

About CARES Community Mentoring

The Scottish Government’s Community and Renewable Energy Scheme (CARES), which is delivered by Local Energy Scotland, has successfully supported communities to develop, own and operate renewable energy projects.

The communities and projects supported through CARES contain a vast wealth of knowledge, and it can be challenging to pass knowledge between groups at the right time, to and from the right people. To assist peer-to-peer support Local Energy Scotland have developed a mentoring scheme to allow successful CARES projects to build on their achievements and prospective/ early applicants to strengthen their projects.

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1. Vision

Local Energy Scotland aim to put energy in the hands of local people by enabling locally-owned renewable energy projects. We want to bring local energy projects to life by developing and realising the ideas of communities across Scotland through the Scottish Government’s Community and Renewable Energy Scheme (CARES).

Our vision for the CARES mentoring programme to develop a scheme that allows successful CARES projects to build on their achievements and CARES recipients to strengthen their projects. We aim to match mentors with relevant experiences to individuals within community groups to empower them to reach their potential to develop and take forward their own local energy projects.

We believe that peer-to-peer support is a valuable way of inspiring and enabling communities to take action, but recognise that it can be challenging to pass knowledge between groups at the right time, to and from the right people.

CARES has successfully supported communities to develop, own and operate renewable energy system projects and to benefit from or participate in commercially owned renewable energy projects. We recognise that these communities contain a vast wealth of knowledge and expertise, and that projects currently on a CARES journey could learn from those that have pioneered approaches in this field. In the past knowledge and information sharing has taken place, but in an ad-hoc and informal way. The CARES mentoring programme seeks to recognise the importance of and need for this type of support and enable it to be delivered through a more structured process that puts the right people and resources together.

2. What is mentoring?

The Scottish Mentoring Network defines mentoring as:

'a process of learning in which a usually more experienced person (the mentor) passes on know-how to someone less experienced (client/ mentee).

Typically, it will take place at a transitional or critical time in the client/ mentee's life when this support can be beneficial'.

This definition sits well with the CARES mentor programme, in which our mentors have the experience of going through the CARES funding process and successfully completing a project or a significant project milestone. The mentors will provide support to members of community organisations who are in the early stages of their CARES journey.

3. The mentoring relationship

Initially the mentor is likely to meet with the individual that they will be supporting, rather than the community group involved in the project as a whole.

This meeting will be used to:

- Clarify expectations
- Set initial mentoring goals
- Begin action planning
- Agree timescales and frequency of meetings

It is likely that the mentor will take the lead on subsequent sessions initially and will discuss and agree the boundaries of the relationship, although over time this role is the mentee may take more control over the direction of the meetings. At these sessions you will explore options and issues and set goals or actions to help take forward your proposed community energy project. It is possible that some of the subsequent sessions will involve meeting with and discussing ideas with the wider community group involved in the project. It will help you to get the most out of the sessions if you prepare in advance for them.

There should be an annual review of the action plan and goals to ensure that these are still relevant, and are updated if not.

There may be some informal ongoing support, but in the main the mentoring relationship is likely to have a formal end point when the community successfully achieves the goals they have set.

If the mentoring relationship isn't working, or if you have any concerns, you can discuss this with the Scheme Co-ordinator (the Partnership Manager) or your local Development Officer. Find contact

details [here](#). They will advise on the course of action to be taken, which could include re-matching if required.

4. Information for communities seeking a mentor

What will mentors be able to offer?

A package including a value-for-money day rate, *pro bono* time and travel expenses will be provided through the scheme. This is likely to involve meeting either in person or via phone or videoconference approximately every 6 weeks for at least an hour, this will vary from project to project. The mentor will primarily work with an individual within the community, but may attend some wider community meetings to support the mentee and community group.

The mentor's role is to:

- Support CARES community projects by:
 - Providing appropriate information, support and inspiration to the individual(s) within the group that could benefit from their specific knowledge, skills and expertise gained through the mentors own CARES project.
 - Facilitating and motivating the individual(s) to help them progress their project;
 - Signposting the group to any other agencies, organisations and support services where appropriate (supported by Local Energy Scotland Development Officer where relevant).
 - Sharing enthusiasm.

The mentor's role isn't about:

- Providing subsidised professional consultancy or advice – this can be accessed via CARES funding and support in addition to mentoring support
- Carrying out the group's work for them
- Providing mediation
- Providing support that can be carried out by the CARES Development Officer

Here is a suggested flow for mentoring meetings:

First Meeting

- Primary focus should be on building trust and rapport
- Identify and agree the initial focus for mentoring
- Complete basic coaching/mentoring agreement, and establish the boundaries of the relationship – frequency, location of meetings, any additional communication, etc.

1st – 4th Meetings

- Working on initial focus – which could be hearing about, and working through, presenting issues.
- Getting to know the mental model the client carries about their role & system.
- Testing out some different approaches and styles

3rd or 4th Meeting – (now you have some experience of each other).

- Use the opportunity to review the impact and the relationship so far. You could use the review form.
- Agreeing clear SMARTER goals for the relationship.
- Clarifying how you will work – what style – more or less challenging, how much opportunity for reflection, how much to press accountability, etc.

Review – 6th or 7th meeting

- Using the Review to evaluate change in relation to the initial goals and review form used at session 3.
- Identifying how the person has changed & the role that coaching/mentoring has played
- Setting goals for the next phase, or concluding.

