

SaveEnergy CBS Ltd Business Plan for the financial years 1 July 2024 - 30 June 2027

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Executive Summary

This document proposes the activities of a new Community Benefit Society called SaveEnergy CBS Ltd, with a mission to help every member of the community that we serve to reduce their energy consumption sustainably. We will offer a range of services including: energy advice and signposting to other support that may be available; a range of thermal energy loss surveys and building inspections/assessments including Domestic Energy Assessments leading to EPC Certificates; a variety of simple interventions to make immediate improvements; signposting customers to trustworthy and appropriate suppliers to conduct these improvements; and in the case of roof and loft insulation (and eventually cavity wall insulation), undertake the works ourselves.

The thermal surveys and assessments that we will conduct will be the first step on a road toward heat efficiency and energy saving - informing the need for targeted solutions ranging from DIY draught busting to full roof/loft, window, wall and floor insulation. Improving a home's efficiency has a two-fold benefit: reducing energy consumption leads to cheaper energy bills; and reducing CO₂ emissions has a positive impact on climate change. Although our focus will be on domestic homes, we will support SMEs and other building users where it makes sense, and we can add value.

Where we identify and can meet a need for relatively easy/quick intervention that deliver good energy savings and fast payback we plan to offer the service ourselves. Furthermore, we will work with other organisations in the area to complement and learn from their initiatives and will seek to create a network of trustworthy and reputable installers to accelerate the implementation of retrofit solutions in our community.

We will use our ability to grant fundraise, as well as by offering community shares (withdrawable, non-transferrable share capital) to the community, to raise capital to pay for operating costs and investments. Through this method, we will ensure that we offer a significant proportion of our advice, survey and inspection services to members of the community who would otherwise be unable to pay. We will also be seeking to develop equitable and accessible financing options, perhaps by working with a partner that shares our approach to ensuring a just change, or by using our capital to support individuals.

From late 2024 we will be building our presence in the community and offering energy advice at a range of events and activities, with surveying and simple interventions starting to be delivered from the early 2025. Later in 2025 we will begin offering loft insulation and more detailed retrofit assessment and project management, expanding the scale and scope of our operations as fast as we are able to.

Future operations are critically dependent on an injection of capital through a share offer in the first half of 2025. This share offer will provide essential operating capital to help us train more local people, deliver services, and sustain our new business throughout 2025, until commercial services start generating sufficient income in winter 2025/26.

Throughout our operations we will seek to be entrepreneurial and innovative in our approach, willing to try new ideas to accelerate the pace of energy efficiency installations, build local green skills for the future and overall benefit the community that we serve.

Introduction & Background

Most of the buildings that we live in are thermally inefficient - much of the energy we use to heat them escapes, providing little benefit and costing us money. Domestic energy consumption accounts for approximately one third of UK energy demand and, also for the largest peaks in demand. Of that, space and water heating account for approximately 80% of total domestic energy consumption.

One study has shown that we need to reduce domestic demand by 57% if we are to transition to a decarbonised energy system and reduce global warming to an 'acceptable' 2C. By reducing the energy we waste in our homes we can make a positive contribution to reducing global warming, whilst also saving money on bills, and improving our comfort and wellbeing.

Our aim is to help our community to reduce these domestic heat losses. We will do this by educating consumers on the steps that they can take, offering inspections or surveys of their property to identify where heat is being lost, and by offering a range of interventions delivered by ourselves or through partners, to implement retrofit solutions and thereby reduce carbon consumption. The difference that we will make will not only be to the community that we serve, but also to the growing green skills industry in the area, by creating new jobs within a network of reliable and trustworthy partners and ensuring that they are supported through the work that we do.

Thermal surveys are a quick and visual method of demonstrating where heat is being wasted in buildings. It is estimated that 30% of heating losses are due to draughts, which can be fixed cheaply and easily when they have been identified. The process that we will use will also record energy consumption before and after a survey and any subsequent remedial action, to measure the impact of the work done.

SaveEnergy will use a combination of grant fundraising and community share offers to create working capital, to enable the delivery of effective steps to improve heat efficiency and therefore have a positive effect on carbon reduction in the borough. The company will be a commercially viable ongoing concern with profits being reinvested in the community, funding free advice, thermal surveys and perhaps even subsequent retrofit installations for qualifying customers.

The initial funding for the startup costs of SaveEnergy has been provided by The Climate Partnership CIC (TCP), which is a standalone organisation funded by the Royal Borough of Windsor and Maidenhead (RBWM) to deliver positive action to tackle climate change, protect and build biodiversity and move the population toward a cleaner and greener future. Part of the funding from TCP is to deliver an initial tranche of free surveys to those who qualify.

To start the conversation about the challenges and opportunities in each property that needs retrofit improvements, there is significant need for consumers to be better informed about energy usage, loss, and management issues - the first step in becoming more aware of the things that can be done to make homes warmer, more comfortable, and cheaper to heat. We will therefore be seeking further funding to provide free energy advice to members of the community at events, roadshows and promotions throughout the borough and beyond, as this is an important and well recognised benefit to the community in its own right.

Thermal surveys can also be the first step on a road toward heat efficiency and energy saving - and since the advent of the cost-of-living energy crisis, the challenges of climate change and the opportunity to make personal gains are aligned, enabling the delivery of every type of retrofit with relatively fast payback periods. Our Triple A (Advice, Assessment, Action)

Evaluation is the key to this - combining a thermal survey and an EPC assessment we can create a tailored report informing the need for solutions ranging from DIY draught busting to full roof, wall and floor insulation. Improving a home's efficiency has a two-fold benefit: reducing energy consumption leads to cheaper energy bills; and reducing CO₂ emissions has a positive impact.

The anticipated cost to the customer for this Triple A Evaluation will be competitive. This will ensure high levels of take-up and engagement from the outset, and with the additional offer to support customers on their "retrofit journey", we believe that our offer will be compelling. For those customers who want a simple, standardised measure of the performance of their property and the potential improvements that could be made to it, we will also offer Energy Performance Certificates (EPC), using the rdSAP methodology and providing trained Domestic Energy Assessors to do so. Furthermore, if customers are already sold on the idea of retrofit, we will in future provide the services of a Retrofit Assessor, able to survey the property, recommend the retrofit measures that are right for it, and hand on to a Retrofit Coordinator (initially as a bought-in service but eventually part of the retrofit management full service we will provide).

To enable the largest possible impact as quickly as possible, SaveEnergy will also engage a general tradesperson to work with our clients to act on their survey results but also able to work with other partners such as volunteer-led draught busting organisations, to support the needs of the householders that they work with.

As well as general "DIY+" jobs, SaveEnergy will focus on the single most effective, easy to implement and fastest payback retrofit measure for domestic homes - roof/loft insulation. This is an opportunity to make a significant difference to the community and represents a significant challenge to ensure that the required domestic energy savings are achieved. Once established, we will then seek to expand the range of retrofit interventions that we offer, with the next most likely being cavity wall insulation, which also offers a relatively fast payback for consumers.

Eventually, we will directly employ one or more tradespersons to deliver this work alongside the acquisition of all the transportation, equipment and materials that will also be required.

Although our focus is on domestic customers, many of our services will also be relevant for the non-domestic market, particularly SMEs and community organisations, and we will provide support to them as required.

National Context

In November 2022, the Climate Change Committee wrote a letter to the Chancellor, **Reducing energy demand in buildings in response to the energy price crisis**. They noted: *“Our recent record on reducing emissions from buildings is particularly poor. Heating UK buildings contributed more than a fifth of the UK’s greenhouse gas emissions in 2021. Building emissions have stagnated over the past decade, in large part due to under-investment in energy efficiency. A decade ago, 2.3 million energy efficiency measures were installed annually through Government-backed schemes. In 2021, fewer than 100,000 were installed. Reducing energy demand in UK buildings is now the biggest gap in current policy.”*

The letter noted that there was considerable opportunity to reduce energy demand through measures with low upfront cost (e.g. hot water tank insulation and draught proofing) or high value-for-money (cavity wall and loft insulation). Although government policy to reduce energy demand in UK buildings is lacking, community energy organisations have developed practical responses to fill part of this gap.

