



# Pathways to Employment in Community Energy

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# Community Energy South partnership with LAs and communities



- We **team up with LAs** to provide support and services for the development of community-led low carbon and renewable energy groups and projects throughout the county.
- We align with **Net Zero strategies** within LA's and ensure community energy is a key stakeholder in their implementation.
- Our approach is stimulate **growth of the Community Energy sector.**
- Our emphasis is on **enabling local communities** to build capacity and resources and develop self-sustaining community organisations that can achieve ongoing, community led carbon reduction projects.
- We act as a **support** mechanism to establish and support a network of community energy groups through **mentoring, training, providing tools and resources.**



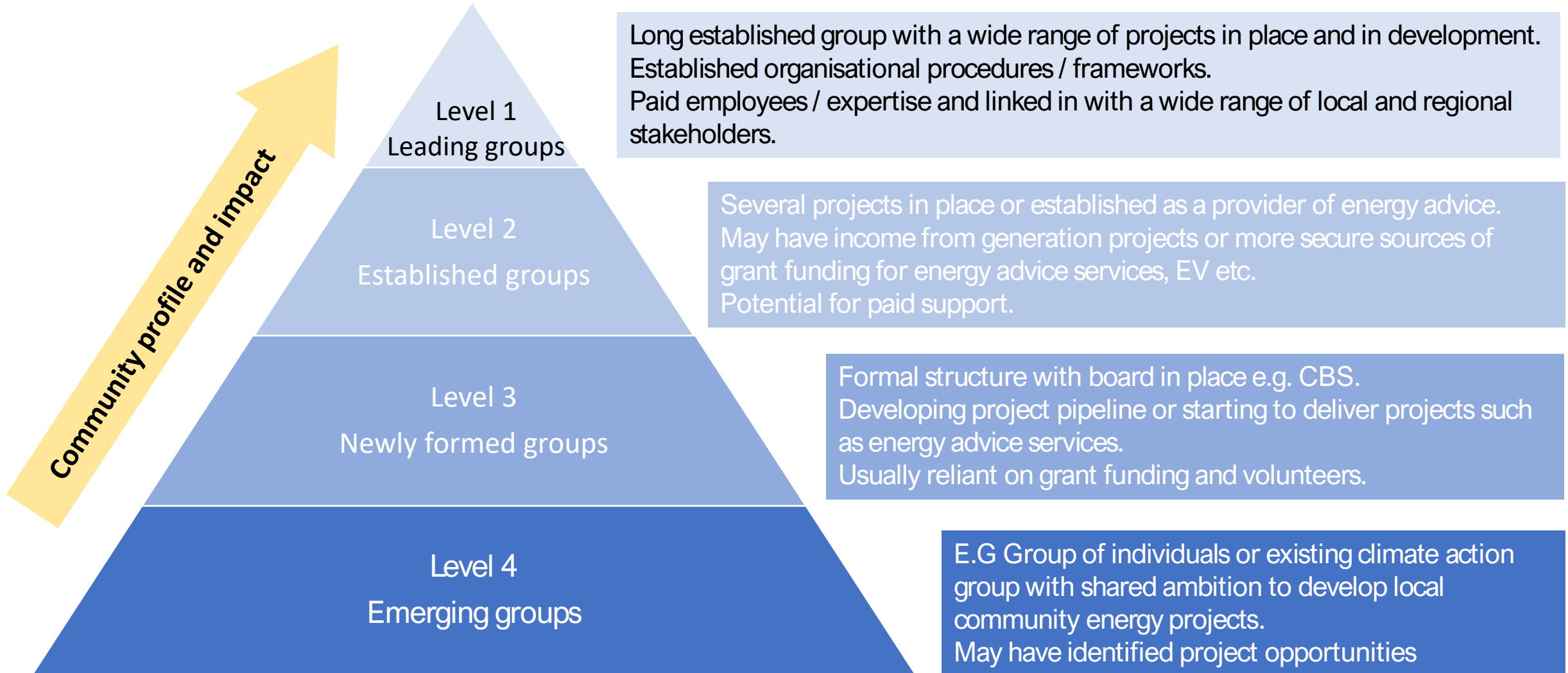
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# Pathways to net zero with community energy



