

# Chief Executive Officer

## *Application Pack*



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## 1. INTRODUCTION

Community Energy Scotland is looking to recruit a new Chief Executive Officer (CEO) to lead our work on supporting and promoting the community role in a just transition to a low carbon and decentralised energy system. The CEO role is central to CES' continuing function as a leading community energy development charity, working to create policy and regulatory change and a supportive environment that empowers communities to drive the reduction and flexible management of energy demand at a local level, across Scotland.

We are looking for someone to lead our dedicated and experienced team of 20 staff, and to inspire, support and motivate them through the next steps in community energy in Scotland. The CEO will be supported by the CES Board and staff who have a high level of commitment to Community Energy Scotland and its Membership.

This application pack introduces you to the application process and timetable, Community Energy Scotland and the CEO role. If you have any queries, please contact:  
[jobs@communityenergyscotland.org.uk](mailto:jobs@communityenergyscotland.org.uk).

## 2. THE APPLICATION PROCESS

### 2.1. Timetable

The timetable for the application process is as follows:

Friday 11 <sup>th</sup> December	Deadline for receipt of application by email to <a href="mailto:jobs@communityenergyscotland.org.uk">jobs@communityenergyscotland.org.uk</a>
Friday 18 <sup>th</sup> December	Applicants informed whether they have been short-listed for interview and about the interview format
Wednesday 6 <sup>th</sup> & Thursday 7 <sup>th</sup> January	Interviews conducted via Zoom
Monday 11 <sup>th</sup> January	Top 3 interviewees interviewed by CES Management Team via Zoom
Wednesday 13 <sup>th</sup> January	Interviewees informed of the outcome
As soon as possible thereafter	Successful candidate takes up their post

### 2.2. How to apply

Applicants should fill in and submit our application form by **17.00 on Friday 11<sup>th</sup> December**. We do not require a copy of your CV. The application form asks for the following information:

- Personal & contact details
- The names and contact details of two referees, one of which should be your current or most recent employer. These referees may be contacted by CES prior to your interview. If you do not wish your referees to be contacted unless you are offered the job, please indicate this by ticking the relevant boxes on the application form.
- Details of your general and further education
- Other relevant training and development, including membership of professional bodies/institution
- Employment history
- A letter of application explaining
  - your interest in the post
  - details of your abilities, skills and experience which you feel are relevant to the position.

You should provide actual examples of experience and impact in meeting the requirements outlined in the job description in your application.

Reference should be made to the criteria detailed in the person specification. The information may include an outline of your most recent achievements and your reason for applying.

Applicants must share CES' core values of trust, integrity, and commitment to community development through decarbonising and democratising the energy system.

For informal enquiries about the vacancy please send an e-mail to [jobs@communityenergyscotland.org.uk](mailto:jobs@communityenergyscotland.org.uk) and we will get back to you as soon as possible.

### 3. BACKGROUND INFORMATION

#### 3.1. Our organisation

Incorporated in 2007, CES' charitable objects are community development, environmental protection and the prevention and relief of poverty. CES has been at the forefront of community energy development since then, supporting communities to take control of and benefit from their local renewable energy resources and help lower carbon emissions.

CES is a membership based organisation with over 400 Members across Scotland and is open to non-profit-distributing community groups to join. The Board of Community Energy Scotland is made up of elected and co-opted Directors. Elected Directors are nominated and voted in by Community Energy Scotland's Members at its Annual General Meeting. Co-opted Directors are then invited by the elected Directors to join the Board to bring in additional skills and experience. Each Director brings to the Board a wide range of experience and expertise, from community development, banking and financial expertise, grid and technical knowledge, international work, social enterprise, academia and many other skills, all directly relevant to the work of Community Energy Scotland.

CES' core values are:

- Trust: Trust is fundamental to how staff and the volunteer Board work together as a team in pursuit of CES' aims;
- Integrity: our members and the communities we work with recognise we are reliable, impartial and deliver on our promises;
- Passion: Our Board and staff are committed to community development through a process of decarbonisation and democratisation of the energy system.

A diagram of CES' [staff organisational structure](#) can be found in the Appendices on page 12.

#### 3.2. Our work

CES has always focused on practical project support to community groups across Scotland. It has not been a campaigning organisation but seeks to influence policy through well-informed advice that is grounded in our practical experience. It has been influential in community energy policy developments across the UK, especially in Scotland. CES has provided direct support to well over 1,000 community groups across Scotland and has also worked internationally, especially in Malawi, delivering a bespoke community energy development programme (bringing direct benefits to over 20,000 people) and supporting the development of its sister body, Community Energy Malawi.

