UKCCC Governance structure, rules and multi decadal plans

Version: 4.0 Published: June 2026 Origination: March 2022

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Administration Strategy

1. Vision and Objectives

The UKCCC aims to drive the UK towards achieving its carbon neutrality goals by establishing clear, enforceable standards for carbon emission reductions and removals. This document serves to:

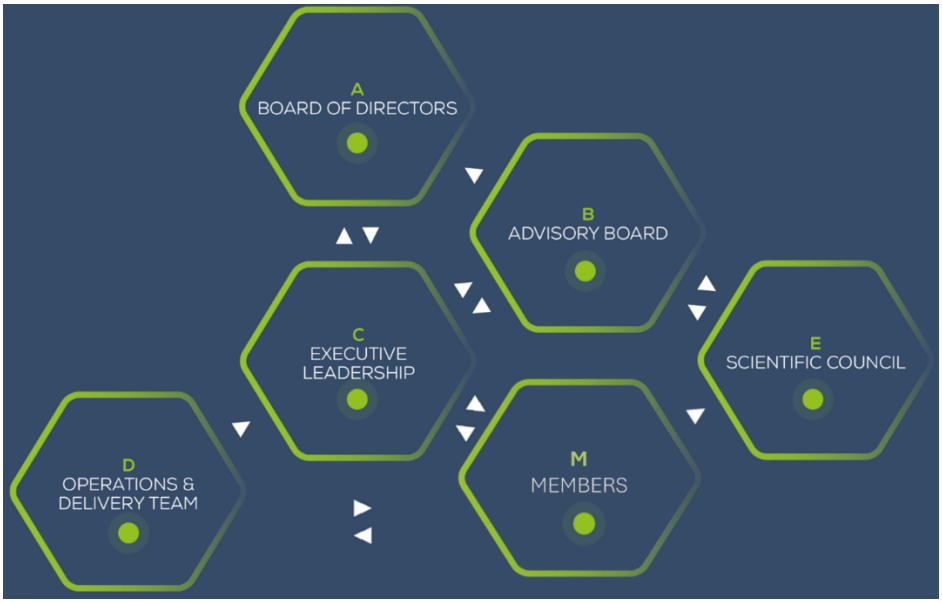
- Ensure the continuous application and refinement of the UKCCC.
- Maintain robust governance and accountability frameworks.
- Foster collaboration with stakeholders across industries, government, and civil society.
- Enable adaptability to new technologies and scientific developments in carbon reduction.

2. Purpose of the Document

This document outlines the administrative strategy for the long-term implementation, governance, and oversight of the UK Carbon Code of Conduct (UKCCC). It defines the processes, structures, and responsibilities needed to ensure that the UKCCC remains effective, transparent, and adaptable to future challenges in carbon management.

3. Structure overview and key stakeholders

The UKCCC is governed by a formal structure that can be viewed by following this link. The UKCCC consists of the following structure:



A Board of Directors

The Board of Directors consists of industry experts, both in an executive and non-executive capacity. The Board of Directors will include the CEO, CFO, COO and CTO.

B Advisory Board

The UKCCC Advisory Board, has been established to oversee the implementation and evolution of the UKCCC.

Responsible for financial, technical, scientific, industry, strategic and management advice to UKCCC.

Key Responsibilities of the UKCCC Advisory Board:

- Monitor compliance with the UKCCC.
- Review and update the code periodically to reflect new scientific developments.
- Engage with stakeholders to address challenges and innovations in carbon management.
- Ensure transparency and publish annual reports on the UK's progress toward carbon reduction.
- Approve the standard version cycle.

The Advisory board (AB) meets monthly. It is responsible for the development of the code and its version cycles. All changes within the code are scrutinised by the AB and then approved by majority vote. A Quorum is reached when there are four members present and all votes pass with a simple majority, except in a position of deadlock when the chairperson makes the decisive vote.

Chairperson is elected at the annual AGM from the members of the UKCCC AB.

C Executive Leadership

The Executive Leadership consists of the CEO who is responsible for ensuring the fiduciary responsibilities of the Company are upheld.

D Operations and Delivery Team

An Operations and delivery Office has been set up under the UKCCC Advisory Board. Its key functions include:

- Day-to-day management of UKCCC activities.
- Liaising with industries and stakeholders.
- Data collection, monitoring, and reporting.
- Verification and approval of projects
- Responding to complaints and non-conformances
- Running compliance checks and managing enforcement measures.
- Coordinating public engagement and education on carbon management.

The Commissioner’s office sits within the Operations and Delivery Team. The office consists of a Head Commissioner and a team of Assistant Commissioners who are appointed to specific projects.

Project developers contact the Head Commissioner using info@ukcarboncode.org who will allocate tasks to Assistant Commissioners as appropriate.

E Scientific Council

The Scientific Board guides the UKCCC Advisory Board on specific areas such as:

- Latest scientific data and evidence
- Renewable Energy and Innovations
- Industrial Emissions and Offsetting Mechanisms
- Carbon Accounting and Reporting Standards

The council consists of representatives from:

- Environmental agencies
- Key industries affected by the code
- Climate science experts
- NGOs and civil society organizations

The Scientific Council (SC) advise the AB on all matters, ensuring that the best available scientific data and evidence is informing the development of the code.