# Development of Community Energy Groups



# Opportunities for GROWTH

Growth area	Description	Resourcing – staff?
Project specific opportunities	Delivery of time limited, usually grant funded projects e.g. a community solar project or energy advice service.	<ul style="list-style-type: none"><li>• Mix of paid resource or expertise and volunteer time.</li><li>• Fixed term contract or set number of contract days allocated to delivery.</li><li>• Fixed price to deliver service</li></ul>
Organisational growth	Organisation would like to grow and expand therefore require resources to seek and develop new project opportunities e.g. new sites for generation projects or expanding the organisation's volunteer base.	<ul style="list-style-type: none"><li>• Requires core funding or existing revenue streams (i.e. from generation projects).</li><li>• Paid resource that can deliver time commitment needed to explore / develop new projects.</li></ul>

Not all groups will want to grow - happy with where they are.

Many level 4 groups have been able to take advantage of FITS and now it's a different landscape



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# Options for employment

Type	Explanation	Considerations
PAYE	CEG sets itself up as an employer and administers tax / NI directly from employee on behalf of HMRC	Fixed term contract vs permanent Suite of expertise will be limited to that individual Suitable policies and procedures in place - need staff handbook, safeguarding etc. Additional on-costs – pension, benefits, leave & insurance
Contractor	Someone who provides skills / services to the CEG for an agreed cost and time period. Can be to deliver a specific project or service.	Straightforward, regular invoicing. No limit on expertise available Avoids need for payroll, pension, tax etc. IR35 – off-payroll working VAT chargeable if turnover more than £85k



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# Options for employment cont...

Type	Explanation	Considerations
Using board members	Board members paid for some work - at an agreed day rate or as an employee (check last point).	<ul style="list-style-type: none"> <li>- Coops UK now have template rules that allow for Directors being paid</li> <li>- Director is not permitted to be involved in decision making on matters regarding their employment</li> <li>- Selected Director declares an interest where relevant</li> </ul>
Sharing staff resources between CEGs	Two or more groups come together to share a paid resource that can deliver projects / services across both groups	<ul style="list-style-type: none"> <li>- Who will be the lead group / employer? Lead organisation will need to consider employment / contractual obligations.</li> <li>- Need some agreement in place to ensure expectations are met.</li> <li>- Potential for more collaboration e.g. O&amp;M contracts, tendering, steering groups.</li> </ul>
Outsourcing	Outsource services such as admin, financial and member services to a third party contractor such as Share Energy	<ul style="list-style-type: none"> <li>- There will need to be enough annual revenue available – should this be built into project financial model as OPEX?</li> <li>- May need sign off at the AGM</li> <li>- More volunteer time can be spent focusing on project development</li> <li>- Borrow skills from local companies as their net zero offering?</li> </ul>



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# Employment checklist

- Supportive board in place
- Management of staff member to monitor performance, provide support and help resolve any issues.
- Adequate policies and procedures in place for your employment route
- Administration capability to manage payroll, invoice payments etc
- A clear job description with deliverables and objectives
- A clear organisational / project vision to help understand what role that person will be playing within the wider organisation



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# Governance



1. Refer to CEE website and Cooperatives UK for up-to-date policies

2. See gov pages and Companies Act 2006 requirements

3. Select and adapt policy examples...

H&S	Equality & diversity
Conflicts of Interest	Anti slavery
Sickness	Safeguarding

4. Create an employee handbook – cover employment types as required



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# Employment in Community Energy

## Case study 1

### Energy Alton CIC (level 2)



- Offering home energy advice for 10+ years in Alton and surrounding area
- Deliver volunteer led, home energy surveys but wanted to expand remit and have capacity to coordinator volunteers better.
- Grant from SSEN to widen advice services to include micro businesses
- This is a turning point – allowed a staff member for the first time (.4 FTE on PAYE)
- Now providing capacity to a newer Tier 1 group in neighbouring borough to enable it to deliver a grant funded project (Lodden CE .1 FTE x 9 months)

