Administration, business objectives, planning and management

Chapter A of Ownergy's Governance of Operations and Sustainability Practices

This Chapter of the Governance Practices described in section 3.7 below deals with the Company's overall mission, vision and objectives, and the way in which it plans and is organised to meet those objectives. The chapter has the following sections:

1   Ownergy overview

Ownergy Plc is the holding company for a business which provides a full service for the specification, installation, financing and operation of renewable energy systems eligible for the UK's Feed-in Tariffs and Renewable Heat Incentive.

There are four companies in the group, whose activities are broadly defined as follows:

- Ownergy Plc is the holding company which owns the other three
- Renewable Energy Tariffs Limited is the main commercial entity providing systems for household and business customers under the Ownergy brand
- Feed-in Tariffs Limited provides information on the feed-in tariffs for electricity
- Renewable Heat Incentive Ltd provides information on the Renewable Heat Incentive

For the purposes of these documents the companies are treated as one operating entity, which is referred to as: Ownergy, 'The Group', or 'The Company'.

2   Aims and Objectives

2.1   Primary Aim - mission

The Group aims to use its expertise to achieve a return on the efforts of its employees, and the investment of its shareholders. We achieve this by carrying out the following mission:

> To enable businesses, public bodies and householders to obtain more secure, sustainable and cost effective energy supplies by benefitting from the UK's renewable energy tariffs.

2.2   Group Business Objectives

This aim is interpreted through the following objectives.

To use our expertise, market presence and creativity to achieve:

- A collaborative relationship with our customers and suppliers to provide them with quality products and profit opportunities
- A financial return for shareholders in terms of capital growth and/or dividend stream

![Ownergy logo - make energy make money]

Document Reference:	A_Chapter
Issue number and status:	2-1 Issued
See document management system for approval details & dates	

- Rewarding employment for our personnel in terms of job satisfaction, personal development and competitive remuneration
- Responsive attitudes to our environment and surrounding communities, making them qualitatively better for our existence.
- An influential voice in the development and dissemination of policy in the sector

We recognise that different customers have different requirements and we seek to tailor our business approach to the various sectors that we serve.

2.3   Objectives and standards in the commercial sector

For commercial customers, we interpret the Group's mission as:

> **To apply on-site renewable generation so our customers can transform their energy supply from a liability to an asset.**

In achieving that, we will not compromise:
- The integrity and appropriateness of the system design to the application.
- Our commitment to the relationship with our clients.
- Always doing what we have committed to do.

2.4   Objectives and standards in the household sector

For consumer customers we interpret the Group's mission as:

> **To apply renewable generation so our customers can pocket the benefits of energy independence.**

In achieving that, we will not compromise:
- Our independence in recommending the most appropriate energy technologies.
- Accepting our responsibility for the full service, as the customers rely on our expertise.
- Commitment to development of our Delivery Partners' businesses.

3   Operating Policies

3.1   Customer Satisfaction

The Group recognises that its success is wholly dependent on its customers. We give top priority to understanding our customers' needs and expectations, providing the right products and the highest standards of service that is prompt, efficient, constructive, courteous and cheerful.

We will establish a Customer Charter clearly sets out our understanding of this relationship, and use performance indicators to allow us to monitor service to external customers and internal factors that impact on our ability to deliver to the high standards we set.

3.2   Employee Satisfaction

Ownergy's success is also highly dependent on the quality and commitment of its personnel. The Company aims to reduce the level of mundane work demanded, and to maintain an efficiently structured workforce that matches resources with capacity. We employ talented people in the right jobs, foster friendly and productive working conditions, and enable employees to benefit from the Company's success.

The personnel policies described in 5.3 below ensure staff are trained with the appropriate skills for their job and to assist with their career development. We provide and maintain safe and healthy working conditions [A2HASP1d], equipment and systems

![ownergy logo - make energy make money]

Document Reference:	A_Chapter
Issue number and status:	2-1 Issued
See document management system for approval details & dates	

and protective arrangements [A2FIRE1d]. We also accept appropriate responsibility for others who may be affected by our activities.

3.3   Partner Relations

Ownergy achieves its aims through collaboration with a wide range of partners. We therefore ensure that we establish these relationships to align the objectives of the Company and its partners as closely as possible. Partners should find that their relationship with Ownergy makes a significant contribution to their own business aims.