Over the last 12 years CES has managed and delivered over **£23,000,000** of funds in support of community energy projects across Scotland. These funds have assisted with: feasibility studies, micro-renewables installation in community buildings, technical development work on larger projects, training and mentoring of community project group members, conferences and awareness raising on sustainable energy, project management and piloting innovative measures to overcome obstacles (such as grid constraints). These have resulted in hundreds of community –owned energy

installations including a network of major projects generating significant income every year for local communities, notably in the Highlands and Islands.

To begin with, much of CES' work was focused on providing renewable energy project development advice to community groups through various schemes including the first Scottish Government Community and Renewable Energy scheme. As the number of projects increased and an increasing number of obstacles and issues emerged (such as lack of a finance market for community schemes, grid constraints, lack of suppliers), its focus moved to troubleshooting and facilitating solutions.

More recently its focus has moved from delivering schemes to establishing wide-ranging partnerships to drive innovation in local energy supply, designed to retain the value of local renewable energy resources and their control at a local level, through its Local Energy Economies programme. It has led a number of significant partnership projects in both rural and urban areas with this purpose, including the ACCESS project on Mull, Surf 'n' Turf on Orkney and Tower Power in Edinburgh. It has also driven community engagement in the rapidly evolving 'smart energy' system through significant new projects such as SMILE (Smart Islands Energy Systems), the Orkney ReFlex project and its Community Energy Futures programme. These partnerships typically bring together community groups, energy companies and suppliers, local authorities and tech and comms developers, amongst others.

CES's purpose – of supporting non-profit distributing community groups to develop sustainable energy projects to benefit their local communities - has become well established. However, more recently, the policy and support environment has become less conducive and as a consequence we are seeing fewer community groups taking forward their own renewable energy projects. However, the 'smart energy' revolution is underway and this will create new opportunities for communities and their consumers to influence and benefit from developments, if community groups and consumers are able to engage effectively. It is also opening up new ways to link local renewable energy generation with heating and transport – helping the drive to decarbonisation. Indeed, there are strong reasons to believe that much greater community and consumer engagement in the energy system – the 'democratisation of energy' - is essential if the system is to meet the challenges of the 21<sup>st</sup> Century.

### 3.3. The future of CES

CES has changed and adapted over the years and its 'niche' now is piloting and testing innovative ways for communities to control and retain the full value of local energy generation locally, and substitute it for continuing high levels of fossil fuel use. Building community capacity to enable full engagement in the energy system and help drive its decarbonisation remains a key foundation of our work.

The COVID-19 pandemic and ongoing restrictions have introduced a new set of specific challenges, both in relation to external contacts given the limitations on meetings and internal management owing to the presumption against office working. To date, CES has adapted well to these restrictions but community engagement is vital to our work and therefore continuing restriction on this over the long-term may be damaging.

Like many Third Sector organisations, CES is not exempt from the continual need to find funding to support its charitable purposes. The organisation continues to pay very close attention to its financial status and prospects. However, it can expect significant long-term revenue from its 33% share in 'The Fisherman Three' wind farm at Hoprigshiels in Berwickshire. This windfarm is fully operational and the revenue expected from it creates a unique opportunity for CES to have a valuable impact in our key areas of concern.

Finally, and most importantly, CES' future depends fundamentally on the work of its committed staff and voluntary board. CES has always sought to create a supportive working environment, even though its staff team (currently standing at 21) is widely distributed across Scotland. The organisation depends on and seeks to develop highly capable individuals in whom a high level of trust is placed and who typically demonstrate a high level of commitment in return. The organisational culture is open and one which encourages debate and discussion on key external and internal issues, with regular team calls and other exchanges. This culture has been an important factor in its continuity so far and the Board and staff see it as a priority that it be retained going forward.



### 3.4. CES Strategy 2018 - 2021



#### OUR VISION

Strong, well informed and capable communities across Scotland, able to take advantage of their renewable energy resources and address their energy issues in a way that builds a more localised, democratic and sustainable energy system.

#### OUR MISSION

Strengthening and empowering local communities by helping them to own, control and benefit from their local renewable energy resources, control and reduce their energy costs, regenerate their communities and play their part in the low carbon transition. We aim to work in partnership with community groups and any others who share these aims and wish to build their understanding and capacity to create a more democratic energy system.

## OUR PRIORITIES - AND WHAT WE ARE TRYING TO ACHIEVE

### ① INCREASE COMMUNITY UNDERSTANDING OF AND INFLUENCE ON THE ENERGY SYSTEM

A network of community groups able to support their communities on energy developments and issues.

A systematic learning programme to build community capacity on 'smart energy' opportunities.

Strong partnerships with other organisations interested in supporting community energy development.

### ② INCREASING COMMUNITY OWNERSHIP, CONTROL AND BENEFIT

Consortiums of community groups taking forward innovative energy projects.

Policy alignment and shared action with other organisations promoting community control and ownership.

Strong links with community energy projects in other countries.

Practical demonstration of local energy economies.