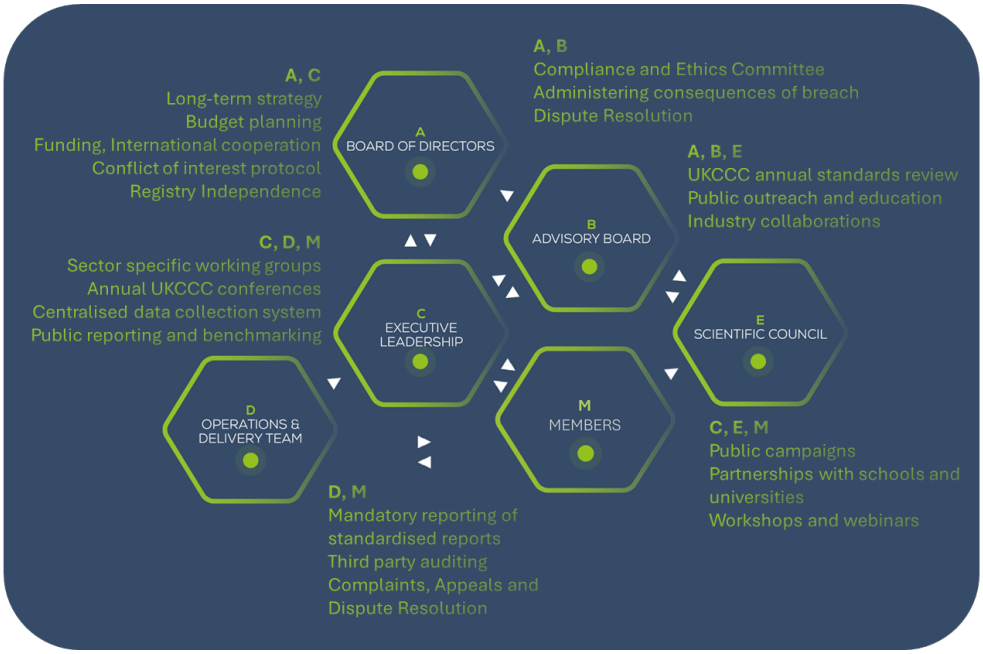
The Board of directors and delivery team manage the business on a day-to-day basis ensuring all its fiduciary responsibilities are met.

The UKCCC Commissioners office reports to the CEO and both the CEO and Commissioner plus the operations and delivery team are responsible for all scheme administration, queries and complaints.

M Members

Membership is open to enable inclusion from any Interested Party, including Project Hosts, Project Developers, Validation and Verification Bodies and demand-side.

The summary infographic of stakeholder roles and responsibilities



4. Compliance and Enforcement Mechanisms

4.1 Mandatory Reporting

All companies and organisations subject to the UKCCC such as project developers are required to submit annual reports on their carbon emissions and reduction strategies. These reports must adhere to standardised carbon accounting methods set out by the UKCCC.

4.2 Third-Party Auditing

Independent third-party auditors are appointed to verify the accuracy of reported data and compliance with the UKCCC. Auditors will submit findings to the UKCCC Commissioners office for review.

4.3 Complaints, Appeals and Dispute Resolution

A clear appeals process is in place for organizations to contest compliance rulings or penalties. Disputes will be handled by a dedicated tribunal, which will include representatives from the UKCCC Advisory Board and independent experts.

5. Adaptability and Innovation

5.1 Regular Review and Updates

The UKCCC Standard will be reviewed every year to adapt to new scientific knowledge, technological advancements, and shifts in industry practices. The UKCCC Board will invite public and interested parties' feedback to guide these reviews.

The results of these reviews will be included in future updates via The Standard version cycle.

6. Interested Parties' Engagement and Communication

6.1 Public Outreach and Education

The UKCCC will maintain a strong focus on public awareness and education through:

- **Public campaigns** highlighting the importance of carbon reduction and individual responsibility.
- **Workshops and webinars** for industry leaders to understand compliance requirements and explore best practices in carbon management.
- **Partnerships with schools and universities** to foster a future generation of climate-conscious citizens.

6.2 Industry Collaboration

The UKCCC will foster continuous engagement with industries through:

- **Sector-specific working groups**: These groups will focus on the unique challenges faced by different industries and in particular land management use and its adaptation to more climate resilient practices and the restoration of natural systems.
- **Annual UKCCC Conferences**: These conferences will serve as a platform for stakeholders to share best practices, innovations, and challenges in carbon reduction.

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7. Data Collection and Reporting

7.1 Centralised Data System

A centralised data management system will be developed to gather, store, and analyse carbon emissions' data. This system will provide a secure platform for organisations to submit their reports and track their progress.

7.2 Public Reporting and Benchmarking

An annual report on the UKCCC's overall progress and compliance levels will be published to ensure transparency. The report will include:

- National carbon reduction achievements.
- Industry-specific carbon management progress.
- Updates on the development of new technologies and best practices.
- An overview of penalties, incentives, and compliance cases.

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8. Financial Sustainability

8.1 Funding Mechanisms

To ensure the long-term viability of the UKCCC, funding will come from multiple sources, including:

- **Government and philanthropic grants and budget allocations**: For the development, administration and enforcement of the UKCCC.
- **Industry contributions and project approval fees**: Based on the UKCCC fee scale related to project size and carbon emissions.
- **Public-private partnerships**: For specific projects, such as research into innovative carbon reduction technologies.
- **Membership fees**
- **Credit sales fee**: These shall be levied on every transaction and shall represent a cost of sale and management of the registry. The fee shall be reviewed annually and published as part of the UKCCC fee structure.

8.2 Budget Planning

The UKCCC Leadership Team will create an annual budget, ensuring that resources are allocated efficiently to administrative, compliance, research, and outreach activities.

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9. Future Provisions

9.1 Long-Term Strategy

To ensure the UKCCC's relevance over time, a multi decadal, 10-year and 40-year strategic plan has been developed, outlining The Standard's future priorities, including:

- Long-term carbon neutrality goals.
- Integration of future technologies.
- Alignment with international standards and agreements (e.g., GHG Protocol, SBTi, Paris Agreement).
- Collaboration with global carbon management initiatives.
- Ensuring the UKCCC ability to operate over the life of all projects it approves and monitors.