3.4   Quality

The achievement of our aims and objectives depend on the quality of our products, services and operations. Ownergy considers all of its activities to be part of a continuous process of improvement towards business excellence. All levels of the Company are committed to complying with its Governance Practices and to continually improve their effectiveness.

3.5   Environmental sustainability

The Company's main mission is related to delivering sustainable energy options. It recognises the need for environmentally sustainable practices in support of this objective. We are therefore committed to continuous improvement in our own environmental practices.

3.6   Ethical Trading

We aim to adopt ethical trading practices in our dealing with other organisations, and in the products we source from others.

3.7   Governance of Operations and Sustainability Practices (Gosple)

In order to ensure that all these issues are incorporated into our business practices, we address them together in our Governance of Operations and Sustainability Practices [A2GOSP1d]. The library of these procedures is maintained on-line in what we call the 'Gosple', because it contains the Governance of Operations and Sustainability Practices' Latest Editions.

Our governance procedures are contained in an online library of documents and procedures. The top level 'chapters' deal with:

A.   Administration, business objectives, planning and management
B.   Best practice; quality, environmental and social standards
C.   Customer service; marketing, sales and order processing
D.   Design, engineering, research and development
E.   Equipment provision and production
F.   Financing, managing and servicing systems for customers
G.   General business resources; finance, IT and internal services

These are supported by process-specific procedures and other documents referenced in square brackets herein[1]. Cross-reference lists are available to link the requirements of external standards to the relevant Gosple sections.

4   External communications

The Group operates in a very diverse marketplace and its business depends heavily on its ability to communicate with customers, suppliers and others. These communications are to be carried out courteously and effectively through a variety of media.

---

[1]   and hyperlinked, where these documents have been issued.

Document Reference:	A_Chapter
Issue number and status:	2-1 Issued
See document management system for approval details & dates	

4.1   Personal meetings

Meetings may be conducted either at the Company's premises or by visits in the U.K or overseas [A3TRAV1d]. By appropriate conduct of the meeting, the benefit to the Group can be maximised [A3MEET1d].

4.2   Correspondence

Written communication is made by e-mail, letter and fax [A3MAIL1d].

4.3   Telephone communications

This medium too is to be handled with effectiveness and clarity [A3TEL1d].

4.4   Communications with the media

Communication with the media is to be made by personnel who are suitably trained and authorised to do so.

4.5   Social media

While Ownergy believes that all personnel have the right to undertake any social media activity of their choosing, this does not authorise then to communicate on behalf of Ownergy without prior permission [A3SOCM1d].

Records are to be kept of important communications with third parties.

5   Group Structure

The Chief Executive Officer structures the Group so as to maximise the achievement of its objectives [A4ORG1d].

5.1   Board governance

The Company's operations are supervised by an Executive Board, which is in turn responsible to the Corporate Board of Ownergy Plc. The Chairman takes primary responsibility for shareholder relations, corporate affairs and strategy development.

The Company's activities are monitored by the Executive Board, which oversees the management and departmental structures as described below.

5.2   Departmental organisation

Ownergy operates a departmental line-management structure, with responsibilities for its various activities divided between the departments, under the authority of their managers. Departmental managers and section supervisors are responsible for the efficient operation of their departments, and managers are also responsible for exercising financial control within budgets and adherence to governance practices. Departmental managers give the duties of each member of the department, in a written job description.

Relationships between departments benefit if each department considers itself to be providing service to an (internal) customer who deserves the identical level of service as external customers.

5.3   Personnel policy

The Company's personnel policy has been developed to recognise the paramount importance of its human resources. The Group aims to offer equality of opportunity to all employees irrespective of sex, age, nationality, colour or religion.

The recruitment [A4RECR1d] and personnel [A4PERS1d] procedures reflect this. Conditions of Employment [A4TCEM1d] are designed to give rights equitably to the Company and the employee.

Document Reference:	A_Chapter
Issue number and status:	2-1 Issued
See document management system for approval details & dates	

S:\3BestPractice+Process\Gosple\Admin\A_Chapter_2-1.docx
http://www.ownergy.co.uk/library/gosple/A_Chapter.pdf

Most positions should have a written job description [A4JOBD1d], which is as clear as possible in defining the duties and requirements of the post, without drawing rigid lines of demarcation, which would inhibit the management's flexibility in meeting the Group's overall objectives.