- The CHEESE project in Bristol has developed expertise in using thermal surveys to identify areas for improvement, encouraging residents to make simple changes that draught proof the property and reduce energy demand. This has since been developed into a commercial franchise, First Thermal Ltd.
- Retrofit Works is a multi-stakeholder cooperative owned by two distinct sets of members: first, community groups and other local representatives who want to empower homeowners to start low carbon refurbishment of their homes; second, contractors and other building professionals wanting to deliver guaranteed high-quality retrofit work and advice.
- Low Carbon Hub in Oxfordshire has developed two approaches. Cosy Homes Oxfordshire is a partnership scheme between Low Carbon Hub and Retrofit Works providing a one-stop home retrofit service, making it simpler for people to reduce their energy bills, cut carbon emissions and make their home more comfortable.
- Energy Solutions Oxfordshire (ESOX) is a one-stop energy efficiency service for businesses and organisations in Oxfordshire. Upfront costs are removed through identifying financing and loan opportunities, with the payments covered through assured savings on energy bills.
- People Powered Retrofit offers a range of services: project design; contractor procurement; overseeing quality assurance; offering impartial, expert advice; and project management. As well as offering householder retrofit work, they offer contractor training services and carry out consultancy work.
- Tollesbury Climate Partnership has used community shares to raise match funding for a government grant to decarbonise a primary school, with repayments made from the energy savings that result. Investors also benefitted from 50% tax relief through the Seed Enterprise Investment Scheme.
- Community Energy England is supporting a sector response to energy efficiency. In 2021 123 organisations were identified as providing support, mostly advisory services, but £510,160 was also spent providing building improvements to 20,843 households.

All these initiatives utilise the strengths of community energy organisations. The focus is on providing effective interventions that reduce energy use, while increasing capacity and maintaining a focus on social justice, equality, diversity, and inclusion.

Energy efficiency needs to be a mainstream activity, reaching beyond those motivated to act by climate change. A Citizens Panel of non-fuel poor homeowners, matching the demographics of UK-wide homeowners, provides useful insights in the report: **Addressing emissions from owner-occupied homes: Findings of a citizens' panel on home energy decarbonisation, September 2022**. Key messages for SaveEnergy from the Citizens Panel included:

"The cost of changes to homes was raised frequently. There was an understanding that costs could be seen as an investment that might payback over time, but this was not a strong motivator. Most participants expressed reluctance to pay for changes without help in the form of loans or grants... panellists said that they would need support, in the form of education and information, as well as funding, to make the necessary changes to their homes... The importance of trusted information sources, not linked to commercial interests, was widely expressed and came up repeatedly throughout the deliberations."

"I need to know what's best for my house. It's an individual thing, isn't it? But have we got anyone who could come round to your house and my house and say, you need this, and you need that? I don't know anyone."

The need to have a clear cost versus impact profile of interventions specific to a home was widely held with no explicit dissenting view.

"I don't think the homeowner, until they know the right way forward for their property, can make any kind of sensible decision."

Before spending money on home improvements, panellists would want to know that there are competent workpeople to do it. They believed there should be a high bar for the training requirements for people carrying out home energy retrofits. As well as having trust in the work, being able to find someone to do it within a reasonable time was also seen as important. Panellists identified that there are not enough installers to meet current demand, let alone potential future demand for home energy retrofits.

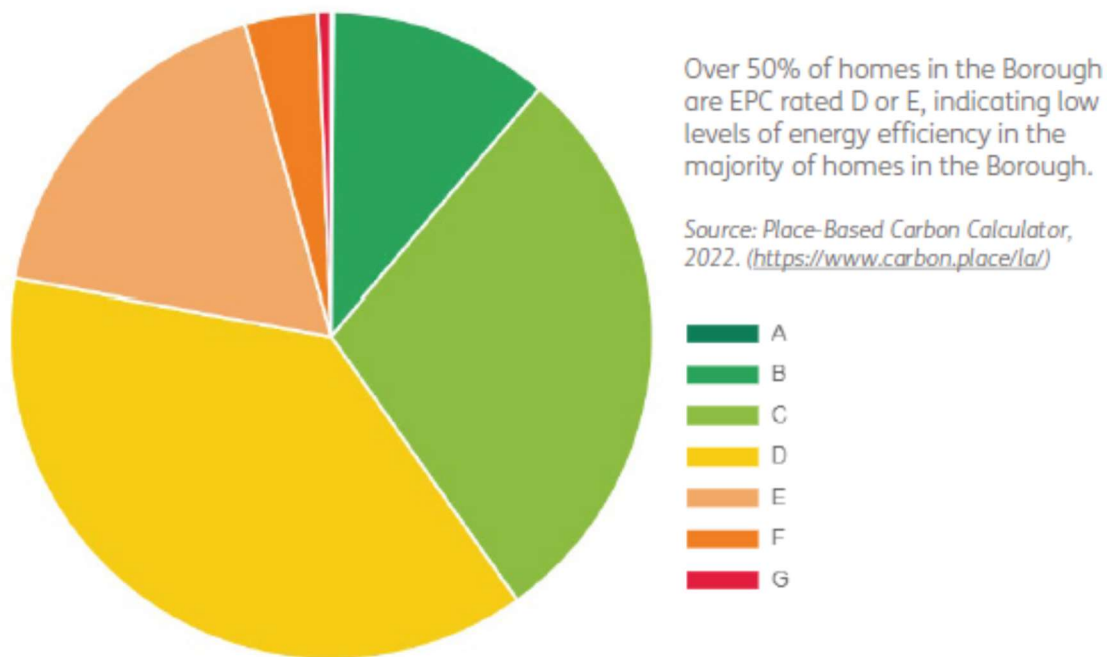
The need for a trusted and competent workforce was voiced frequently by a large number of panellists. Though there was a consensus over this need, there were divergent views over what 'trusted' meant. Some panellists thought an online portal for accredited companies, with customer reviews, could work. Others had bad experiences with such platforms in the past. Some believed that local information, for example advice from neighbours and word of mouth, was important, whereas others believed there needed to be a centralised accreditation scheme with approved contractor lists.

The need and opportunity in RBWM, our first ‘priority place’

Some neighbourhoods in RBWM are among the top 40% most deprived in the country - although the Borough is one of the least deprived in the country overall, multiple neighbourhoods in the Borough perform worse than average on barriers to housing and local services (IMD 2019)¹. This indicates a lack of physical and financial accessibility of housing and local services.

Certain areas of Maidenhead demonstrate some of the highest levels of income deprivation affecting older people in the country such as St Mary’s Ward, which is in the top 10% most deprived in the country. Older people are already more vulnerable to climate-related weather impacts; those suffering from income deprivation will also struggle financially to adopt a low-carbon lifestyle or climate adaptation, such as implementing home energy efficiency improvements, switching to electric vehicles, and dealing with property loss due to extreme weather events.

The South East has the highest house prices outside of London - according to the UK House Price Index², average house prices in the Borough in July 2022 were £557,450, compared to the national average of £311,583. Average houses prices in the Borough are typically 15.2 times average workplace-based annual earnings, compared to the national average of 9.1.



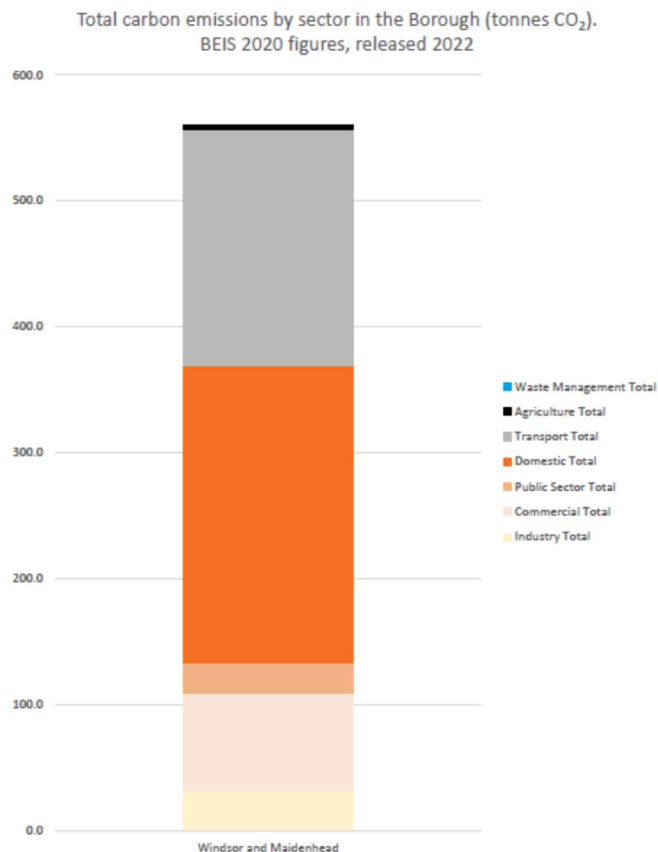
For an average person in the South East, 33% of their wealth comes from property, with 64% owning property (despite the South East having the highest house prices outside of London), with a median property wealth of £111k. The UK’s net zero carbon transition strategy needs homeowners with financial means to play the vital role of increasing their homes’ energy efficiency, such as installing low-carbon heating and upgrading insulation, doors and windows.