9.2 International Cooperation

The UKCCC will actively participate in global carbon management forums, ensuring alignment with international best practices and contributing to global efforts to combat climate change.

The UKCCC aligns with the ICVCM Core Carbon Principles, Oxford Principles for Net Zero Aligned Carbon Offsetting, SBTi and other national and international standards operating within the voluntary and compliance carbon markets. The aim of alignment is to ensure that buyers of credits are not overly confused by conflicting systems and to ensure that if in the unlikely event that the UKCCC shall cease operation that its projects can be novated across to other standard setting bodies.

UKCCC Complaints and Appeals Mechanism

All UKCCC projects are designed by approved project developers and then forwarded to the UKCCC for comment validation (by an approved VVB) and approval.

Projects are always designed in partnership between the project host, project developer and any identified and consulted interested parties.

Complaints and appeals against a project developer, project host or an interested party shall follow the procedure below.

If an issue arises, in the first instance, the complaint or appeal is to be discussed between the parties. Consultation will be facilitated by the UKCCC Commissioners' office.

All expenses, internal and external shall be incurred by the UKCCC in handling complaints.. Prior to initiation of the handling process, the UKCCC will inform the entity filing the complaint or appeal of its estimated handling cost. Where the outcome of a complaint or appeal is to overturn an earlier decision made by the UKCCC, the entity filing the complaint or appeal will not be liable for covering such expenses.

1 COMPLAINTS

A complaint is an objection to a decision taken by UKCCC or an aspect of how it operates a program(s) managed by the UKCCC, or a claim that relevant program rules have had an unfair, inadvertent or unintentional adverse effect. All complainants are provided with the following procedure:

1) The complaint shall include the following information:
a) Name of the complainant.

b) Name of organisation, where relevant.

c) Contact information for the complainant.

d) Details of the complaint.

e) Declaration of any conflict of interest in submitting the complaint.

2) The complaint shall be addressed to the UKCCC Commissioner and emailed to info@ukcarboncode.org the word *complaint* in the subject line. An email response is provided to the complainant from the UKCCC acknowledging receipt of the complaint.

3) The UKCCC Commissioner appoints an appropriate person to handle the complaint, who will organise an analysis (involving external experts, as required) and determine any appropriate action required.
4) The UKCCC prepares a written response and provides this to the complainant.

5) All complaint information is kept confidential by all parties.

Complaints by interested parties about a project developer or its partners shall be pursued with the respective entity. Similarly, complaints about entities (by the clients of such

entities) that provide services to The Standard, such as assessors, shall be pursued via the respective entity. In either of the cases above, where the complaint is not resolved to the satisfaction of the complainant and the complaint is in relation to the respective entity's interpretation of the relevant program rules, the complainant may submit a complaint to the UKCCC. Note that other interested parties may also choose to submit complaints to entities providing services under the relevant program where such entities have complaints procedures for third parties (i.e. non-clients).

2 APPEALS

Where a complaint, submitted as set out in Section 1 above, has not been resolved to the satisfaction of the complainant, complainants are provided with the following appeals procedure:

1) The appeal shall include the following information:

a) Name of the appellant.

b) Name of the organisation, where relevant.

c) Contact information for the appellant.

d) Details of the appeal, including reference to the original complaint.

2) The appeal shall be emailed to the UKCCC Commissioner (info@ukcarboncode.org) with the word *appeal* in the subject line. An email response is provided to the appellant from the Commissioner acknowledging receipt of the appeal.

3) The Commissioner presents the appeal to the UKCCC Advisory Board, which organises an analysis, involving external experts (as required).

4) The UKCCC Advisory Board prepares a written response and the UKCCC Commissioner provides this to the appellant. The UKCCC Board's decision is final and binding.

5) All information submitted by the appellant with respect to the appeal is kept confidential by The UKCCC and the UKCCC Board.

Conflict of Interest Protocol

1. Purpose

The purpose of this protocol is to outline the policies and procedures that ensure the avoidance of conflicts of interest between the UK Carbon Code of Conduct (UKCCC), project developers, Validation and Verification Bodies (VVB), the UKCCC Registry, and carbon credit customers. This protocol aims to foster transparency, fairness, and trust across all aspects of the carbon credit system while maintaining the integrity of the UKCCC.

The UKCCC by design has been developed in such a way as to remove, as far as possible any conflict of interest. The UKCCC is a standalone Community Interest Company that exists purely to further the standards within the voluntary carbon market.

Project hosts and project developers are independent businesses as are the VVB providers. Each stage of the process is separately accountable.

Aside from transaction fees to cover the cost of transferring each credit when bought and retired, the UKCCC makes no economic gain from issuing credits, each stage is separately costed and invoiced to the various parties.

2. Scope

This protocol applies to:

- All UKCCC personnel and its members
- Project hosts and project developers involved in carbon reduction or offsetting projects
- The UKCCC Registry and its management
- Carbon credit customers, including individuals, corporations, and governments purchasing credits

3. Definitions

- **Conflict of Interest**: A situation in which an individual or organisation has competing interests or loyalties that could improperly influence their decisions related to the UKCCC.
- **UKCCC Advisory Board**: The governing body responsible for overseeing the implementation and management of The Standard.
- **Project Developers**: Entities that create and manage carbon reduction or offsetting projects eligible under the UKCCC.
- **UKCCC Registry**: The official record-keeping system for registering, tracking, and retiring carbon credits.
- **Carbon Credit Customers**: Buyers of carbon credits, either for compliance or voluntary purposes, to offset their carbon emissions.
- **Validation and verification bodies**

4. General Principles

- **Transparency**: All parties involved in the UKCCC must conduct their operations with openness and disclose any potential conflicts of interest in a timely and complete manner.
- **Accountability**: Individuals and entities are responsible for identifying, disclosing, and managing any conflicts of interest that arise.
- **Impartiality**: The UKCCC Advisory Board, project developers, the Registry, and carbon credit customers must maintain impartiality in their roles and avoid actions that may unduly influence or appear to influence the conduct of The Standard.

