which is *negligent or improper*. A company is generally regarded by funding bodies and public agencies as a more 'stable' structure than a voluntary association.

² The registered charity can qualify for certain tax relief e.g. corporation/income tax, council tax/rates etc. Many grant making trusts will only give grants to registered charities. Charitable status can often help organisations with their general fundraising as the general public are more likely to make donations to 'charities'. Charities are publicly accountable and must provide certain information to the charity regulator every year. Charities must notify and get consent from the Office of the Scottish Charity Regulator (the body set up to regulate Scottish Charities) before doing certain things. It has the authority to grant organisations Charitable Status but it also monitors charities to ensure they are operating legally and comply with charity legislation. This tougher monitoring of Scottish Charities was in response to a number of high profile cases where bogus charities exploited the status for personal gain resulting in a loss in public confidence.

³ The charity test is in two main parts:

1. an organisation has to show that it has only charitable purposes.
2. Public benefit. The public benefit test is set out in section 8 of the 2005 Act. It consists of a series of factors which must be weighed in balance. However, section 8 makes it clear that no particular purpose is to be presumed to be for the public benefit. The test seeks to weigh up the varying degrees of public benefit, private benefit, public disbenefit, and restrictive conditions which will be imposed by the organisation, or which will arise as a result of the organisation's activities and that it provides public benefit in achieving those purposes.

4. Divisions and Board

PET diVisions are organised in the ways that work for each one of them. They work, meet, decide what they need within their own mission, aims, budget parameters, and report on respective progress & important issues to the board every 2 months. Any PET-impacting proposals are referred to the board for ratification before implementation.

Divisions are delegated the board's executive authority through the respective Division Director to implement their own specific missions and aims. They respond to the delegation by fulfilling 'everyday' requirements—results, finance, administration, GDPR, governance.



Umbrella services such as finance, accounting, record keeping, IT, legal, communications, compliance and governance, annual reporting to Companies House and OSCR &c., are available to be shared with all divisions for an annual contribution to PETcore costs. Also available is a network of experience in, support for and passion about making our whole ecovillage community a truly better place.

Please [click here](#) for a detailed roles & responsibility overview.

5. A unique culture


In January 2017 when deciding on this umbrella structure, the PETboard stated: "We FRIENDS agree a mutual, practical vision. We build a simply effective process (activities⇒ structure) from there."

Who "Leads"? PETdiVisionals+PETnon-exec.directors are *both* leaders and followers depending on the needs of the specific program/project! Though not always the shortest route from A2B, *it is* the most inclusive, effective and wise one inviting all collaborating associates to—above all—lead *themselves* for the greater good. "Do what is Right & Works", "Together", "Flexibility" are prime directives.

PET actively follows the whole of the following Code of Conduct:

Common Ground
FINDHORN
FOUNDATION
COMMUNITY

In service to spirit, humanity and the earth
we hold in common the following Principles, Essence and Guidelines

<p style="color: #4a7ebb; font-weight: bold;">Principles</p>  <p style="font-weight: bold; color: #4a7ebb;">Deep inner listening</p> <p style="font-weight: bold; color: #4a7ebb;">Co-creation with nature</p> <p style="font-weight: bold; color: #4a7ebb;">Love in action</p>	<p style="color: #4a7ebb; font-weight: bold;">Essence</p> <ul style="list-style-type: none"> We live in clarity and integrity, and seek nothing less than truth. We live in openness with deep listening, and seek nothing less than communion. We live in gratitude and open-heartedness, and seek nothing less than love. We live in courage and willingness, and seek nothing less than our soul's path. We live in cooperation and shared vision, and seek nothing less than alignment with Spirit. We live in awareness and responsibility, and seek nothing less than peace. We live in acceptance and surrender, and seek nothing less than freedom.
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Review:

The Management Structure is reviewed continually by the Board.

161219 Board ratification

170116 update