¹ <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

² <https://landregistry.data.gov.uk/app/ukhpi/browse?from=2022-01-01&location=http%3A%2F%2Flandregistry.data.gov.uk%2Fid%2Fregion%2FUnited-kingdom&to=2023-01-01&lang=en>

This can also bring returns for homeowners through bill savings, increased property value and potential future mortgagability.

Two-thirds of the Borough’s carbon emissions are a result of energy consumption in buildings and 42% of carbon emissions in the Borough come from domestic energy consumption, which includes electricity, gas and other fuels. There is therefore a need to reduce energy demand, best delivered through smart energy saving measures such as home energy retrofit. BEIS³ estimates that in 2020, over 50% homes in the Borough were EPC rated D or E. There is therefore a need to improve the energy efficiency of these homes, as well as those on the lower ratings of EPC F and G.



The majority of carbon emissions from buildings in the Borough in 2020 came from heating and powering homes, followed by energy use in commercial, industrial and public sector buildings.

Source: Source: BEIS, 2022.

Currently, the Windsor and Maidenhead Housing stock can be described as follows: only **3.5%** is fully insulated; **86.1%** is partially insulated (has at least one measure on insulation taken in the property); **10.5%** is not at all insulated.

Therefore, we can say that less than 1 in 25 houses can be described as “fully insulated”, i.e. with roof, walls, windows and floor that are insulated. The insulation currently in place can be broken down as follows: **28.2%** have insulated walls; **29.6%** have insulated roof; **86.3%** have insulated windows (double or triple glazing); and **15.7%** have insulated floor.

³ <https://www.gov.uk/government/statistics/household-energy-efficiency-statistics-detailed-report-2020>

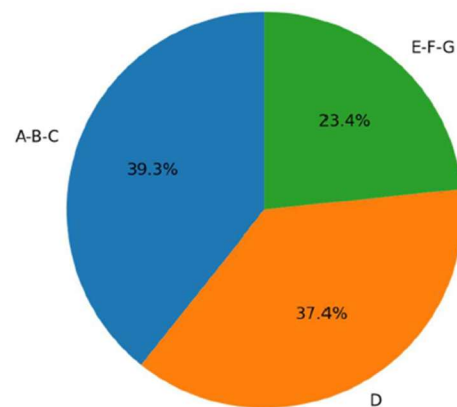
An additional look at walls insulation: **73%** of homes have cavity walls; **34%** of homes with cavity walls have walls insulation; **4%** of homes with solid brick walls have walls insulation.

The Windsor and Maidenhead Housing stock can be described as follows:

- **39.3%** good efficiency (A-B-C)
- **37.4%** average efficiency (D)
- **23.4%** poor efficiency (E-F-G)

However, less than 1% of the whole housing stock have a band of A.

Energy bands breakdown - Whole housing stock



It should be noted that:

- Uninsulated homes consume **4x** the energy and emit **4x** the CO₂ of fully insulated ones.
- Partially insulated homes consume almost **3x** the energy and emit **3x** the CO₂ of fully insulated ones.
- Fully insulated homes consume, on average, one third of the energy consumed by partially insulated ones.

We already know that improving a home's efficiency has a two-fold benefit: reducing energy consumption leads to cheaper energy bills; and reducing CO₂ emissions has a positive impact on climate change.

When considering retrofit installation, it should also be remembered that:

- Mid-floor flats need neither floor nor roof insulation
- Cavity walls insulation costs are easier to estimate, whereas solid brick walls insulation costs vary depending on the house characteristics
- Windows insulation is among the most expensive options, however, almost 90% of homes already have double glazed windows
- Roof insulation is amongst the cheapest options and more than 70% of homes still need it making this one of the most impactful actions
- Insulating walls can potentially lead to even larger savings (70% of Windsor and Maidenhead homes lack walls insulation), although is more expensive
- Roof insulation and cavity walls insulation are the most effective measures to take, both in terms of lower initial cost and shorter payback, but also on energy consumption

The advantages of retrofitting energy saving solutions in the domestic setting are already clear, with a reduced energy cost and a positive impact on climate change.

The Energy Saving Trust provides the following figures for insulation costs

	Detached house	Semi-detached house	Mid-terraced house	Detached bungalow	Mid-floor flat
Cavity walls	£ 2500	£ 1200	£ 620	£ 940	£ 410
Solid brick walls	NA	£ 10000 - £ 14000	NA	NA	NA
Floor	£ 1300 - £ 2700	£ 1300 - £ 2700	£ 1300 - £ 2700	£ 1300 - £ 2700	NA
Roof	£ 680	£ 530	£ 500	£ 690	NA
Windows	NA	£ 7500	NA	NA	NA

Clearly, these figures reflect the average expenditure, but they do provide a useful scale of relative expense and these, combined with the energy savings that they generate (and therefore the payback time for each investment type), provide a useful indicator for the types of projects that should be prioritised. The most cost-effective intervention is roof insulation, where it is currently insufficient.

The Energy Saving Trust provides the following figures for saving on energy bills

	Detached house	Semi-detached house	Mid-terraced house	Detached bungalow	Mid-floor flat
Cavity walls	£ 480	£ 285	£ 180	£ 195	£ 145
Solid brick walls	£ 650	£ 390	£ 245	£ 260	£ 195
Floor	£ 130	£ 75	£ 50	£ 115	NA
Roof	£ 580	£ 255	£ 230	£ 365	NA
Windows	NA	£ 145	NA	NA	NA

However, since these figures were collated energy prices have more than doubled, leading to significantly greater savings and therefore shorter payback time (see following chart).

Given the fact that energy prices have risen so dramatically since these figures were prepared (and although it is likely that the cost of implementing retrofit solutions has also gone up but not by nearly as great a factor), we know that the payback times shown below could be nearly as much as halved.

Payback time to insulate homes, based on estimates on energy bills savings

	Detached house	Semi-detached house	Mid-terraced house	Detached bungalow	Mid-floor flat
Cavity walls	5.2 years	4.2 years	3.4 years	4.8 years	2.8 years
Solid brick walls	NA	30.8 years	NA	NA	NA
Floor	15.4 years	26.7 years	40 years	17.4 years	NA
Roof	1.2 years	2 years	2.2 years	1.9 years	NA
Windows	NA	51.7 years	NA	NA	NA

The ONS estimates that there are 65,665 addresses in RBWM, broken down as follows:

Detached	Semi-Detached	Terraced (inc. end)	Purpose built flats	Other / unknown types	Total
18,615	14,370	13,215	12,900	6,560	65,665

Of these properties, nearly 60% (38,911) are covered by an EPC, but 40% have never been assessed. Of the properties covered, analysis of the EPC register shows the level of roof insulation by property type as follows:

Roof insulation	Bungalow	Flat	House	Maisonette	Park home	Grand Total
Very Poor	373	835	3789	200	7	5204
Poor	152	314	1667	114	62	2309
Average	555	932	6461	246	1	8195
Good	889	2268	8819	312	5	12293
Very Good	223	745	2291	67		3326
N/A	6	6998	56	524		7584
Grand Total	2198	12092	23083	1463	75	38911

40% of properties had good or very good levels of insulation, while nearly 20% are lower-floor flats or maisonettes where roof insulation is not needed.

Average roof insulation shows some insulation is present, but not enough to meet modern standards and prevent significant heat loss. 40% (15,708) of properties only had average or worse roof insulation.

The EPC ratings of the properties with inadequate roof insulation are shown below, with most of them with a D rating. Given the average cost metrics for roof insulation, the total cost to provide good levels of insulation to all assessed properties is therefore estimated to be £8.9m.