5. Identifying Conflicts of Interest

5.1 Common Areas of Conflict

- **Financial Interest**: A member of the UKCCC Advisory Board or Registry may have a financial stake in a project developer or in the sale of carbon credits, potentially influencing decisions in favour of that party.
- **Dual Roles**: Individuals or organisations may hold multiple roles within the UKCCC system (e.g., a project developer who also holds a position on the UKCCC Advisory Board).
- **Preferential Treatment**: Favouritism shown to certain project developers or carbon credit buyers due to personal relationships or other biases.
- **Regulatory Capture**: The risk that project developers or large members exert undue influence over the UKCCC Advisory Board or Registry, skewing policy and compliance measures to their advantage.

6. Disclosure of Conflicts of Interest

6.1 Disclosure Requirements

- **UKCCC Advisory Board members**: All members must submit a Conflict of Interest Declaration annually and update it promptly if any new conflicts arise. Declarations must include financial interests, relationships with project developers, carbon credit customers, and any other potential conflicts.
- **Project Developers**: Project developers must disclose any relationships they have with members, the Registry, or major carbon credit customers, especially if there is potential for financial gain or preferential treatment.
- **Registry Officials**: Individuals managing or overseeing the UKCCC Registry must disclose any personal or financial ties with project developers or carbon credit customers.
- **Carbon Credit Customers**: Large or recurring customers must disclose any personal or professional relationships with UKCCC members, project developers, or Registry officials that could influence the purchasing or pricing of carbon credits.

7. Managing Conflicts of Interest

7.1 Conflict Resolution Procedures

- **Recusal**: Any individual or entity with a conflict of interest must recuse themselves from discussions, decision-making, and voting related to the area where the conflict arises. This includes members of the UKCCC Advisory Board, Registry officials, and others involved in the governance process.
- **Independent Oversight**: For decisions involving a potential conflict of interest, an independent third party (e.g., an ethics committee) will be appointed to oversee the decision-making process, ensuring impartiality and fairness.
- **Rotation of Roles**: To prevent entrenched relationships or undue influence, key roles within the UKCCC, such as Registry officials and Advisory Board members, will rotate regularly. Project developers will also be subject to independent audits, and regular reviews will be conducted to ensure compliance.

8. Safeguards for Registry Independence

8.1 Separation of Duties

- The UKCCC Registry must operate independently of project developers and carbon credit buyers. Staff members of the Registry must not have any financial or business interests in any projects or organizations buying credits.
- Registry officials must also be prohibited from advising project developers or buyers on specific projects in which the Registry is involved to maintain impartiality.

8.2 External Audits

- The UKCCC Registry will undergo annual independent audits to ensure compliance with conflict-of-interest policies and that it operates transparently and impartially.

9. Oversight and Compliance

9.1 Monitoring

- A **Compliance and Ethics Committee** will be established to oversee the proper application of the conflict-of-interest protocol. This committee will review annual conflict declarations, monitor Registry activities, and investigate complaints of improper conduct.
- The committee will consist of independent experts in ethics, environmental law, and carbon markets to ensure that conflicts of interest are managed effectively.

9.2 Reporting Mechanism

- A confidential whistleblower mechanism will be established for reporting conflicts of interest or any unethical behaviour. All reports will be investigated by the Compliance and Ethics Committee.

10. Consequences for Breach

10.1 Penalties for Non-Compliance

- Any breach of this protocol will result in disciplinary action, which may include:
    - **Removal from the UKCCC Advisory Board or Registry**: Individuals found to be in breach of conflict-of-interest policies may be removed from their positions.
    - **Fines**: Financial penalties may be imposed on project developers or carbon credit customers who fail to disclose or improperly manage conflicts of interest.
    - **Suspension of Projects or Credits**: Projects found to be benefitting from undisclosed conflicts of interest may be suspended, and credits related to those projects may be invalidated or revoked.

11. Training and Awareness

11.1 Education on Conflicts of Interest

- All stakeholders involved with the UKCCC, including Board members, project developers, Registry officials, and carbon credit customers, will undergo mandatory training on recognising, disclosing, and managing conflicts of interest.
- Training will be provided upon onboarding and on an annual basis to ensure continued awareness and compliance with The Standard.

12. Review and Updates

12.1 Regular Review of Protocol

- This Conflict-of-Interest Protocol will be reviewed every two years by the Compliance and Ethics Committee to ensure its continued effectiveness and relevance to evolving practices within the carbon market and environmental governance.
- Interested party feedback will be sought to refine and update the protocol as necessary.

UKCCC Structured Wind Down, Project Novation and Orderly Closure Protocol

1. Purpose

This protocol outlines the procedures for novating (transferring) carbon reduction or offset projects registered under the UK Carbon Code of Conduct (UKCCC) to other approved carbon codes in the unlikely event that the UKCCC is dissolved. The protocol aims to ensure a smooth transition, continuity of carbon credits, and integrity of projects during this process.

2. Scope

This protocol applies to:

- Project developers who have active or registered projects under the UKCCC.
- Carbon credit buyers holding credits issued by the UKCCC.
- Approved carbon codes or standards that may accept novated projects.
- The UKCCC Advisory Board or its appointed representatives during the dissolution process.

