

National Income Generation Lead for Scotland's Climate Hubs

Invitation to Tender

Contracting organisation

East Lothian Climate Action Network, to support Scotland's Climate Hubs

Contract period

Expected start: Monday 3 August 2026 (negotiable)

Completion: 31 March 2027

Budget and Contract Value

£30,000, e.g. £400/day (inclusive of VAT) for 75 days (negotiable)

Reasonable minor expenses may be claimed where agreed in advance.

A limited amount of additional budget may be made available for specialist associates, technical advice, opportunity-specific activity or additional delivery. This is not guaranteed and must be agreed in writing before expenditure is incurred.

Contract arrangement

Our preference is to appoint a self-employed contractor, small consultancy or lead contractor supported by named associates. We may consider an employment arrangement if necessary to secure the right candidate, but applicants should prepare their submission on the basis of a consultancy commission.

There must be one clearly identified and accountable lead.

Location

The work will primarily be undertaken remotely.

The Lead should preferably be based in Scotland and must be able to travel within Scotland occasionally for meetings, events and stakeholder engagement.

Background

Scotland's Climate Action Hub programme is a national network of locally rooted and independently governed organisations supporting communities to respond to the climate crisis.

In 2025/26, the programme commissioned Regen, supported by Changeworks, to investigate whether shared ownership of renewable-energy projects could contribute substantially to income for community climate action.

The work examined:

- existing shared-ownership projects;
- financial models and potential returns;
- onshore and offshore renewable-energy opportunities;

- relationships with developers, investors and support organisations;
- risks, governance and community capacity; and
- possible roles for the Climate Hubs.

The findings suggest that purchasing shared ownership at market value is not currently a straightforward or short-term route to substantial income. Returns may take many years to emerge, significant capital and specialist expertise are required, and real opportunities need to be tested.

The work nevertheless produced valuable evidence, relationships and potential opportunities. Policy changes, public investment, new developer approaches or alternative ownership models could significantly change what becomes possible. The next phase will therefore retain shared ownership as an important area of work while broadening the scope to include other potential income streams for community climate action. e.g. philanthropy, strategic funding, partnerships and other scalable income-generation opportunities.

Purpose of the commission

The National Income Generation Lead will establish a credible national income-generation pipeline for community climate action through Scotland’s Climate Hubs. The Lead will not be limited to producing research or strategic advice. They will identify, develop and submit funding, investment and partnership proposals and help move viable opportunities towards agreement and delivery.

The Lead must understand:

- the needs and realities of community climate action;
- the locally rooted and independently governed nature of the Climate Hubs;
- the need to build trust and authority before acting nationally; and
- the importance of working alongside existing organisations rather than duplicating or competing with them.

The successful supplier will be expected to move thoughtfully while understanding the network and building relationships, and then act quickly and confidently when a strong opportunity emerges.

Intended outcome

By 31 March 2027, the contractor will have established a credible national income-generation pipeline for Scotland’s Climate Hubs, with particular emphasis on:

- progressing shared ownership where it proves feasible and worthwhile; and
- exploring philanthropic funding and other national income-generation sources.

The contractor will have developed and submitted real proposals, strengthened priority relationships and produced a costed and prioritised programme of work for 2027/28.

Scope of work

1. Initial understanding and independent assessment

The Lead will:

- become familiar with the Climate Action Hub programme, the individual Hubs and their independent governance arrangements;
- review Regen and Changeworks' findings, modelling, stakeholder engagement and recommendations;
- consider the feedback gathered through the July stakeholder session and survey;
- provide a brief independent assessment of what should be progressed, paused, tested or reconsidered;
- understand relevant work already being undertaken by individual Hubs; and
- agree an initial work programme with the Contract Manager and National Priorities Steering Group.

This initial stage should be proportionate. It should support action rather than become a lengthy additional research exercise.

2. National income-generation pipeline

The Lead will establish and maintain a prioritised pipeline of potential income-generation opportunities. The Lead should identify opportunities that can benefit community climate action across Scotland while recognising that not every Hub will have the same capacity, interests or role.

3. Proposal and application development

The Lead will:

- originate and develop funding and partnership propositions;
- prepare and submit agreed applications, expressions of interest, investment propositions and partnership proposals;
- coordinate contributions from participating Hubs and partners;
- develop compelling cases for support based on community need, climate impact and the strengths of the Hub network;
- identify suitable lead organisations and delivery arrangements; and
- pursue opportunities through to a clear decision or handover point.