Who can seek assistance from a mentor?

Any [CARES eligible community group](#) working on a CARES project can apply for assistance from a CARES community mentor. As we want to use the mentor's support at the right time, the community seeking support should speak to their Local Development Officer to help identify need. It may be that the Local Development Officer identifies that this support could be beneficial for the project and encourages the community group to apply.

How do I find a mentor?

If your application for CARES funding is successful, you will be matched to a mentor by the CARES team. Details of our current mentors will be available in the [Local Energy Marketplace](#).

What are the limits of confidentiality?

Confidentiality will stay within the CARES programme, but the mentee and mentor may wish to discuss what is considered private information.

You can view the Local Energy Scotland privacy policy [here](#).

Who pays the mentor?

The mentee community will be responsible for paying the mentor.

Following the application process, CARES will provide the mentee community with a grant to pay the mentor. A grant offer letter with specific outcomes will then be in place.

Both the mentor and the mentee must sign a letter of agreement outlining the expected support and outcomes.

CARES will be able to pay a day rate of £250 plus travel expenses. A travel rate of £10 per hour will be paid for journeys over an hour. The mentor should account for preparatory work/ non-face-to-face time. 8 hours of non-face-to-face time is treated as one full day. Non-face-to-face time should be saved up and billed for in ½ day chunks.

Your invoice from the mentor may look a bit like this:

Date	Item	Rate	Total
09/12/19	Initial meeting – ½ day spent with the key contact	£250/day	£125
09/12/19	Initial meeting – 4 hours travel time	Travel rate (£10/ hr)	£40
09/12/19	Train travel expenses	Receipts provided	£60
16/12/19	Follow-up email and phone call – 30 mins	Non-F2F	Total below
20/01/20	Preparation time for second meeting – 1 hr	Non-F2F	Total below
22/01/20	Second meeting – via Skype – 1.5hr	Non-F2F	Total below
31/01/20	Follow-up – gathering information on x and sending email – 1 hr mins	Non-F2F	Total below
10/02/20	Call with mentee – 15 mins	<i>Pro-bono</i>	£0
	Total F2F	£250/day	£125
	Total non-F2F – 4hrs	£250/day	£125
	Travel and subsistence		£60
	Total		£310

What is the application process?

The community should formally apply to CARES through the following application process:

- Application forms will request:
 - Basic project details
 - The rationale for mentor support
 - The desired outcomes or changes that will happen through mentor support
 - The topics or guidance areas for the support (eg: developing stakeholder relationships, improving governance, getting the most from advisors and support organisations, managing workload, delegation skills, succession planning, business acumen, communicating well).
- Applications form should be fully completed and a word version emailed to your Local Development Officer and to info@localenergy.scot.
- Applications will be appraised by the Local Development Officer and peer-reviewed and assessed by the Partnership Manager. The applications will then be assessed by two further independent CARES panel members.
- If approved, a grant offer letter will be issued to the mentee community.

How do I set outcomes for the application?

Initially you should think about the areas of your project where a mentor might be able to help you to think through your approaches and options. You should highlight at least three outcomes in your application form. For example:

- I will be able to work more strategically with stakeholders to make best use of their time and expertise to progress our project.
- I will be more confident in building relationships with project stakeholders
- I will be able to plan and manage my workload more effectively

These outcomes will be explored, reviewed and updated in the meetings with your mentor, as described above.

How do I claim funding?

A claim form will be issued with your grant offer letter.

Funds should be claimed against evidence of expenditure, which will usually take the form of a receipted invoice accompanied by evidence or copies of the work undertaken. Should this not be possible, you may submit evidence of lack of funds and the payment can be made in advance – evidence of payment must then be provided.

Claims are submitted to your Local Energy Scotland Development officer for processing. Claims will be processed within 21 working days of any claim being received by Local Energy Scotland. Finance is released against work carried out rather than a lump sum on approval.

Is there a monitoring and evaluation process?

At each meeting you will be asked to complete a meeting record. You will also be asked to complete an evaluation form on your first (for baseline information), third and final mentoring meeting.

Is the grant awarded state aid?

The indication that we have is that this is unlikely to constitute state aid. We set out our assumptions for this below. You should check if you think these assumptions hold true for your project. If you answer yes to all four of the questions below then the award can be made under De Minimis Aid. Compliance with state aid rules lies with the applicant. You can read more about state aid here:

www.localenergy.scot/state-aid.

The four tests

For State Aid to be present, four tests set by the EC must be met. If there is strong evidence that at least one of these tests is not met, then there is unlikely to be State aid present. Local Energy Scotland believes that any grant given out as part of this programme will automatically fulfil two of the tests. The tests are:

1. **There has been an intervention by the State or through State resources which can take a variety of forms (e.g. grants).** Yes. This test is automatically met as the grant funding we award is ultimately a resource of the public sector.
2. **The intervention gives the recipient an advantage on a selective basis.** Yes. Again, this test is automatically met because the grants we award are selective in nature and alleviate the beneficiary of costs it would have to bear from its own resources. This provides the beneficiary with an economic advantage as a result of those costs being met by public funds.
3. **Competition has been or may be distorted.** No. The mentee community is paying the mentor to allow them to spend time imparting knowledge gained working on a CARES funded project, this is a limited pool and therefore unlikely to distort competition.
4. **The intervention is likely to affect trade between Member States.** No, the scheme is only open to CARES projects and therefore is not something that could be traded between EU member states.