EPC rating of properties where roof efficiency is average or worse

EPC Rating	Bungalow	Flat	House	Maisonette	Park home	Grand Total
C or above	91	649	1444	141		2325
D	483	849	5923	262	63	7580
E	374	448	3646	116	7	4591
F	111	107	757	33		1008
G	21	28	147	8		204
Grand Total	1080	2081	11917	560	70	15708
Cost to improve (£000s)	£648	£1,041	£6,912	£280	£42	£8,922

The true cost of improving all properties is likely to be closer to £15m, as only 60% of properties have been assessed for an EPC, and it is unlikely that the remaining properties are in a better condition than those that have been assessed.

Conclusions

- Less than 40% of Windsor and Maidenhead homes have a good energy efficiency (A-B-C)
- Less than 4% of Windsor and Maidenhead homes can be deemed as Fully Insulated (roof, walls, windows, floor)
- More than 10% of Windsor and Maidenhead homes have no insulation at all
- Fully insulated homes consume, on average, one third of energy consumed by partially insulated homes
- Roof insulation and cavity walls insulation are the most effective measures to take and have by far the shortest payback time
- Solid brick walls insulation is among the most expensive measure but, at the same time, the most needed one (96% of homes with solid brick walls are not insulated)

Taking all this information into account, we can conclude that there is a great need for retrofit solutions in the borough. Thermal surveys are the ideal gateway to identify the opportunities in each domestic property, which combined with low-cost and high value measures provide a viable business model for SaveEnergy.

Vision and Mission for SaveEnergy

The vision for SaveEnergy is:

A community that does everything it can to reduce energy consumption sustainably

And our mission is:

Help every member of the community that we serve to reduce their energy consumption and contribute to the lowering of carbon emissions, no matter their circumstance or ability to pay

We will evaluate all of our strategic options and opportunities in light of our mission and ensure that we only proceed with new actions and initiative that deliver against it. This will form the bedrock of our operations and everything that we choose to do will reflect it.

Our “elevator pitch” is:

SaveEnergy is a not-for-profit company that is owned by the community, working to provide energy advice, surveys & assessments, and range of retrofit measures for domestic homes, community buildings and small businesses. These measures make homes and workplaces energy efficient, warm & comfortable and mould free, while reducing carbon emissions and saving money on energy bills. We will ensure that every member of the community can access these services no matter their ability to pay at the point of delivery, using innovative financing and support measures, delivering lower carbon emissions with social benefit and ensuring no one is left behind.

Objectives

Overall company objectives

- Positively impact on energy consumption, carbon emissions and climate change
 - Develop viable community-based approaches to reducing energy demand and carbon emissions from buildings
 - Customers followed up and any action they take is recorded
 - Minimum 75% of customers take action to reduce consumption following a visit
- Build a successful and financially viable operating model
 - Achieves financial breakeven by third full year of operations (supported by grant funding in the interim)
 - Establishes operations and scalability in every area of operations, using Community Shares to finance growth as appropriate
- Directly enable retrofit actions for clients
 - Every customer offered support to implement retrofit solutions as a result of their visit, with 50% taking direct action
 - Support customers and contractors with a network of trusted and competent workers, including those directly accountable to SaveEnergy and increase/develop and green supplier network
- A fair response to carbon reduction
 - Dependent on need, deliver at least 20% of surveys with no upfront cost to the end customer
- Build Green Skills for the future
 - Build the market by recruiting and training previously unqualified employees to deliver roles such as energy advisor, thermal surveyor, retrofit assessor, retrofit installer/handyman, etc, to expand capacity and meet the growing need of the community

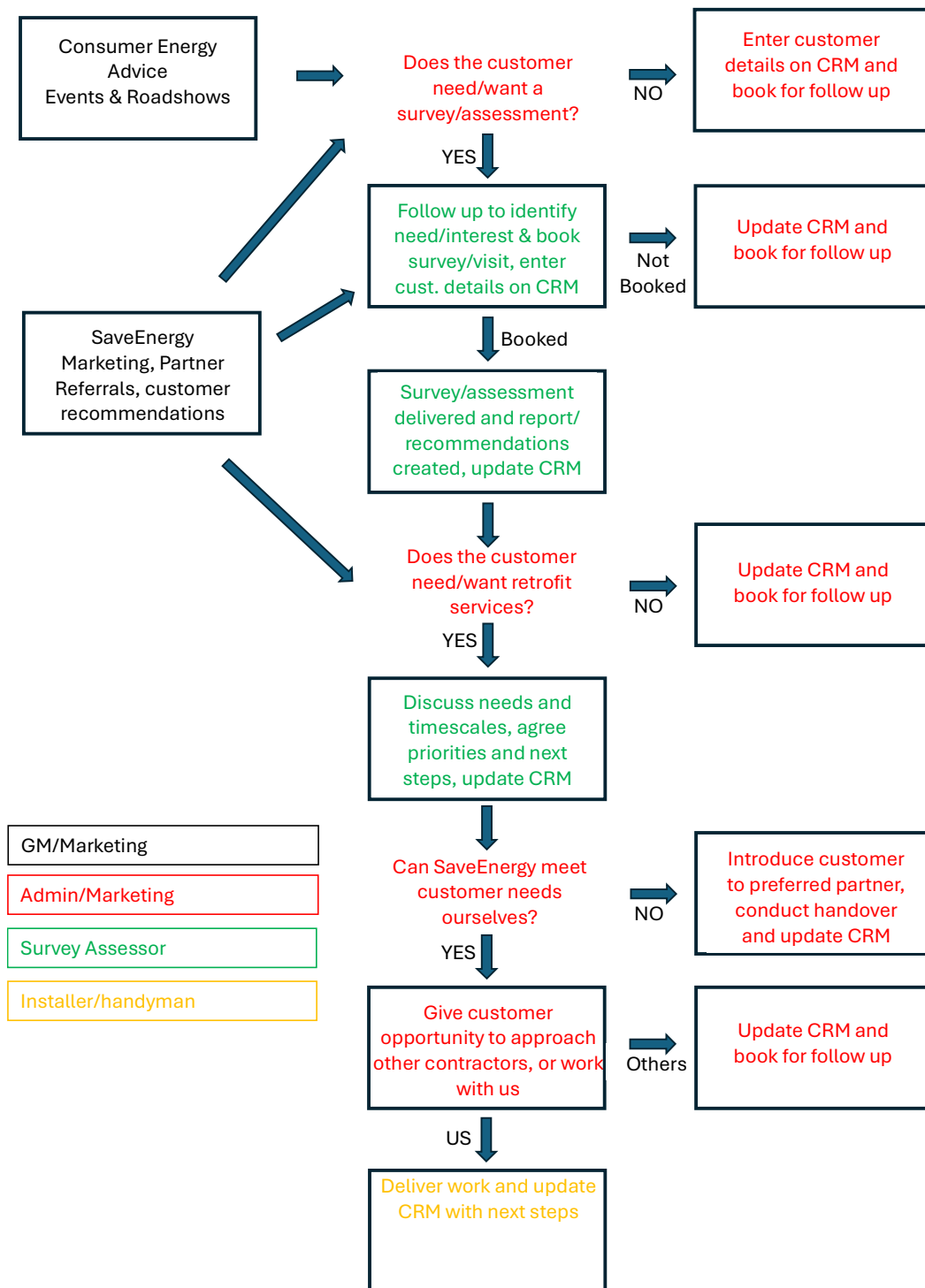
Year One (July 2024 to June 2025) operating objectives

- Recruit, appoint and train one FTE surveyor(s) (possibly on a self-employed basis), to start early in the Autumn of 2024 and a further FTE surveyor to start in January 2025
- Deliver at least 80 surveys in 2024/25
- Recruit and appoint an experienced tradesperson on a self-employed basis to deliver retrofit solutions for customers from the Summer of 2025 onwards
- Secure grant funding to enable at least 20 surveys to be delivered free of charge
- Deliver at least 10 roof/attic insulation installations and 40 "DIY+" jobs to customers (with or without having had a survey first)
- Deliver an agreed number of tonnes of Carbon savings through the work conducted for customers, and the resulting action that they take (final target to be researched and agreed by the board, along with methodology for calculating this metric)

Customer Journey and Society Operations

We have mapped the journey for potential customers, including the ways that we attract, inform and serve them to meet their growing needs for not only energy advice but then retrofit services, as follows:

