



Our ethos, vision, code of practice and policies

LETI has formed as a Community Interest Company

Originally the 'London Energy Transformation Initiative' (LETI) was established in 2017 to support the transition of the London's built environment to meet Net Zero Carbon.

In 2022 LETI formed as a Community Interest Company (CIC). This allows us to continue to raise funds for our work and operations, while producing guidance with reduced individual liability. We have altered our name accordingly to become the 'Low Energy Transformation Initiative' to reflect our interest in all UK zero carbon policy and regulation.

After much deliberation over company types we chose a CIC to best reflect our values and the work of our contributors, without needing to change the way we operate. It means that, while LETI now has defined Directors and Members under the CIC, their responsibilities remain equal and a flat hierarchy can be maintained.

The values and outputs of LETI are secured through the formation of the CIC using our ethos, vision, code of practice and policies set out in this document.

Ethos and Vision

Our vision

LETI is a voluntary network working together to put the UK and the planet on the path to a zero carbon future (see LETI mission statement). Our vision is to understand and clarify what this means in the built environment and develop the actions needed to meet the UK climate change targets.

Who we are

LETI is made up of over 1,000 built environment professionals which include: our members; industry clients, designers, constructors and operators; and academics.

How we work

We use the power of our 'hive-mind', believing better, more robust ideas come from including many viewpoints, while building consensus across multiple disciplines. Our work is well researched, and backed by our collective industry experience and presented in a transparent way. All LETI participants contribute as creative and knowledgeable individuals, decoupled from the interests of our work places. We are non-aligned commercially, enabling our recommendations to be unbiased, impartial and for the benefit of the common good. This is unique and vital to our credibility, especially when publishing our free-to-access work.

We seek to engage and collaborate with established organisations and experts in the areas we seek to influence. We seek to improve our technical understanding, drawing on available experts, and our own research and expertise, and seek to build consensus within our membership. We seek the views of all of our membership by voting on key strategic issues, and aim to build and engage a community of experts to arrive at consensus on technical issues.

Our ethos

We recognise that we work in a complex field and that there are some questions we cannot definitively answer yet. We are honest about this and strive to stay open minded and evolve our views and advice when new information becomes available. We choose to promote optimism and champion solutions in what can sometimes be a dispiriting field. We believe this positivity inspires more creative thinking and faster solutions.

How you can help

Volunteering for LETI offers an opportunity to learn and progress together, while providing professional development, research skills, and valuable networking. We encourage participants to share the LETI findings in their day jobs and with others—speeding up knowledge and understanding in the built environment industry as a whole. We encourage wide participation in all our activities, here's how to get involved.

How we are funded

LETI operates on a small budget as the vast majority of activities are achieved on a voluntary basis. We fund-raise from time to time to cover day to day operating costs, and prefer to crowd-source this funding in a similar way to how we crowd-source knowledge. We will carry out due diligence on larger donations to protect LETI's reputation.

How we are structured

We have a flat hierarchy with participants contributing as much as they are willing and able to do. We welcome everyone and appreciate a wide range of skills from all built environment disciplines and beyond. We aim to work as inclusively as possible to maximise the pool of talent able to contribute.

LETI is formed of the following roles and groups:

- **Director** - Directors of the LETI CIC.
- **Members** - Members of the LETI CIC.
- **Organisation** - An employer (not LETI) that a member is employed by.
- **Contributors** - People that are part of/involved in the workstreams.
- **Board** - Directors, appointed Chair and Chair of the Steering Group.
- **Steering Group** - This has been previously been called the LETI taskforce. Made up of mainly Members, but also some Workstream Leads who are non-Members. The primary role of the steering group is to manage the day-to-day running of LETI.
- **Workstreams** - A group working towards a specific aim (that has been agreed with the steering group). Led by Workstream Leads.
- **Mailing list** - Anyone who has signed up to be on the LETI mailing list to hear about LETI updates and news.