Staff will be trained both when they first join the company [A4TRIN1p] and as a process of refreshers and continuous development [A4CPDT1d] during their employment.

Individuals' performance will be assessed by their supervisors, and will be reviewed with them at least annually [A4PERF1d]. In the case of all office staff this review will be in written form.

Employees may be required to maintain records of their timekeeping and tasks using the computerised system [A4TIME1d].

Remuneration terms are established at the discretion of the management and generally reviewed when an employee's function or accountabilities change. The management will also monitor remuneration packages within the overall employment market. These may include benefits such as company cars [A4CARS1d], and will in many cases include an element which is related to the financial performance of the Group or the part thereof in which the individual works. Employment conditions are detailed separately and in the contracts for each individual employee.

5.4   Corporate Culture

The management understands that the fulfilment of our objectives must take place within the constraints of an inherent 'corporate culture' which derives from the philosophy of the senior management team. This culture is continuing to evolve to reflect the styles and aspirations of that team. Some aspects of this, which the Company wishes to foster, are reflected in the following expressions:

- This is an exciting self-financing growth company
- People like to work here
- We are all committed to getting the job done right
- We run a tight ship without any slack
- We have an appropriate, minimum level of bureaucracy
- Routine, repetitive and boring jobs are automated wherever possible
- We are proactive and support creativity and innovation
- All employees identify with the success of the Group
- We take management decisions by fact where available, or on opinion supported by fact
- Our activities are market-led rather than technology-led
- We encourage employees to propose new ideas
- We take calculated risks where there is a good chance of success
- Employees understand their role within the Company
- Employees are expected to be flexible in meeting the Company's objectives

This is not a measurable policy statement but may help employees to recognise and develop some of the unwritten philosophies which influence decision-making in the Group.

6   Internal communications

Internal communications depend primarily on meetings and on the provision of management and operational information.

Document Reference:	A_Chapter
Issue number and status:	2-1 Issued
See document management system for approval details & dates	

6.1   Internal Meetings

Meetings are held periodically in order to:

- Consult or agree actions on recommended actions, policies or priorities; or
- Inform employees about adopted actions, policies or priorities.

The chairman of the meeting may find the need to note at the outset whether its purpose is consultative, executive or informative.   The primary fora are:

- Management and Board Meetings
- Inter-departmental Meetings
- Departmental Meetings

The conduct, notice and recording of these meetings should be managed to ensure efficient and effective communication [A5MEET1d].

6.2   Information systems

In addition to information given at meetings, employees have access to management information through reports and e-mail and through direct access to information in databases and filing systems [A5INFO1p].

Management reporting falls within the operational responsibility of each department [A5RPT1d].

Any hard-copy filing systems are maintained by the departments which use them most [A5FILE1d].

7   Business Planning

We plan the activities of Ownergy through a tiered planning structure.

7.1   Strategic planning

Strategic plans are over a 3-5 year period are drawn up and reviewed on an annual basis [A6PLAN1d]. Our selected market areas are analysed and anticipated trends projected. These are compared to the strengths and weaknesses of the relevant division, whose specific objectives may be updated to reflect this analysis.

7.2   Annual Business Planning

The core sales, marketing and operations activities of the Group are planned and implemented on an annual basis against agreed forecasts and targets [A6FCST1d].

7.3   Defining Tactics

Tactical implementation of plans may be accomplished by defining and implementing individual projects, each with specified targets and timetables. Where these are sales or marketing related they are incorporated into the annual forecasting procedure. Other projects are detailed separately and specific actions and milestones are established [A6PROJ1d].

7.4   Management Review

To monitor and evaluate the Company's performance we use a set of management objectives derived from the business objectives [A6KPIS1d]. They form the basis for reporting at management meetings. The management objectives and key indicators are reviewed on an annual basis to ensure their usefulness in evaluating performance. The management information and reporting systems [A6REPT1d] are designed to provide continual review against agreed targets, forecasts and project milestones. There are facilities for analysis and discussion of trends, opportunities and threats to enable planned improvements to the business.

Document Reference:	A_Chapter
Issue number and status:	2-1 Issued
See document management system for approval details & dates	

S:\3BestPractice+Process\Gosple\Admin\A_Chapter_2-1.docx
http://www.ownergy.co.uk/library/gosple/A_Chapter.pdf