SaveEnergy Customer Journey



As this chart details, there will be many reasons for a customer to engage with us depending on their own knowledge and needs, with energy advice being the most likely place that most will start from. We will therefore be placing considerable emphasis on marketing and

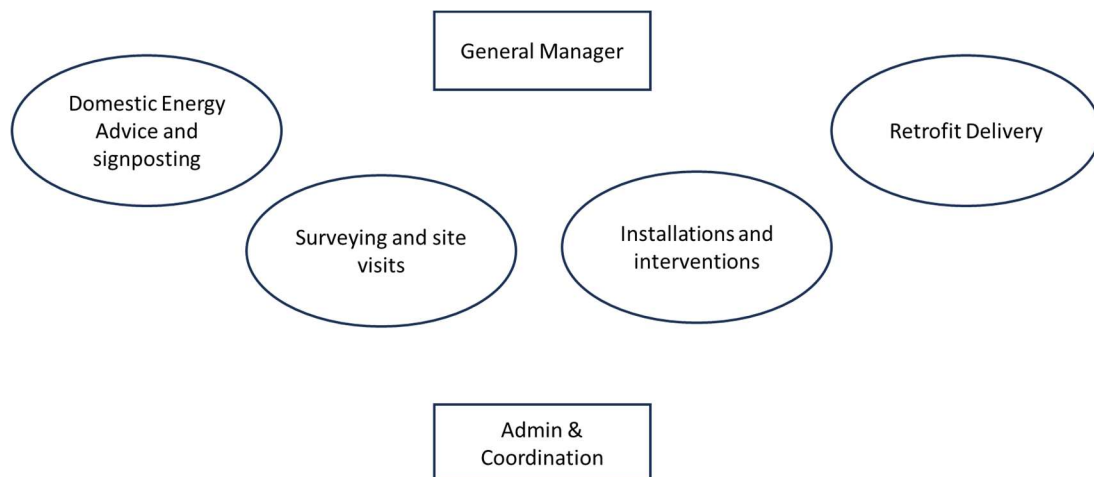
promotion of our energy advice service, which we believe it will be possible to fund from grant fundraising.

However, we also anticipate that some customers may jump straight to booking thermal surveys, domestic energy assessments or retrofit assessments as an alternative starting point, as a result of marketing and promotional activity that we undertake. In time, this activity may also generate enquiries to jump straight to booking a retrofit assessment, as the level of customer education and understanding grows.

We also know that other organisations working in the community will result in referrals to us for surveys and assessments, as well as specific work. These will include Maidenhead, Windsor & Cookham Draughtbusters, Cookhams Footprint, Bucks Community Energy, and others.

Company Organisation

The outline long-term structure for SaveEnergy will be as follows:



Energy Advice

Supported by grant fundraising, we will recruit and train volunteer energy advisors, able to attend events, roadshows and promotional activities under the banner of SaveEnergy, eventually supported by our own fully trained Energy Advisor Lead. The objective in this will be to support all members of the community to use energy better and starting some of them on the journey towards retrofit.

This will also start to build SaveEnergy's presence and role in the community, which is a vital part of the community engagement that we will need to deliver as a CBS, prior to offering a share issue and starting to raise funds from this route rather than via grants.

In some circumstances it may be appropriate for our Energy Advisor (or even one of our volunteers) to pay a home visit to support and member of the community. However, this is not our preferred route, as we would like to move as many people that we meet into our "Customer Journey" which would mean selling them the opportunity for a paid for home visit from one of our surveyor/assessors. Appointments for these will be offered as part of the range of advice and solutions that our energy advisors provide, followed up and booked in by our marketing/administrator role.

We have always been clear that a proportion (currently planned for at 20%) of the home visits from Surveyor/Assessors will be free at the point of delivery to qualifying customers. The initial tranche of these will be paid for by the £4k given to us as a grant from The Climate Partnership, and eventually we anticipate that we will be able to meet these costs from profit, but there will be an interim period when we will need to secure further grants to be able to maintain this aspect of our service.

We have already demonstrated our ability to secure funding for this work with a grant from Awards for All from the National Lottery Community Fund. We have identified a range of appropriate funders, at both local and national level, and will invest time and resource in building relationships that will provide further support for our work. We are supported by Our Community Enterprise, experienced grant fundraisers with a 65% bid success rate and experience in the community and energy sectors.

Surveys & Site Visits

For domestic customers, we will be offering: simple thermal surveys; detailed thermal surveys (eventually with air permeability tests as well); domestic energy assessment & advice visits (resulting in an EPC); or full retrofit assessment visits. Initially, we will target owner/occupiers in 3-4 bedroom houses - a middle class and relatively affluent demographic, that represents the "can pay" market. This is likely to be an important source of income for SaveEnergy, especially at the launch of the operation, and the climate does not care which house is using less carbon.

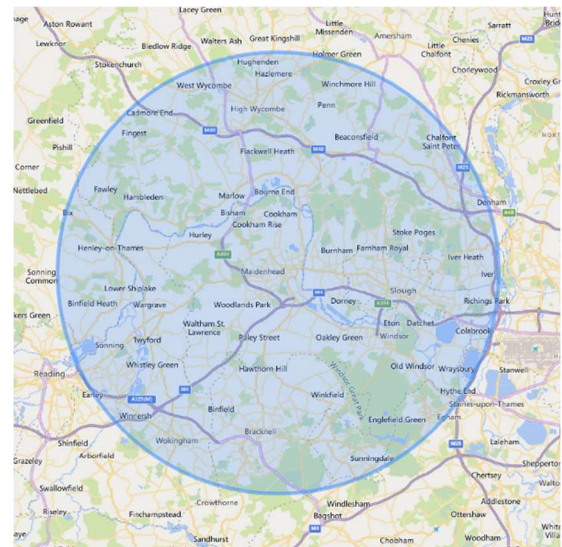
However, we will also be seeking to deliver social justice in our ongoing development, by delivering surveys, and then retrofit solutions, to lower socio-economic groups - people who really need the help to reduce their energy consumption and bills but are the least able to afford these steps. The fundamental objective for the organisation is to deliver energy (and therefore carbon) savings to the customers that we work with, which will require the installation of retrofit solutions in their houses.

Our surveyors will eventually be qualified as Retrofit Assessors, which is a relatively easy step onward from being a qualified Domestic Energy Assessor (able to grant EPCs). They will also need to be at least ITC level 1 qualified in Thermography, in order to differentiate our offering from the service provided (often for free) by volunteer groups.

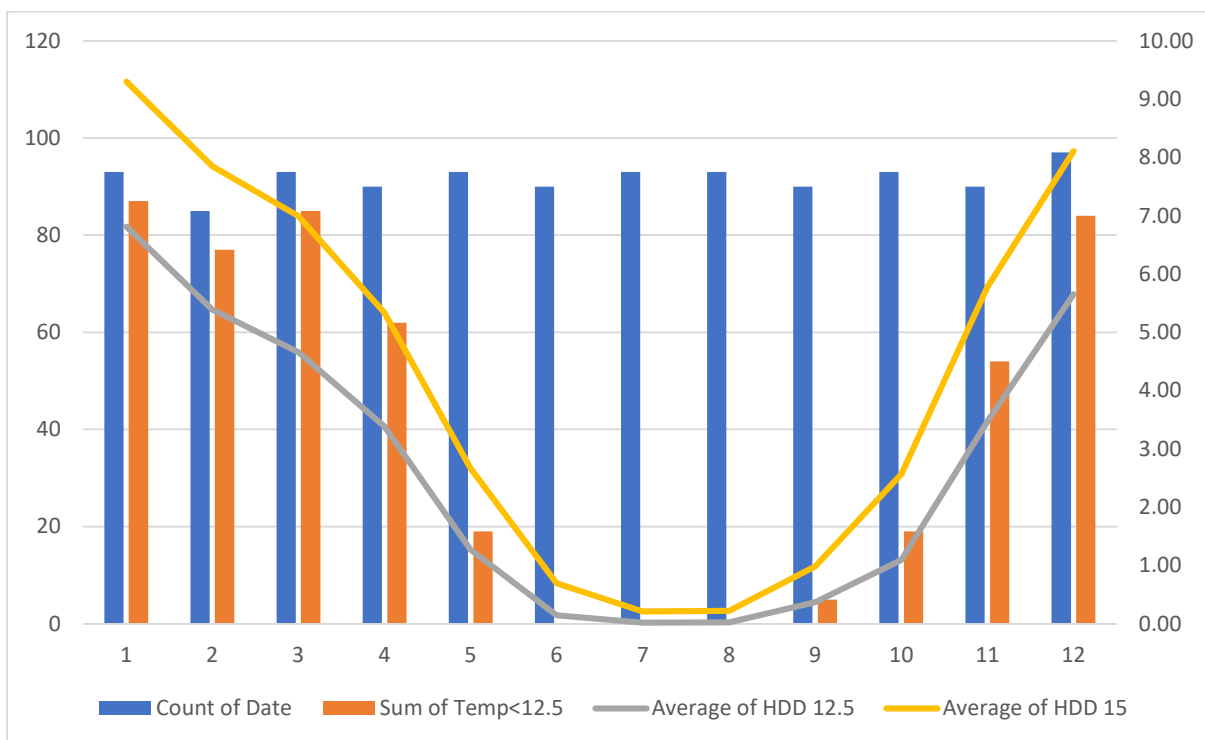
In the first year, we anticipate that this service will drive the majority of our commercial income, and over time these first customers will hopefully then move on with us, to require retrofit solutions and interventions.