3. Definitions

- **Novation**: The legal process of transferring the rights, obligations, and benefits of a carbon project from the UKCCC to another approved carbon standard or code.
- **Project Developer**: The entity responsible for creating and managing a carbon reduction or offsetting project under the UKCCC.
- **Approved Codes**: Recognised and accredited carbon codes or standards that may accept novated projects, such as the Verified Carbon Standard (VCS), Gold Standard, or other recognised codes recognised by ICVCM.
- **Carbon Credit Holders**: Individuals, corporations, or governments that have purchased carbon credits generated by a UKCCC project.

4. Trigger for Novation

The novation process will be initiated if the UKCCC is formally dissolved due to:

- Regulatory prohibition or material legal compatibility.
- Financial insolvency or loss of going concern status
- Strategic decision by the board or Merger or acquisition with another carbon registry or body.
- Any other circumstance leading to the formal cessation of the UKCCC's operations.

The UKCCC Executive Board will formally notify all stakeholders—including project developers, credit holders, and partner organisations—of the dissolution and provide guidance on the novation process.

5. Principles for Novation

5.1 Continuity of Carbon Credits

The primary objective of the novation process is to ensure that the carbon credits generated by UKCCC projects remain valid, verifiable, and tradable within the new code. Project developers and credit holders will retain the value and integrity of their credits throughout the transition.

5.2 Transparency and Stakeholder Engagement

All stakeholders involved—project developers, carbon credit holders, and approved codes—will be kept fully informed throughout the novation process. Clear communication will be maintained regarding timelines, procedures, and any actions required from project developers and credit holders.

5.3 Compliance with the Receiving Code's Standards

All projects transferred from the UKCCC must comply with the requirements, methodologies, and verification standards of the receiving code. Wherever possible, the receiving code will seek to recognize existing UKCCC-approved methodologies to minimize disruption to project developers.

6. Approved Carbon Codes for Novation

6.1 Criteria for Approved Codes

The UKCCC will recognize certain established and accredited carbon codes as eligible to accept novated projects. To be considered an approved code, the carbon standard must meet the following criteria:

- Be internationally recognized and accredited (e.g., VCS, Gold Standard, Climate Action Reserve).
- Approved by the ICVCM, ICROA or BSI
- Have a robust and transparent governance structure.
- Offer methodologies and verification processes similar to or compatible with the UKCCC.
- Ensure the continuity of carbon credits without devaluing their environmental integrity.

6.2 List of Potential Approved Codes

- **Verified Carbon Standard (VCS)**: A globally recognized standard for voluntary carbon projects, managed by Verra.

- **Gold Standard**: A widely respected voluntary carbon offset program focused on high-integrity climate and development outcomes.
- **Climate Action Reserve (CAR)**: A US-based standard known for its rigorous protocols, also recognized internationally.
- **Other National Codes**: Depending on the location and nature of the projects, national codes such as the Woodland Carbon Code or Peatland Code in the UK, or other relevant national schemes.

The UKCCC Executive Board will provide an updated list of approved codes at the time of dissolution.

7. Novation Process

7.1 Formal Notification of Novation

- Upon the formal decision to dissolve the UKCCC, the UKCCC Executive Board will send a **Novation Notice** to all project developers and carbon credit holders. This notice will include:
    - The proposed date for the novation process to commence.

      A list of approved codes eligible to receive novated projects.

    - Instructions for selecting a receiving code and initiating the transfer.
- Project developers must acknowledge receipt of this notice and confirm their intent to novate their projects within a specified time frame (e.g. 60 days).

7.2 Selection of Receiving Code

- Project developers will be responsible for selecting a receiving carbon code from the approved list. The UKCCC Executive Board will offer guidance and facilitate initial contact with the receiving code.
- The receiving code will review the project's current methodologies, documentation, and verification history. A preliminary assessment will determine the eligibility of the project for novation.

7.3 Project Transfer Agreement

- Once a receiving code is identified and the project is deemed eligible, a **Project Transfer Agreement** will be drawn up. This agreement will:
    - Transfer all rights, responsibilities, and benefits associated with the project from the UKCCC to the receiving code.
    - Establish the receiving code's responsibility for ongoing monitoring, reporting, and verification (MRV) of the project.
    - Ensure that carbon credits already issued by the UKCCC are recognised and honoured by the receiving code.
- Both the project developer and the receiving code must sign the agreement, along with a representative of the UKCCC Executive Board or its dissolution team.

7.4 Carbon Credit Holders Notification

- Carbon credit holders will be informed of the novation of the project and the transfer to the new Registry. They will receive:
    - Confirmation that their credits remain valid and transferrable under the receiving code.
    - Updated documentation or Registry access credentials for the receiving code's system.

7.5 Registry Update and Transfer of Credits

- The UKCCC Registry will facilitate the transfer of project documentation, credit balances, and verification records to the receiving code's Registry system.
- The UKCCC Registry will remain operational for a limited transition period (e.g. 12 months) to assist with the novation process and ensure all transfers are completed.

8. Compliance with Receiving Code

8.1 Verification and Methodology Alignment

- Projects novated to the receiving code will be required to undergo a verification process under the receiving code's standards to ensure compliance. This may include:
    - A review of the project's baseline emissions.
    - An audit of the monitoring and reporting practices.
    - Any necessary adjustments to methodologies to align with the receiving code's framework.
- Wherever possible, the receiving code will streamline this process by recognising UKCCC approved methodologies, thus minimising additional burdens on project developers.

8.2 Transitional Verification Support

- During the novation process, the UKCCC will work with independent verifiers to facilitate the transition and ensure that the project's existing verification status is accepted by the receiving code, where applicable.