Success will not be measured solely by income received before March 2027. The quality of the pipeline, proposals submitted, relationships established and readiness for future opportunities will also be important.

4. Shared ownership and renewable wealth

The Lead will:

- assess whether identified shared-ownership opportunities are feasible and worthwhile;
- continue relevant discussions with developers, community-energy organisations, investors and public bodies;

- investigate the implications of emerging UK and Scottish Government policy;
- build understanding of Great British Energy's emerging Local Power Plan and related public-investment opportunities;
- progress one or more potential pilots where there is a credible route forward;
- identify the legal, financial, technical and governance support required;
- ensure that community interests and capacity are central to any proposed model;
- influence policy-making with a preference for Scotland or UK-wide incentivised and/or mandated shared ownership for communities to undertake climate action

The Lead will not be expected to promote shared ownership where the evidence does not support it.

5. Philanthropy and wider income generation

The Lead (or a delegated and agreed subcontractor) will undertake work that could include (indicatively):

- assess the potential for national and international philanthropic funding;
- identify foundations, trusts, donors and aligned institutions;
- consider strategic public funding and mission-aligned partnerships;
- develop and test approaches to prospective funders; and
- submit strong proposals where suitable opportunities are identified.

6. Relationships and collaboration

The Lead will work constructively with organisations including, where relevant:

- the Scottish Coalition on Community Energy;
 - Community Energy Scotland;
 - Development Trusts Association Scotland;
 - Community Land Scotland;
- Foundation Scotland;
- Local Energy Scotland;
- Scottish Government;
- Great British Energy;
- developers and investors;
- philanthropic funders;
- climate and environmental organisations; and
- national and local Climate Hub colleagues.

The Lead should help clarify where the Climate Hubs add distinctive value and avoid creating unnecessary duplication. Climate Hub work should complement rather than compete with existing recommendations and campaigns, including proposals relating to national or community wealth funds.

7. Learning across the Hubs

Working with the National Network Facilitator, the Lead will:

- investigate income-generation approaches being trialled by individual Hubs;
- support exchange of practical learning;
- identify opportunities for collaboration;
- help develop an appropriate Community of Practice or equivalent learning mechanism; and
- provide quarterly updates to the whole Hub network.

8. Planning for 2027/28

By the end of the commission, the Lead will produce a prioritised and costed programme of work for 2027/28.

This should identify:

- proposed work packages;
- intended outcomes;
- delivery timescales;
- resource requirements;
- dependencies and risks;
- governance arrangements;
- specialist support required; and
- recommended delivery models.

The plan should include a realistic option broadly proportionate to the current core commission while also identifying opportunities that would justify a larger or differently structured programme.

Continuation of the Lead role should not be assumed. Recommendations may include:

- continuation of a fractional Lead;
- a revised allocation of time;
- specialist commissions;
- division into separate workstreams;
- delivery through partner organisations; or
- a different staffing model.

A draft should be provided early enough to inform budget and programme decisions, with the final version completed by 31 March 2027.

Governance and delegated authority

The Contract Manager will be **Bobby Pembleton**, who works on national priorities for the Climate Hub programme with a focus on governance, partnerships and diversification of income streams.

The Lead will:

- report to the Contract Manager;

- be guided by the National Priorities Steering Group;
- work closely with the National Network Facilitator; and
- engage directly with individual Hubs and other partners.

The Lead will have delegated authority to progress agreed research, engagement, opportunity development, proposal writing and funding applications within the approved work programme and budget, and utilising knowledge of the Hub programme's values, dependencies, and relationships.

The Lead must not independently create a formal partnership, financial obligation, reputational commitment or binding commitment on behalf of Scotland's Climate Hubs. Where such a commitment is proposed, the Lead must use the agreed national decision-making process. Once approval has been obtained, the Lead may submit and progress proposals through the same mechanism available to other Hub staff.

The Climate Hubs are independently governed organisations. Appointment of the Lead does not give one person or one Hub authority to direct or commit the entire network.

Reporting

The Lead will:

- provide a concise monthly written update to the National Priorities Steering Group;
- attend a monthly online meeting with the Contract Manager and any Steering Group members who wish to participate; and
- Provide one interim and one final update to all Climate Hubs.

Monthly updates should cover:

- activity undertaken;
- opportunities identified;
- proposals in development or submitted;
- progress against agreed outcomes;
- decisions required;
- risks and dependencies;
- expenditure against budget; and
- priorities for the following month.

Reporting should enable transparency and timely decisions without creating unnecessary administration.