We remain focussed on using thermal imaging as one of the gateways onto the path of retrofit for the customers that we work with and will be ensuring that we can provide simple but effective advice on the measures that each surveyed building requires. However, we also know that we can find retrofit customers in a number of alternative ways, including via referral from partner organisations, through marketing and promotion, and by word of mouth. We are therefore not viewing thermal surveys as the only starting point for every one of our customers' journeys with us.

The initial scope of our survey and assessment operations will be a ten-mile radius of Maidenhead, an area taking in the whole of the Royal Borough as well as Henley, Marlow, High Wycombe, Beaconsfield, Gerrards Cross, Bracknell and Wokingham and covering approximately 265,000 residential properties.



Due to the need for a minimum 8-degree temperature difference between outside and inside temperatures we know that there will only be a 22-26-week window for survey operations, starting in the late Autumn and finishing in the Spring (allowing time off for Christmas), although this may be extended if we can raise the heated temperature of the building that we are surveying, in order to secure this differential even with higher ambient external temperatures (perhaps up to 15 degrees?).

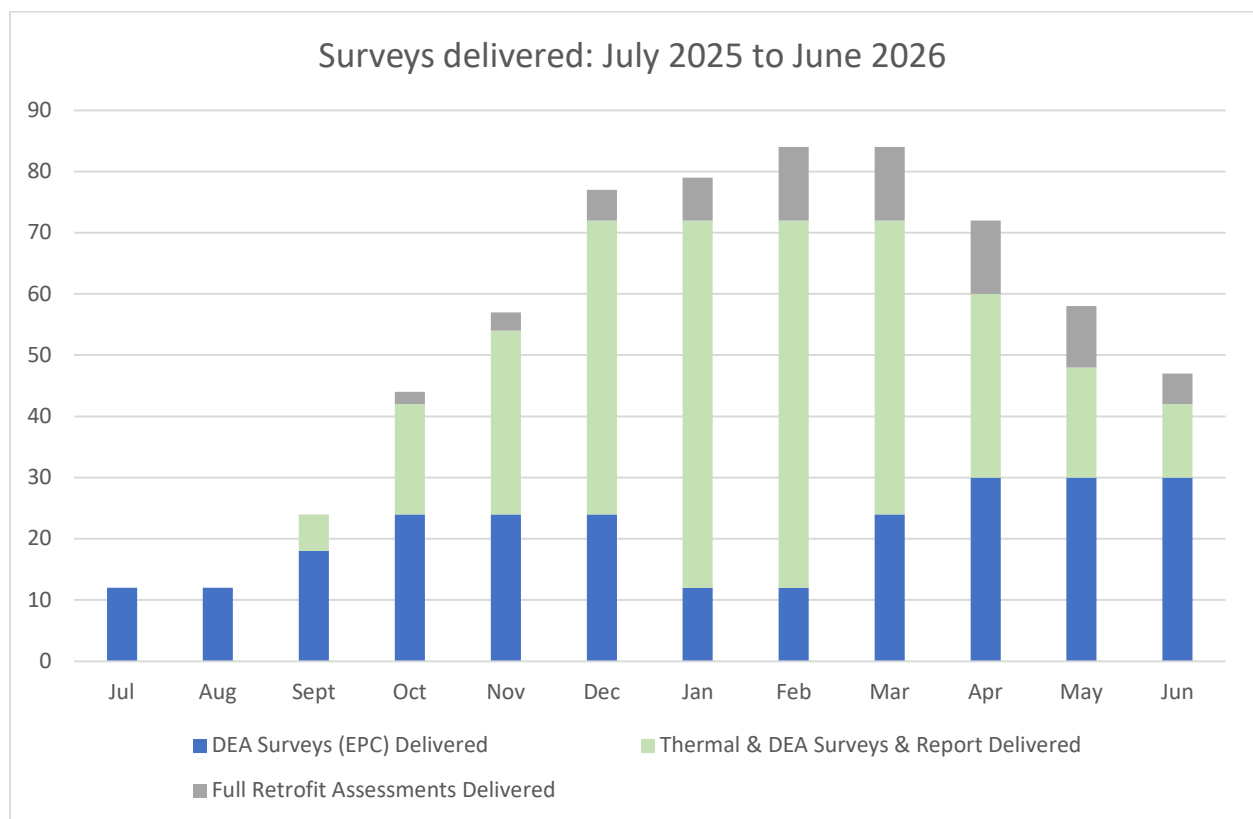


The graph above shows that the consistent temperature variation is greatest between December to March (months 12 to 3), with some working days also possible in November and April. From the experience of The CHEESE Project we also know that the survey season is likely to be considerably busier after Christmas than before, although we will be taking every possible step to ensure maximum take up from the start of surveying operations and will be seeking to extend the season as mentioned previously.

We plan to provide a thermal survey & domestic energy assessment to the majority of our customers, that will result in a simple written report demonstrating each of the issues identified alongside an EPC certificate, as the principal output.

By using historic customer energy bills as the baseline, we will then be able to follow up each survey customer to explore the retrofit options that have been identified, work with them to either deliver the projects ourselves or recommend others that the customer can work with and demonstrate the actual impact that those installations have made in the reduction of energy consumption.

We have modelled the potential to deliver surveys in our first full year of operation, from July 2025.



Community Buildings, Schools & Small Business Premises

We will continue to offer services to the school, community building and small business premises as requested. This will include the provision of advice for insulation and energy use reduction measures, community heating and energy generation, and sourcing quotes from a range of trusted suppliers and installers. We will also offer project management support to ensure project delivery on time, on budget.

This will reduce costs and carbon emissions ensuring organisations are more environmentally and financially sustainable, as lower energy bills free up money that can be invested in better services, jobs and opportunities; making buildings warmer and healthier improves wellbeing; and improving community facilities encourages more people to use them, generating social value outcomes for recipients.

By supporting organisations to decarbonise we also set a standard for individuals to aspire to, building a community of people who are keen to reduce their own carbon emissions to address climate change.

SaveEnergy has worked with 25 organisations, with 12 projects delivered and 31 scheduled for delivery in the coming year. We anticipate that by the end of June 2025 we will have:

- Enabled a total of 45 local organisations to develop decarbonisation projects
- mitigated the risk of climate change through further decarbonisation
- supported organisations to adapt to the impact of climate change through improved working and teaching environments
- impacted positively on the lives of people who live, work or study in the Borough through reduced emissions, improved environments and a positive approach to tackling climate change
- increased the green workforce through new skills and training
- saved c. 9,000 tons of carbon
- driven investment in decarbonisation of c£1.5m

This impact will be generated over the lifetime of each decarbonisation project. Furthermore, we will continue to build a pipeline of decarbonisation projects, to ensure that this scale of delivery is maintained or built upon into the future. We will also seek funding to provide non-domestic energy assessor training, enabling SaveEnergy to award EPC certificates for business premises, including schools. Business EPC certificates are a recognised government scheme and provide a range of decarbonisation recommendations, encouraging uptake and engagement.