9. Dispute Resolution

9.1 Disputes Between Parties

In the event of disputes arising from the novation process (e.g., eligibility of a project for novation, carbon credit recognition), the following steps will be taken:

1. **Mediation**: A mediator will be appointed to work with both the project developer and the receiving code to resolve the issue.

2. **Independent Review**: If mediation fails, an independent third-party reviewer with expertise in carbon markets and standards will be appointed to make a final determination on the dispute.
3. **Final Appeal**: Any party dissatisfied with the independent review may submit a final appeal to the UKCCC Executive Board's dissolution team or the receiving code's governing body for consideration.

9.2 Stakeholder Grievances

Carbon credit holders or other stakeholders who believe their interests have been harmed during the novation process may file grievances through a formal complaint mechanism established by the receiving code or UKCCC dissolution team.

10. Record-Keeping and Documentation

10.1 Archival of UKCCC Records

- All project and Registry records from the UKCCC will be securely archived by a designated custodian (e.g., a third-party administrator or governmental body) to ensure data is preserved for future reference.
- The custodian will maintain access to these records for a minimum of 10 years, allowing stakeholders to retrieve historical data if needed.

12.4 Wind Down- Governance Structure

- Establish a **Wind-Down Committee** including:
    - One independent chair
    - One Scientific Board representative
    - One Advisory Board representative
    - External legal and financial advisers

12.5 Operational Wind Down- Phases

Phase 1 – Stabilisation (0–6 months)

- Freeze acceptance of new projects
- Continue MRV and registry operations
- Secure data, reserves, and contracts

Phase 2 – Transition (6–18 months)

- Implement the Project Novation Protocol
- Transfer registry records
- Finalise audits and verifications

Phase 3 – Closure (18–36 months)

- Retire remaining obligations

- Publish final accounts and impact report
- Archive records with designated custodian

12.6 Protection of Carbon Credit Integrity

- Credits issued prior to wind-down remain valid
- Buffer pools remain ring-fenced
- Receiving codes must formally recognise transferred credits

12.7 Stakeholder Communications

- Quarterly wind-down updates
- Dedicated wind-down contact point
- Public disclosure of timelines and decisions

12.8 Final Reporting and Dissolution

- Publish a **Final Transparency and Impact Report**
- Independent confirmation of orderly closure
- Legal dissolution only after all obligations are discharged

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10-Year and 30-Year Strategy and Development Plan

Introduction
The **UK Carbon Code of Conduct (UKCCC)** aims to establish a world-leading carbon credit framework that supports the UK's climate goals by ensuring the integrity, transparency, and sustainability of carbon credits. This **10-Year and 30-Year Strategy and Development Plan** outlines the key objectives, initiatives, and milestones that the UKCCC will pursue to guide the development and growth of the carbon market. The strategy is designed to align with the UK's **Net Zero by 2050** targets while addressing evolving global climate challenges and market dynamics.

10-Year Strategy (2024 - 2034)

Vision for the Next Decade

By 2034, the UKCCC will have become a recognized global leader in carbon market governance, ensuring that all carbon credits issued under its code are of the highest environmental and social integrity. The carbon credit market will play a pivotal role in achieving the UK's interim climate targets, supporting carbon removal, emissions' reductions, and sustainable development across the nation.

Strategic Objectives (2024 - 2034)

1. **Strengthening the Integrity of Carbon Credits**
    - **Objective:** Ensure that all carbon credits issued under the UKCCC are high-integrity, credible, verifiable, and compliant with international standards.
    - **Initiatives:**
        - Regularly update and strengthen the UKCCC's **Measure-Report-Verify (MRV)** protocols.
        - Introduce stricter penalties and oversight mechanisms for non-compliance.
        - Collaborate with international carbon standards bodies to align with best practices and global VCM developments.
2. **Expanding Carbon Removal and Emissions' Reduction Projects**
    - **Objective:** Support the growth of a wide range of carbon removal and emissions' reduction projects, from afforestation and peatland restoration to new, innovative solutions.
    - **Initiatives:**

        - Create funding mechanisms, such as **green bonds** or carbon credit investment funds, to encourage private sector involvement.
        - Develop guidelines for integrating new technologies, like **enhanced rock weathering**, into carbon credit generation.
        - Promote the expansion of **nature-based solutions** (e.g., reforestation, agroforestry, wetlands) in both rural and urban settings.
3. **Promoting Social and Environmental Co-Benefits**
    - **Objective:** Ensure that UKCCC carbon credit projects contribute to social, economic, and biodiversity co-benefits, particularly for vulnerable communities.
    - **Initiatives:**
        - Integrate **gender equality, human rights, and anti-slavery** provisions into all project requirements (based on the UKCCC's human rights and gender equality policy).
        - Partner with local communities to promote fair distribution of benefits from carbon credit revenues.
        - Support biodiversity enhancement by mandating projects to protect and restore local ecosystems.
4. **Fostering Market Transparency and Growth**
    - **Objective:** Build a transparent, efficient, and trusted carbon market in the UK that is accessible to businesses, investors, and governments.
    - **Initiatives:**
        - Develop a **public carbon Registry** where all credits can be tracked and audited in real time.
        - Collaborate with financial institutions to facilitate **carbon credit trading platforms** and derivative markets.
        - Increase awareness and education among stakeholders on the value of carbon credits and climate finance mechanisms.
5. **Building Global Partnerships**
    - **Objective:** Position the UK as a leader in the global carbon market by forging strategic partnerships and contributing to international climate frameworks.
    - **Initiatives:**
        - Partner with **United Nations Framework Convention on Climate Change (UNFCCC)** and other international bodies to align the UKCCC with global carbon standards.
        - Collaborate with **developing countries** to facilitate carbon credit projects that deliver social and environmental benefits.
        - Play an active role in the development of global **Article 6** mechanisms under the Paris Agreement to promote international carbon trading.