### ③ CONTROL COMMUNITY ENERGY COSTS AND REDUCE FOSSIL FUEL USE

Establishment of fully participative local energy plans and ensuing actions.

Practical demonstration of substituting fossil fuel use with local renewable energy.

Practical demonstration of local energy supply arrangements which act to control or reduce energy costs.

Strong partnerships and alignment with fuel poverty alleviation groups.

### ④ MAKE CES SUSTAINABLE AND MORE EFFECTIVE

Effective use of CES income to lever new project funding and investment in community energy development.

Annual impact report on priorities, widely disseminated.

A culture of continual improvement in governance and staff capabilities.

A strong network of people who support CES.

CES a valued and influential consultee in the development of the energy system.



### 3.5. Next steps in Community Energy

We have recently released our paper on the development of community energy. The paper reflects a comprehensive review of the role of community energy given the COVID pandemic. As you would expect our focus is Scotland but there are many similarities and of course important reserved matters that can only be addressed at the UK level.

View a [summary of the Next Steps in Community Energy](#) or the [full report](#).

In our view community led action offers a massive and largely untapped opportunity to speed up the transformation of energy demand, so that it enables renewable energy to provide a much greater share of our energy supply in the drive to achieve net zero. A National Community Energy Plan will be required to co-ordinate this new layer of action, and ensure a just transition where no community is left behind.

This requires the systematic creation of a new layer of local partnerships between community anchor organisations, Local Authorities and energy networks. Community based organisations are key players in the process of changing energy behaviour, assisting in the process of rolling out low carbon heating and transport and reaching disadvantaged people. These partnerships would be responsible for a finely tuned approach to local energy planning, energy education, and investing in targeted area by area interventions on energy efficiency, the development of local energy supplies and low carbon heat and transport.

Our report sets out in detail the measures that could be taken, this year, to put locally led demand reduction and flexible management of domestic energy at the heart of the green recovery – and help strengthen communities so they are better placed to deal with future crises.

## **4. CES CHIEF EXECUTIVE OFFICER JOB DESCRIPTION**

Permanent, Full Time Post (35 hours per week)

Community Energy Scotland (CES) is seeking to appoint a suitable candidate to the position of Chief Executive Officer (CEO). The CEO is central to CES' continuing function as Scotland's leading community energy development organisation. The role requires a high level of integrity, commitment, well-developed leadership skills, and excellent foresight and judgement. Key elements of the role include, ensuring a consistently strong governance framework, providing a clear sense of organisational purpose and direction, and maintaining a high level of staff and board confidence. With a creative and developmental mind-set, the successful candidate will ensure that CES continues to overcome every challenge that it meets and makes the most of the opportunities to maintain and increase its impact.

### **4.1. Job Profile**

#### **4.1.1. Overall Purpose**

To lead the organisation and ensure delivery of its charitable purposes with a high level of commitment and integrity.

#### **4.1.2. Key competencies**

- A strong strategic outlook with the ability to translate strategy into practical delivery of CES' agreed priorities.
- The ability to inspire, lead, direct, support and manage widely distributed staff to achieve significant outcomes, even under the restricted conditions presented by the COVID-19 pandemic.
- An awareness of what it takes to sustain and build an organisation within Scotland's diverse Third Sector.
- A high degree of organisational governance and financial / resource management skills, along with the ability to work effectively with a voluntary board.
- The ability to engage effectively within a complex technical and policy landscape, in order to influence policy outcomes.
- Awareness of the community sector, and understanding of the opportunities and challenges for community energy in particular.
- A collaborative style with the ability to develop strong partnerships with a range of organisations and key individuals.

#### **4.1.3. Key Roles**

- Ensuring good governance and compliance with charity best practice and law
- Delivery of the charity's objectives
- Inspiring, leading, directing and supporting staff
- Troubleshoot over a significant range of issues
- Financial governance and business management
- Developing, implementing & reviewing organisational strategy
- Development and delivery of annual business plan and budget
- Policy influence
- Achieving a high performance organisational culture with a strong emphasis on mutual support & encouragement amongst the staff group

#### 4.1.4. Desirable Attributes

**These are in addition to the key roles outlined above.**

- Detailed awareness, understanding and knowledge of community energy development
- Degree-level qualification in a relevant subject
- Senior-level experience in organisational management
- Awareness of how to work alongside community groups
- Project management
- Knowledge and understanding of the wider energy sector

#### 4.1.5. Salary

Circa £50,000 per annum, generous pension contribution and 25 days annual leave

#### 4.1.6. Location

Flexible. We currently have office provision in Kirkwall, Stornoway, Benbecula, Inverness and Edinburgh (Central Belt is preferred but not essential). Homeworking is also an option and required for the duration of COVID-19 restrictions.

## 5. APPENDICES

### 5.1. CES Staff Organisational Structure