Where appropriate, we will seek to charge these customers for the services that we provide. This may take the form of a simple “charge for time spent” and we will develop a tariff for such charges dependent upon the complexity of the project and the actual time spent on it. We know that many organisations that we plan to work with are financially challenged, and we may need to develop a “deferred charge” where payment for the services that we provide is made from the saving to energy costs that we have delivered, after the installation of the measures.

Installations & Interventions

Initially, we will offer a range of eco-friendly loft and roof insulation measures (where practical and possible), alongside loft clearance services and possible assistance on reducing the contents of the loft on a case-by-case basis (both of these delivered by third parties). In time, we can also consider adding to the range of services that we provide ourselves, such as Cavity Wall insulation.

This work can take place both during the surveying season, but also during the warmer months of the year, and we will need to ensure that the previous season’s surveying activities has led to a large enough queue of customers seeking this type of work to take us through the summer. However, we will also be ensuring that we can provide a range of simple additional “draught buster” type initiatives for the customers that we work with, such as draught proofing, installing radiator reflectors, loft hatch insulation, and providing energy saving tips and strategies.

All this work will be delivered by either employees or contractors employed and managed by SaveEnergy or by partners like Draughtbusters and Cookhams Footprint, reducing the challenges and therefore the barriers facing consumers in taking these steps.

Retrofit Delivery

Once we are established in our core loft insulation business, we will be seeking to further develop the relationship with our customers into a wider range of retrofit and carbon reduction solutions, including the implementation options such as: replacement double glazing; internal or external surface wall insulation; cavity wall insulation; floor and under-floor insulation; the installation of solar panels, solar thermal, ground & air source heat pumps; etc. This work can be surveyed and specified by our own Retrofit Assessors and will conform to PAS 2035 standards.

Where it is not possible for us to do the work (or where the customer prefers to ask others to do it) it would be conducted by third parties and we will either introduce, specify and assist customers in making a supplier choice (for a commission on the cost of the work), or delivering a full project management solution, for a higher fee.

We will develop relationships with key organisations in our area of operation and identify sources of grant and other finance options for retrofit. As there is also a need for education and information, we will develop a resource bank sourced from trusted, expert, and independent providers, which we will provide to our customers.

Alternatively, and subject to the available expertise and resource in the organisation, we will be able to deliver a full project management service to customers who would prefer this approach, for a higher level of commission on the value of the work.

We will monitor the interventions carried out, and the energy and carbon savings that result. We will also continually review the barriers that arise, and ways in which we are able to overcome them, either directly or in partnership with others.

Recruitment and Expansion Philosophy

Our community benefit purpose is a core component of our work, and we will ensure that we provide expert, independent advice that is bespoke to each household. Social justice will be incorporated through the provision of free or low-cost services, through the people we recruit, and in the way we work.

SaveEnergy CBS has the potential to provide finance for growth through investment raised as Community Shares, which may benefit from [Seed] Enterprise Investment Scheme (SEIS) tax relief. This has the advantage of providing an alternative to paying interest on shares and reducing the cost of financing.

We intend to use an initial share offer in early 2025 to raise finance for working capital, using SEIS tax relief to support the social aims of SaveEnergy CBS. Future expansion may be funded by further share offers, when the initial operation of the society has evidenced the profitability of the business model and the scale of demand.

Where there is clear demand for increasing our services, we will aim to meet this without compromising on quality or our community benefit purpose.

These initiatives will both expand the range of opportunities but also assist the wider green skills industry in the community, by creating demand, fostering and encouraging good practice and supporting the development of a thriving ecosystem of individuals and companies.

The Market and Proposed Marketing Activities

We are very confident that we can identify and locate consumers that need the services that we will be offering using a variety of tools and measures. For instance, we can identify the number of people living in fuel poverty in each of our target locations, using census and Local Authority data.

From the most recent Joint Strategic Needs Assessment (JSNA) summary for RBWM, we know that there are 4,374 households classified as being in fuel poverty, representing 7% of all households. While this is a relatively low proportion compared to other areas of the country, (8.6% in the South East, 13.1% in England). There are a further 4,533 such households in the West Berks population, meaning that in Berkshire alone, there are more than 10,000 households in need of advice and support.

From a Maidenhead based consumer survey conducted in 2023, we know people want to do more to reduce energy consumption and costs. From 105 responses, 73% want to reduce their carbon footprint, 43% are worried about fuel costs, and 35% are worried about keeping their home warm. 47% wanted tips to reduce their energy use.

The potential for a Pioneer Share offer has been promoted to members of existing networks in Maidenhead and surrounding areas, with the opportunity to join SaveEnergy CBS as a member holding a single £1 Share and to register interest in purchasing more shares. Pledges amounting to £19,950 (40% of the minimum target) have been received.

To overcome customer inertia and meet the significant barriers to taking action in this area, we will be reliant on strong, consistent and effective marketing campaigns from the outset. Persuading customers to act (predominantly using a comfort & cost saving message, but not hiding the carbon reduction ambitions that we also hold) is the single most difficult part of this process, and the experience of partner organisations such as Cookhams Footprint and Draughtbusters is that even when offering a free service, it is difficult to get people to engage and commit.

This can be partly overcome by the strategic use of partnership with other organisations, such as Citizen's Advice, service providers and most effectively elsewhere, through Doctor's partnerships.

To deliver a powerful marketing campaign we have developed, and are in the process of refining, the following:

- A complete identity and design system for SaveEnergy, enabling clear consistent messaging in a friendly, trustworthy, and approachable style and tone of voice Clear, concise and effective copy for consistent application across print & collateral, website, social media, advertising, mailings etc.

A simplified version of our elevator pitch is an example of this copy:

“SaveEnergy is a community-owned organisation, helping individuals, community groups and small businesses to reduce their energy consumption through advice and retrofit. Our services are affordable and some will be low or no cost to make sure that saving energy, staying warm and reducing bills is accessible to everyone.”

Once we have established our identity and message, we can consider the following elements of a marketing campaign:

- Design and purchase uniform, business cards, merchandise and promotional items such as pull up banners, tables & tablecloths, and a gazebo
- Research and book all relevant community events such as village fairs, school fetes, town shows, summer/autumn fairs, carbon & eco events, Eco Action Hub events, partner organisation events, etc.
- Design, promote and deliver seminars and roadshow events on our own, or with others
- Design and publish a simple and effective website and print collateral
- Research and book (where cost effective or relevant) print advertising in local papers and magazines
- Establish and build a social media following on Facebook and Instagram (also consider using Tik Tok, Threads and X with video and relevant content, over time)
- Conduct digital marketing campaigns on Facebook and Instagram, build paid and organic search on Google and possibly Bing
- Buy lists and send mailings to targeted households if cost effective
- Establish partnerships with other organisations for referrals and affinity marketing opportunities

The Marketing Plan for SaveEnergy has been attached as **Annex1** to this document.

Early on, we will also need to develop a simple CRM (Customer Relationship Management) Database to manage our customer's onward engagement with SaveEnergy, through introduced retrofit solutions for the simpler changes and project management for the more complex ones. We are collaborating with the Centre for Energy Equality and have licenced the Fairer Warmth app, which is being adapted to provide an affordable solution to our needs.

We will therefore need to consider allowing a realistic level of marketing expenditure from the outset, to generate interest and secure initial bookings. As a considerable part of this marketing effort will be in the offer of an energy advice service, this will be funded as part of the bids that we write for support of this part of our operation.

Staffing requirements

SaveEnergy will initially operate using shared workspaces and staff working from home. The equipment required (thermal cameras, tablets etc) will be held by individual staff, and travel to clients will be a combination of private car, public transport and active travel options.

Volunteers will work closely with staff, and SaveEnergy will provide access to training, support and opportunities for progression to all. Anybody providing surveys to customers will be subject to recruitment checks and undergo appropriate training, e.g. NEA Level 3 Energy Awareness.

Executive Director and General Manager

In April 2024 Kit Evans was appointed as part time General Manager and SaveEnergy Director, on two days per week. His role is responsible for Strategy, Budget & Finance, Marketing, Operations & Admin, Partnerships and Relationship Development, Society Membership Acquisition, as well as providing back-fill support to the surveyors that we will employ.

Kit moved to 4 days per week employment in August 2024 and has qualified in NEA Level 3 Energy Awareness (the industry standard qualification for Energy Advisors), and as a Domestic Energy Assessor, able to lodge Energy Performance Certificates.