Milestones (2022 - 2030)

- **By 2025:**
    - Launch a fully operational **UKCCC public carbon Registry**.
    - Sell the first set of **UK-certified carbon credits**.
    - Develop comprehensive **guidance for nature-based solutions**.

- Achieve accreditation to the ICVCM Core Carbon Principles
- **By 2028:**
  - Expand the UKCCC's reach to over **500 active carbon credit projects**.
  - Introduce **green bond investment mechanisms** for carbon sequestration projects.
  - Publish a revised **UKCCC MRV protocol** for emerging technologies.
- **By 2030:**
  - Achieve at least **30% of UK's carbon reduction** targets through voluntary carbon credits and market-based approaches.
  - Develop a global **carbon market partnership network**, engaging with key stakeholders across Europe and the Global South.
  - Ensure all carbon credit projects demonstrate measurable **social and environmental co-benefits**.

30-Year Strategy (2022 - 2052)

Multi decadal strategy

By 2052, the UKCCC will have established a resilient, highly integrated carbon credit market that is pivotal in helping the UK and international partners to have achieved its goal of **Net Zero by 2050**. The market will have scaled significantly, with advanced technologies and methodologies for carbon removal, a solid foundation in nature-based solutions, and an inclusive framework that prioritizes both climate justice and biodiversity.

Strategic Objectives (2022 - 2052)

1. **Accelerating Innovation in Carbon Removal and Reduction**
    - **Objective:** Drive innovation in carbon removal and reduction technologies to scale emissions reductions rapidly and effectively.
    - **Initiatives:**
        - Create a research and development fund to support **nature-based carbon capture**, soil carbon improvements, and novel carbon sinks.
        - Foster **public-private partnerships** to integrate carbon capture into industrial processes and agricultural systems.
2. **Scaling the Carbon Credit Market Globally**
    - **Objective:** Scale the UK carbon market by linking it with international carbon markets, enhancing liquidity and accessibility.
    - **Initiatives:**
        - Develop frameworks for **international carbon market linkages** under the **Paris Agreement Article 6**.
        - Establish the UK as a hub for **carbon finance**, connecting global investors to UK-based carbon projects.
        - Support the development of regional carbon credit schemes, expanding into **Africa, Asia, and Latin America**.
3. **Pioneering Climate Justice and Equity**
    - **Objective:** Ensure that the benefits of the carbon credit market are equitably distributed and contribute to climate justice and human rights.
    - **Initiatives:**
        - Ensure all carbon credit projects include **free, prior, and informed consent (FPIC)** for indigenous and local communities.
        - Mandate that at least **30% of revenues** from carbon credits in nature-based solutions be reinvested into **community development** programs.
        - Promote equitable access to the carbon market for smallholder farmers and landowners by simplifying participation processes.
4. **Achieving Ecological Restoration at Scale**
    - **Objective:** Scale up ecosystem restoration efforts to protect and regenerate critical habitats and biodiversity.
    - **Initiatives:**

        - Aim to restore at least **5 million hectares** of degraded land by 2042 through carbon credit projects.
        - Expand projects that focus on **wetland, peatland, and forest restoration** as key carbon sinks.
        - Create financial incentives for private landowners to protect biodiversity through carbon credit generation.
5. **Long-Term Market Stability and Resilience**
    - **Objective:** Ensure the carbon market remains robust, transparent, and resilient in the face of future climate and market challenges.
    - **Initiatives:**
        - Develop long-term policies that safeguard the integrity of carbon credits and prevent **market speculation**.
        - Continue to improve the **buffer pool system** for carbon reversals, ensuring it evolves with the market.
        - Build a **compliance market linkage** for sectors subject to national emissions trading systems, ensuring alignment with **voluntary carbon markets**.

Milestones (2022 - 2042)

- **By 2035:**
    - Implement **global carbon market linkages** for UKCCC credits with other carbon markets under Article 6.
    - Restore **5 million hectares** of degraded land via carbon credit initiatives.
    - Establish the **UKCCC Research and Innovation Fund** to drive advancements in carbon sequestration technologies.
- **By 2040:**
    - Ensure that at least **50% of UK carbon credits** are linked to projects with significant **community and biodiversity co-benefits**.
    - Achieve **Net Zero in key sectors** (e.g., agriculture, manufacturing) through carbon credits and market mechanisms.
    - Develop a fully **automated carbon registry** with integrated monitoring tools to ensure data transparency and real-time reporting.
- **By 2042:**
    - Restore **5 million hectares** of ecosystems through carbon credit projects.
    - Expand the UKCCC to cover **10,000 active projects** globally.
    - Ensure that the UKCCC plays a central role in helping the UK achieve its **2050 Net Zero goal**.

Multi-Decadal Business Resilience and Continuity Strategy

1. Introduction

The UKCCC (CIC) plays a vital role in delivering social, environmental, or economic benefits to the climate action community. To ensure long-term success and sustainability, this Multi-Decadal Business Resilience and Continuity Strategy provides a framework for mitigating risks, maintaining operational continuity, and adapting to evolving challenges over the coming decades.

This strategy aligns with UK regulatory requirements, including the Companies Act 2006, Charities Act 2011 (where applicable), and Corporate Governance and Sustainability Guidelines for third-sector organisations.

2. Vision for Long-Term Resilience (2025-2050 and beyond)

Mission Statement:
To ensure the UKCCC sustainability, adaptability, and continued impact in delivering services to the community, regardless of economic, environmental, technological, or social challenges.