Skills and experience

Applicants should demonstrate

Essential

- substantial experience of income generation, fundraising, investment development, strategic partnerships or a closely related field;
- experience of personally developing and submitting successful proposals, rather than only advising others;
- the ability to build a credible opportunity pipeline and turn strategy into delivery;
- experience of working across multiple independently governed organisations or complex partnerships;
- understanding of community-led action and the realities faced by local voluntary organisations;
- strong relationship-building, negotiation and written communication skills;
- sound judgement about when to build consensus and when to move quickly;
- the ability to work independently within delegated authority;
- the ability to communicate complex financial or strategic matters accessibly; and
- a commitment to equitable, community-led climate action.

Highly desirable

- knowledge of Scotland's Climate Action Hub programme;
- experience of Scotland's community, charity, climate and/or energy sectors;
- knowledge of Scottish, UK and international climate, funding and energy landscapes;
- experience or access to experience of philanthropic fundraising;
- knowledge of shared ownership, community energy, community benefit or renewable-energy investment;
- relationships with relevant public bodies, funders, developers, investors or community-energy organisations; and
- experience of policy influence or developing propositions in a changing policy environment.

Delivery team and associates

Applications are welcome from:

- individual contractors;
- small consultancies;
- partnerships; or
- a lead contractor supported by named associates.

The submission must identify one accountable lead.

Applicants may propose drawing on specialist associates, including renewable-energy finance, legal, investment, governance, policy or philanthropic expertise.

Tender submission

Please provide a concise submission of no more than two pages and a CV

It could include:

1. Your understanding of the commission and the context.
2. How you would approach the work.
3. Relevant examples of income-generation, partnership or proposal-development work.
4. Your knowledge of community climate action and the relevant Scottish, UK and international landscape.
5. The proposed lead and any associates, including their respective roles.
6. Your day rate or rates and the proposed number and pattern of days (Your total proposed fee.)
7. Your availability and earliest possible start date.
8. Any assumptions, dependencies or additional support required.
9. Any actual or potential conflicts of interest.
10. Contact details for two relevant referees.

Applicants do not need to propose a fixed number of days every week. We welcome an opportunity-led delivery pattern, including more intensive work at key points.

Assessment

Submissions will be considered against:

- understanding of the Climate Hubs and community climate-action context;
- track record of securing income and developing proposals;
- quality and practicality of the proposed approach;
- ability to work across independently governed organisations;
- relevant networks and sector knowledge;
- availability and capacity;
- value for money; and
- the added value offered by any associates or wider team.

The Contract Manager may invite applicants to a short online discussion.

The Contract Manager will identify a preferred supplier. The proposed appointment will then be considered during a 45-minute online meeting involving as many members of the National Priorities Steering Group as possible.

The final appointment decision will be made by the Contract Manager, informed by the Steering Group's questions, advice and any material concerns.

Indicative timetable

- **Tender issued:** Thursday 18 June 2026
- **Online workshop (recorded) indicating context of role:** Thursday 2 July 2026 (12-1pm - [event link](#))

- **Deadline for submissions:** 11:59pm, Sunday 26 July 2026
- **Clarification conversations, if required:** E-mail both bobby@eastlothianclimatehub.org and tom@eastlothianclimatehub.org;
 - Bobby is on leave from 9 July, returning 22 July
 - Tom will be able to help collate requests for Bobby's return
- **Preferred supplier and Steering Group confirmation:** week commencing 27 July
- **Appointment confirmed:** by Friday 24 July
- **Expected start:** Monday 3 August 2026 (negotiable)
- **Contract completion:** Wednesday 31 March 2027

Payment Schedule

- 25% on initiation,
- 25% following delivery and discussion of interim report,
- 50% following delivery and discussion of final report and completion of contract
- Negotiable

How to apply

Please send your submission and CV and/or team biographies to:

Bobby Pembleton bobby@eastlothianclimatehub.org

Please use the subject line:

Tender submission: National Income Generation Lead

Questions should be submitted to the same address.

Contractual matters

The successful supplier will enter into a formal services agreement covering:

- agreed deliverables and payment arrangements;
- confidentiality;
- data protection;
- conflicts of interest;
- intellectual property and ownership of outputs;
- appropriate insurance;
- expenses and additional expenditure;
- termination;
- professional conduct; and
- compliance with the governance and decision-making arrangements described above.

The supplier will remain responsible for determining how the services are delivered, subject to the agreed outcomes, deadlines, budget and governance requirements.