

Cross Co-operative Arrangements Review Group (CCAR)

Terms of Reference

1. Purpose

- 1.1. The purpose of the Group is to steer, shape and determine the structures, policies and practices of the emerging combined co-operative.
- 1.2. It aims to put member voice, experience and wisdom at the heart of the decisions that are taken.
- 1.3. Its objective is to firm up arrangements such that the combined co-operative becomes ready to “go live” (target date April 26)
- 1.4. The CCAR shall continue to operate until the Shadow Management Committee of South Bank Co-op is constituted and assumes responsibility for decision-making relating to the new combined Co-op.

2. Authority and membership

- 2.1. Each of the individual Management Committees (CSS, Redwood, Iroko and Palm) have delegated named members of their co-operative to participate in the CCAR. It is the responsibility of each Management Committee to determine who they are.
- 2.2. These members draw on their own individual experiences as co-op members, as well as those of their “home” co-op in informing their participation.
- 2.3. The CCAR has no formal legal status or legal responsibility.
- 2.4. The CCAR forms part of a wider structure of consulting on, and deciding how the combined co-operative will function, as set out below in table 1 below.

3. Roles and Responsibilities

- 3.1. It is the responsibility of those attending the meeting to:
 - ✓ To engage with an open mind in the discussion
 - ✓ To communicate in a respectful way
 - ✓ Read minutes, and related papers ahead of the meeting
 - ✓ To action tasks agreed at the meeting
 - ✓ To gather feedback from, and give updates to, those outside the meeting where relevant
- 3.2. CCAR members have a democratic mandate to participate and shape decisions based on their being nominated by their MC. They are not expected to consult back with their MC or their general membership before participating in CCAR decision making and voting on proposals and recommendations.
- 3.3. CCAR members will consider the needs of their own “home” co-op, but aim to act in the interests of the whole co-op community, in considering proposals and recommendations
- 3.4. Members are expected to participate consistently. It is acknowledged this will not always be possible on every occasion, and where members miss one or more meetings they will confer with colleagues and read the minutes so as not to require the group to go back over old ground.

- 3.5. Meetings will be supported by the CSS team who will prepare / distribute agendas, papers and minutes and will chair the meetings.
- 3.6. A member who has a personal interest in any matter to be discussed at a meeting shall declare their interest at the outset of the discussion, which will be recorded in the minutes. Other Group members will then decide whether the person making the declaration should be asked to leave the meeting while the item is discussed. If it is agreed that they should remain, they should not take part in any vote on the matter.
- 3.7. Meetings will be held monthly in person, with a virtual option available.
- 3.8. The Chair role at meetings will rotate between members. All CCAR members are encouraged to try Chairing if they would be interested to do so. The Chair shall be selected at the end of each meeting for the subsequent meeting. The project team will provide support to any members who wish to Chair to assist them to prepare for the meetings.

4. Decision making

- 4.1. CCAR has the power to establish working groups as needed. The remit of these working groups will be to commission and consider work on the detail of how the combined co-operative will work, consider options and make recommendations back to CCAR. These working groups will contain a minimum of 2 CCAR members but can be expanded to recruit from the wider co-op membership, drawing on any members with a interest, insight or expertise on the subject. These working groups will bring back recommendations and proposals for the CCAR to decide upon.
- 4.2. Decisions of the CCAR will be made by a simple majority vote of those members present and eligible to vote at a quorate meeting. Each member shall have one vote.
- 4.3. Voting may taken place by a show of hands, verbal agreement, or written as appropriate. All decisions made by vote shall be recorded in the minutes of the meeting, including the outcome and any dissenting views when requested. No electronic voting shall be permitted.
- 4.4. A quorum shall be at least 5 members in total.

Date (amended) Terms Circulated to CCAR Group – 11 September 2025

Date Terms Circulated to Management Committees – x September 2025

Date Terms Agreed – x September 2025

Group	Purpose	Membership	Notes
Management Committee	To make any formal decisions that impact the current co-operatives inc. a future transfer of undertakings into the combined co-operative	Formally elected by each co-op's membership	The MCs will make all decisions needed by the current co-operatives until a transfer into the combined co-op is completed.
Shadow Board	To make decisions about how the new combined co-operative will operate (once established) Oversee readiness for the combined co-op to become the legal landlord and leaseholder.	Recruitment process under consideration by CCAR shortly.	The Shadow Board will drop its "shadow" status at the point at which the combined co-op goes live and becomes the legal landlord for all properties. The Shadow Board will become operational after it has been recruited to, and completed initial training. This is expected for Autumn 2025.
CCAR	To make decisions about how the new combined co-operative will operate (ahead of the Shadow Board being operational). To receive detailed information and recommendations from CCAR Working Groups in taking said decisions.	Nominated by their co-op MC.	As the CCAR's membership will be different from that of the Shadow Board, at the point at which the Shadow Board becomes operational there may still be a useful role for the CCAR as a reference group with a changed Terms of Reference. To be confirmed later. The CCAR will reference back to the MCs and the general membership where it makes sense to do so. Meets monthly with a defined agenda.
CCAR Working Groups	To consider the detail and work up proposed solutions and recommendations which can then be considered by the CCAR and shared with the wider membership.	Each working group should have at least 2/3 members of the CCAR but may be supplemented by wider co-op members who have a particular interest, insight or expertise in the subject.	Initial working groups are expected to be as follows: <ul style="list-style-type: none"> - Management solutions - Shadow Board - Policies
General Member Meetings / Workshops	To keep the wider membership informed and engaged in the proposed shape and approach of the combined co-op.	Open invite to all members. Promoted widely.	These will happen every couple of months and will be more high level and less detailed. Intended to check we are moving in the right direction and gather feedback as we go.

Table 1 Consultation and decision making - where it happens and who whom