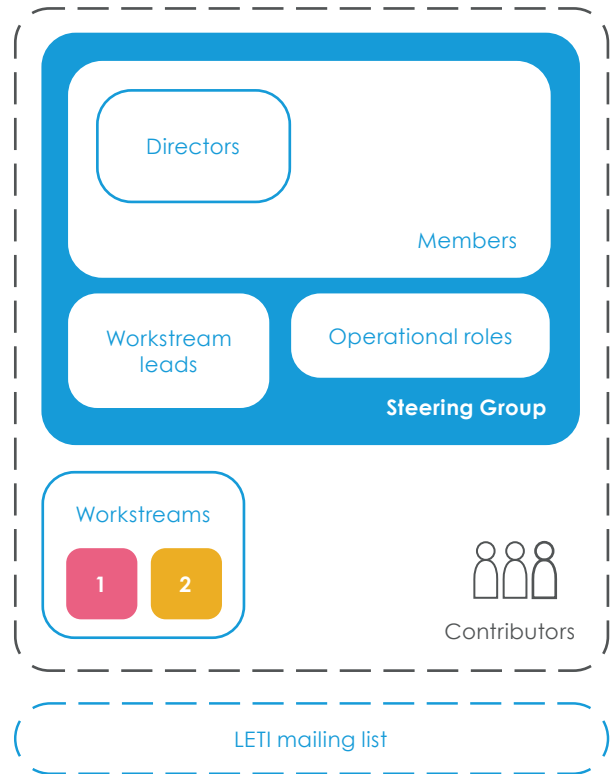


Figure 1 - Relationships between roles and groups

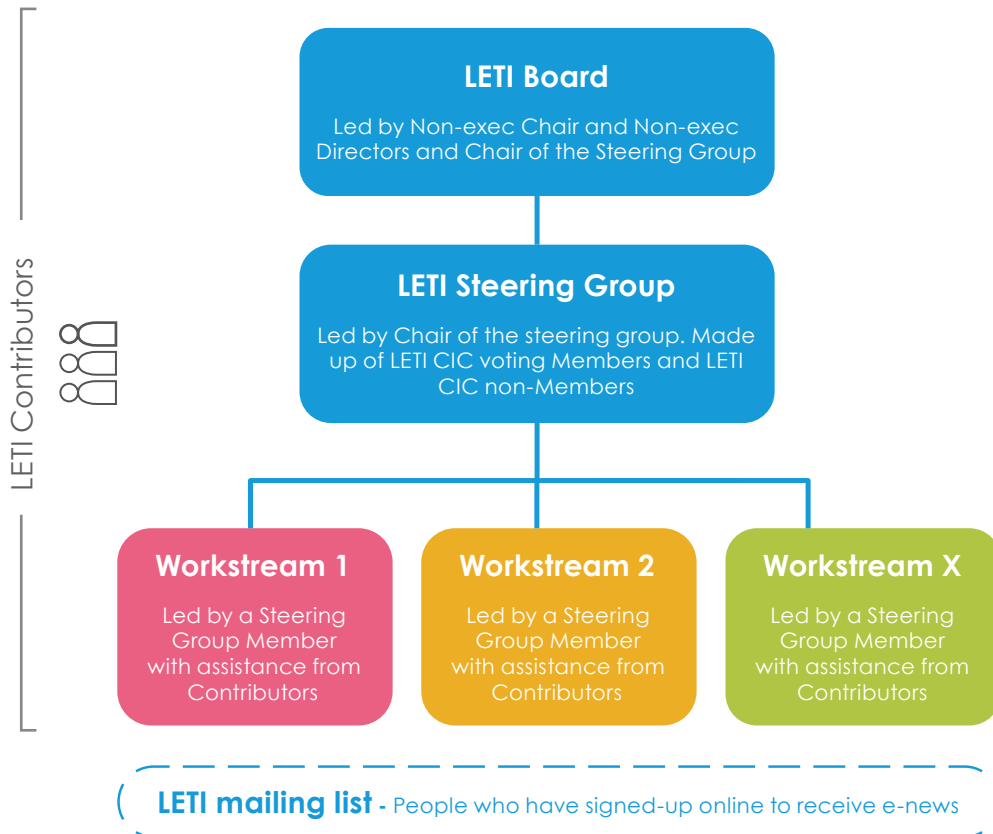


Figure 2 - LETI Organisational structure

Code of practice

Our code of practice sets out who we are, how we operate and the roles and responsibilities of those involved.