Strategic Pillars:

1. Financial Sustainability – Diverse revenue streams to ensure long-term funding stability.
2. Operational Resilience – Robust systems and crisis preparedness for uninterrupted service delivery.
3. Community and Stakeholder Engagement – Active involvement of local communities and partnerships.
4. Environmental Sustainability and Climate Resilience – Reducing carbon footprint and adapting to climate risks.
5. Governance and Leadership – Strong governance and succession planning for business continuity.
6. Technological Adaptation and Digital Transformation – Using innovation to improve efficiency and reach.
7. Legislative Compliance and Risk Management – Adhering to UK regulations and evolving legal landscapes.

3. Decadal Roadmap for Resilience and Growth

Timeframe	Key Objectives	Strategic Actions
2025-2030	Immediate Stability and Operational Resilience	- Develop a comprehensive Business Continuity Plan (BCP). - Establish an emergency reserve fund. - Strengthen partnerships with local authorities, charities, and businesses. - Implement cybersecurity measures and digital transformation projects. - Conduct annual risk assessments and scenario planning.
2030-2040	Scalability and Expansion	- Diversify funding (grants, social enterprise activities, private sector partnerships). - Expand digital and remote service delivery models. - Develop climate resilience measures for operations and infrastructure. - Strengthen community co-ownership and participatory decision-making. - Improve governance frameworks to support organisational growth.
2040-2050	Long-Term Legacy and Generational Resilience	- Establish an endowment or long-term investment fund. - Implement AI and data-driven insights for decision-making. - Scale community-led initiatives and cross-sector partnerships. - Enhance environmental and social impact measurement to maintain relevance. - Develop a crisis response and sustainability succession plan.

4. Business Resilience and Continuity Plan

4.1 Risk Assessment and Crisis Preparedness

A proactive risk management framework is essential for resilience. The UKCCC will conduct a biannual risk assessment, identifying threats across financial, operational, technological, and external categories.

Key Risks and Mitigation Strategies:

Risk Type	Potential Threats	Mitigation Strategies
Financial Risks	Funding cuts, grant dependency, economic downturns.	Diversify income sources (social enterprise, membership models, ethical investment funds).
Operational Risks	Staff turnover, governance challenges, lack of succession planning.	Leadership succession plan, board development, knowledge transfer programs.
Environmental Risks	Climate change, energy crises, extreme weather affecting services.	Carbon-neutral commitments, resilient infrastructure, climate adaptation strategies.
Technological Risks	Cybersecurity threats, digital disruption.	Implement strong cybersecurity protocols, invest in scalable IT solutions.
Legal and Regulatory Risks	Changes in UK laws affecting CICs, taxation policies.	Regular legal reviews, compliance audits, stakeholder advocacy.
Social and Community Risks	Demographic shifts, loss of community engagement.	Strong volunteer and stakeholder engagement strategies, inclusive community programs.

4.2 Financial Sustainability and Funding Strategy

Long-term financial security is crucial for business continuity. The CIC will adopt a multi-revenue model, reducing reliance on single funding sources.

Diversified Revenue Streams:

- Government Grants and Charitable Trusts – Ongoing applications to funding bodies.
- Social Enterprise Ventures – Income-generating services aligned with CIC's mission.
- Membership and Subscription Models – Creating a sustainable donor base.
- Corporate Sponsorships and CSR Partnerships – Aligning with businesses' ESG goals.
- Investment in Ethical and Sustainable Assets – Endowment funds, impact investing.

4.3 Governance and Leadership Succession

To prevent leadership vacuums or governance breakdowns, the UKCCC will:

- Develop a succession plan for key management and board positions.
- Maintain an active Advisory Board with experts from finance, law, and sustainability.
- Provide ongoing leadership training for staff and volunteers.

4.4 Technology and Digital Resilience

Future-proofing operations requires adopting secure, scalable technology solutions.
Key actions:

- Cloud-based storage for secure, remote access to organisational data.
- Cybersecurity policies to protect stakeholder data from cyber threats.
- AI and automation to enhance service delivery efficiency.

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5. Community and Stakeholder Engagement

A resilient CIC must remain relevant and responsive to community needs over decades.

Long-Term Stakeholder Engagement Strategies:

1. Community Representation – Ensure diverse representation on decision-making boards.
2. Participatory Budgeting – Engage the community in funding allocation decisions.
3. Regular Impact Assessments – Monitor and report progress towards CIC's mission.
4. Strategic Alliances – Collaborate with NGOs, government, and the private sector.

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6. Environmental and Climate Resilience

Climate risks are long-term challenges for all organisations. By 2025, the UKCCC aims to be carbon neutral, integrating sustainability into all operations.

Key Climate Actions:

- Net-Zero Carbon Commitment – Reduce emissions, invest in renewable energy.
- Circular Economy Approach – Reduce waste, promote sustainable supply chains.
- Nature-Based Solutions – Support rewilding, afforestation, and community-led conservation projects.

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7. Future-Proofing and Adaptive Learning

1. Foresight Planning – Scenario modelling for future economic, social, and environmental shifts.
2. Continuous Learning Culture – Staff and community training on emerging trends.
3. Institutional Knowledge Management – Documenting lessons learned for future leaders.
4. Adaptive Governance – Flexible, responsive governance structures to enable innovation.

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8. Review, Monitoring and Reporting

This strategy will be reviewed every 5 years to ensure relevance and adaptability.

Annual Key Performance Indicators (KPIs):

- Financial health (diversification of revenue, surplus vs deficit).
- Community engagement metrics (volunteer hours, program reach).
- Carbon footprint tracking (energy use, emissions reductions).
- Risk mitigation success (measured response to identified threats).