# Employment in Community Energy

## Case study 3

### Saffron Walden CBS (level 3, almost level 2)

- Offering home energy advice, delivering pilot of CommuniPower in partnership with CES, exploring boundaries for retrofit on listed buildings
- Established for 2 years
- Grant from District Council for retrofit programme (fixed term)
- Some of grant used to employ self-employed contractor (now a new board director)



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# Employment in Community Energy

## Case study 4

MaidEnergy



CLEAN ENERGY  
LOCALLY OWNED

COMMUNITY  
ENERGY  
SOUTH 

### MaidEnergy CBS (level 2, almost level 1)

- Established for 10 years
- 8 solar projects (640kW) plus a 60kW heat project (with RHI financing)
- Large portfolio increase planned for 2024 – likely via bonds
- Revenue levels and grant from local council funded Climate Partnership = readiness to employ 0.5 FTE
- Aim to directly employ a contractor (payment via invoices), fallback options are PAYE through the company of a board member or bite-the-bullet and DIY



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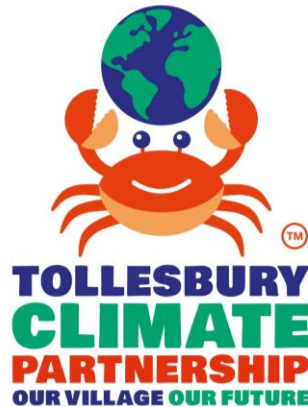
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# Employment in Community Energy

## Case study 5

### Tollesbury CBS (level 3, almost level 2)

- Established for 2 years
- Delivering a £650k school retrofit project combining gov funds for a heat pump, with share financing for retrofit (investor returns will be via energy savings made)
- Employed a director on a contractor basis - for short term admin support



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# Fundraising considerations

- Find grant funding opportunities and use them well. See CES webinar recordings on how to write successful funding bids.
- Check if local companies, stakeholders, board members employers can offer resources, skills, payroll services etc.
- Build staff and on-costs into funding applications and mention all possible in-kind support
- Forecast how and when your group can get to a turnover figure to have sufficient to employ. This may be 500 – 600kW installed capacity depending on the amount of revenue you may like to retain for other work



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# Break out – go to flipchart matching your group level

## 15 mins

Use next slide to consider how you can build skills and capacity in emerging, new and established groups

Go through the questions – share your experience

If your group is Level 1, join one of the other group flipcharts and share your experience

If you're in London use the Peer Mentoring programme, if in the North use the CEN emerging network, if in CES Pathways area join the county network we set up. All can join the CEE Loomio board.

If you don't have a local peer group, take the email address of somebody here today and exchange being guests at their next board meeting – gets more pollination happening.



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# Building skills and sustainability in groups

Level	Considerations
Level 4 Emerging groups	Have you set your mission / vision which will guide your ambitions / progress? Is there are large enough pool of people to ensure projects can be properly resourced? Are there enough project opportunities within the area?
Level 3 Newly formed groups	Do you have the right mix of skills / experience in your organisation? Do you have capacity to deliver projects? Are there any grant funding opportunities in your area to help develop projects? Are there any local groups / networks who can mentor / support you? Are there any opportunities to build skills / training?
Level 2 Established groups	What project opportunities are there to take you to next level? Can you access any relevant funding / revenue streams to enable you to do this? Do you have the time to develop funding bids / procedures / policies needed to employ staff? Is your board / organisation aligned on next steps?



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**Resume seats and feedback on findings - 10 mins**

**Who learnt another route to for growth?**

**Who feels more able to employ for the first time?**



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# Got an employment opportunity but still feeling stuck?

- Talk with CEE or Community Energy South – we will find an example organisation for you to learn from and point you to useful guidance or templates for employment
- Community Energy Pathways is all about growing your capacity and capability in a sustainable way to help meet your ambitions – **employment is not the only option – create a sustainable resource of volunteers.**

Close



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