Who we are

What this means

We are a group of individuals

As a member and a director- you don't represent your company- we are a group of individuals acting without commercial gain. For this reason we don't allow whole organisations to be members of LETI.

We are non-aligned commercially

A maximum of 1 director to be from any one organisation, and no more than 20% of the Members can be from one commercial organisation.

Operations

What this means

LETI day-to-day operations will continue to be organised in the same way

The perceived public hierarchy of who does what at LETI won't change. The director role will be non-executive with most responsibilities delegated to Members and the steering group

Roles

What this means

Directors

The director role is limited to:

- Making sure that LETI fits with the mission and vision.
- Ensuring that LETI is not brought into disrepute. Directors do not make the rules.
- Fulfilling any further functions required as a result of registering as a Community Interest Company.

The main power held by Directors is to make decisions needed to insure LETI is not brought into disrepute (otherwise they are liable).

Directors will seek re-election as a director every 3 year term and will serve a maximum of two terms before a 1 year break, prior to seeking election again.

New Directors are selected from/put forward by the Membership, and voted into position by the Membership.

Minimum of three and maximum of seven Directors are to be maintained at any one time. We will aim for a range of knowledgeable Directors.

Directors need to have been LETI CIC Members for at least one year before appointment. LETI CIC Members will vote to confirm new Directors, which are selected from Members (at a steering group meeting).

Directors need to be transparent on potential conflict of interests.

Directors will all sign a code of conduct.

Roles

What this means

Members

The Members are responsible for the day-to-day running of LETI and all its activities.

Members have voting rights - and make the majority of the decisions. LETI will keep a register of CIC Members, and will publish members' names on their website annually.

Members are part of the LETI steering group. Members are required to attend a majority of the steering group meetings, and membership will lapse if 3 consecutive meetings are missed without reasonable extenuating circumstances (such as sick leave or parental leave).

Members are required to have an active role, for example lead or co-lead a workstream with LETI or be carrying out a specific role such as research, graphics or comms.

New Members can apply from the steering group. New Members will be approved (by vote) of existing Members, and will be formalised on an annual basis.

Members will all sign a code of conduct.

Steering Group

(previously known as taskforce)

LETI contributors with active roles such as leaders of workstreams will be invited to be on the LETI steering group. Steering group meetings are where the majority of LETI strategic decisions are taken.

Relationships

What this means

Relationship between Directors and Members

LETI Members and Directors can mutually hold each other to account. Directors are also Members.

Relationship between CIC membership and steering group

The CIC membership is a sub-set of the LETI steering group. Some steering group members may only wish to stay involved in LETI for a specific project, or may not seek the commitment of membership.

Diversity of membership

Membership is encouraged from all groups to assist in building broad consensus, particularly those under-represented in the wider community.

LETI Representation in Public

In order to stress the flat hierarchy within LETI, all participants are encouraged to represent themselves through what they do for LETI (e.g. being on the steering group, contributing to a workstream, or publication co-author) rather than using their formal CIC role.

Organisations are not able to represent themselves as Members of LETI by virtue of an individuals' membership or participation.

LETI intellectual property is able to be used to forward the industry

LETI intellectual property is produced under a Creative Commons BY-NC-ND license, which allows anyone to re-use and re-share the work, as long as credit is provided to LETI, and no changes are made to the original work. This licence permits commercial use.

Where new work has been produced for LETI, rights belong to LETI.

LETI Decision making is transparent and open	All Members will be provided with potential LETI outputs to provide their views prior to wider release.
Working with organisations	While preserving our independent views, we seek to collaborate constructively with relevant organisations.

Funds

What this means

How we raise funds	<p>Donations to LETI from individuals and organisations are welcomed to pay for running costs.</p> <p>Provision of funds does not entitle donors to use the LETI logos or IP without prior permission, and will not influence LETI guidance.</p> <p>All donations will be subject to due diligence to minimise risk of reputational damage arising from association with donors. Directors will have the final vote on acceptance of funding.</p> <p>LETI can undertake limited consultancy activities where they align with the activities of the organisation and directly benefit the community. Consultancy activities need to be approved in advance by the Members.</p>
How we use funds	<p>The Directors will have responsibility for making payments on behalf of LETI.</p> <p>Funds are to be used only for activities that directly support the organisation or the community.</p>