A significant part of the role will be spending time to network and form agreements with potential partners such as retrofit companies, local builders, green skills providers, housing associations, larger private landlords, loft clearance specialists and many more.

Customer Engagement Manager

As we have previously identified, the delivery of effective marketing will be critical to the success of the organisation. This role holder will therefore need to possess excellent marketing skills in a range of disciplines, to be effective. This role will also be responsible for the coordination of the energy advisors, the surveyor/assessor(s), their schedules and appointments, customer liaison and follow up, data entry on the CRM, general company management and administration, marketing delivery and partnership management. It will be critical to the success of SaveEnergy that one full time, or two part time employees are found to deliver this role.

Energy Advisor(s)

Trained to NEA Level 3 Energy Awareness (or equivalent) and able to confidently provide a range of energy and retrofit advice, able to lead and work with others including volunteers and surveyors to deliver the same, and able to act as the friendly and valued ambassador of the community owned organisation.

Willing to talk with potential customers in a variety of settings, offering advice but also qualifying and potentially selling Thermal Imaging surveys, Domestic Energy Assessment or Retrofit Assessment services.

Thermal Surveyor/Domestic Energy Assessor/Retrofit Assessor

Trained (or willing to be trained) in the use of Thermography in buildings to a minimum standard of ITC (Infrared Training Centre) Level 1, and able to offer simple Thermal Diagnosis visits or more detailed Thermal Imaging reports. Co-ordination of the contractor(s) that we will be partnering with for retrofit implementations, most notably roof and loft insulation.

Able to work with customers (with or without Thermal Surveys) to identify and specify the work required, offer a suitable range of suppliers, works to secure competitive quotes and appoint the correct installer, for an appropriate fee. Over time, develop customer relationships and create opportunities to deliver full project management retrofit and low carbon heat solutions, for an appropriate higher fee, delivered by SaveEnergy.

Volunteer and member roles

Our members and volunteers are involved in many areas of SaveEnergy operations, including:

- *Governance: non-executive Directors of SaveEnergy are volunteers and members of the society, providing significant and valuable services to the development of the organisation. Members are encouraged to participate in the governance of SaveEnergy*

We have 26 members, these include representatives from our volunteers, partner businesses and third sector organisations, customers and representatives from statutory bodies including local councils.

- *Partnership Development: Promotion and marketing*
- *Energy Advice and Draughtbusters services - SaveEnergy already has three members volunteering as Draughtbusters and keen to develop their skills and undertake NEA level 3 Energy awareness training*
- *Surveys - over time our volunteer energy advisors will be encouraged to undertake training including as Domestic Energy Assessors*

Governance

SaveEnergy CBS is a Community Benefit Society, a form of co-operative established for community benefit. It seeks to abide and operate by the Co-operative Values and Principles.

The Co-operative Principles are:

- Voluntary and open membership
- Democratic member control
- Member economic participation
- Autonomy and independence
- Education, training and information
- Co-operation among co-operatives
- Concern for the community.

The Co-operative Values are:

- self-help
- self-responsibility
- democracy
- equality
- equity
- solidarity

We will continue to encourage our customers, employees, suppliers, volunteers, supporters and other stakeholders to become members of SaveEnergy, and to participate in all aspects of the organisation. Members elect the Directors at each Annual General Meeting and set the overall direction of the society; all members have an equal say, with one vote, regardless of their shareholding and status.

The current directors are:

Kit Evans, Executive Director and General Manager, is a skilled company director with 13 years' experience in brand licensing, finance and organisational development. From 2007 - 2019 Kit was Managing Director of a University of Oxford company, turning over more than £2m per annum and employing 20 staff. Since then, he has moved into the community sector, working to revitalise Braywick Heath Nursery and joining SaveEnergy in early 2024. He has been awarded the NEA Level 3 Energy Awareness qualification, has qualified as a Domestic Energy Assessor (able to lodge EPCs) and has completed community share offer training from Co-ops UK.

His skills include: team working and leadership - the ability to work as an effective member of an organisation in support of colleagues, with great listening skills and the capacity to adapt approach to suit others; excellent communication and influencing skills - the ability to adapt styles and tailor messages to suit the audience and to deliver outcomes that meet everyone's needs; strong programme and project management skills - an excellent insight into the commercial drivers and imperatives that form strategy and shape initiatives; and business understanding - a good command of the various aspects of company organisation such as, planning, budgeting, quality assurance, financial control, performance management and stakeholder development.

As Executive Director, Kit Evans is responsible for implementing the decisions of the Board, and line manages SaveEnergy's staff.

Barnaby Briggs, Chair, has spent his career working on environmental and social issues within the energy sector, having worked both for NGOs and oil and gas companies. He is currently Chair of Trustees for WWT, the charity for wetlands and wildlife. As Managing Director of the Climate Partnership CIC from September 2022 to May 2024 he was instrumental in laying the groundwork for SaveEnergy.

Michael Beaven, Treasurer, with over 25 years' experience within the voluntary and public sectors Michael brings expertise in business planning and finance management, is a licensed Community Shares Practitioner, and has secured seed corn investment and funding for social enterprises. He has an excellent track record of helping voluntary sector organisations secure contract and grant funding as well as developing innovative fundraising strategies and appeals. Michael is a founder and director of [Our Community Enterprise](#) and a volunteer director of [MaidEnergy](#)

Paul Conacher, Secretary, recently retired, is an experienced business leader and technology channel consultant with a depth of experience in corporate leadership, strategy building, and business innovation. Paul brings wide experience of community volunteering and currently leads on the marketing for Maidenhead Eco Action Hub and Maidenhead Building Bridges/Green Skills Library.

Maria Evans, founder member, co-opted non-voting advisor, is an ethics-driven charity consultant who works with organisations that make a positive difference. With a background in corporate marketing, considerable experience in creating and leading organisations and a successful career in fundraising and community engagement, Maria brings valuable skills to the SaveEnergy board. Maria is a director of Our Community Enterprise and chairs conservation organisation Wild Maidenhead.

The current Board is deliberately small and focused on establishing SaveEnergy as an operating and trading entity. The intention is to increase the membership of the Board, and to bring in individuals with identified skills and experience, e.g. lived experience of addressing fuel poverty, scaling up operations in new areas.

Members of SaveEnergy will be encouraged to participate in its governance, through participation in General Meetings as a minimum. Deeper involvement will assist the development of relevant green skills, and opportunities will be provided as appropriate (e.g. participation in working groups, shadowing Board members, delivering specific projects).

All the non-executive Directors are volunteers and are not paid for their time but may be paid for separate services. We are aware this is a barrier to participation, so in the longer term we may introduce payment or an honorarium to non-executive Directors.

Conflicts of Interest and Related Parties

SaveEnergy CBS was enabled by the Climate Partnership CIC, an organisation set up to promote community engagement in cutting carbon emissions in RBWM. The energy crisis of 2022 led to renewed focus on reducing energy use in the existing building stock in the borough, and SaveEnergy was one of the proposed responses. A grant of £40,000 was agreed to develop a community-owned energy saving business focused on improving the existing building stock.

Maria Evans and Michael Beaven were founder members of SaveEnergy CBS. They are both Directors of Our Community Enterprise CIC, and used their expertise in community energy, engagement and business development to drive the organisation forward. As reported in the accounts, SaveEnergy has also paid for fundraising and development services from Our Community Enterprise CIC, amounting to £14,178 including VAT, in the period to June 2024.

In late 2023 SaveEnergy CBS advertised for a General Manager and identified several likely candidates. They all withdrew when the salary expectations for the role were clarified. A short-term position was then advertised, and Kit Evans offered his services, with the number of hours to be decided by Directors. In 2024, Kit Evans was appointed to the permanent position of General Manager, at the previously advertised salary. Kit Evans is married to Maria Evans.

The Board monitors and records all decisions that involve a conflict of interest and has satisfied itself that all contracts involving related parties are on normal commercial terms or better.

Finances

SaveEnergy was incorporated in July 2023 and to date has been funded by grant income from: the Climate Partnership CIC for work in RBWM; the Community Energy Fund for a feasibility study on establishing a community owned retrofit business; and Awards for All from the National Lottery Community Fund for energy advice. These grants have allowed SaveEnergy to research and develop the business model, recruit and train staff, and test services with small groups of customers.

Our first set of accounts to 30 June 2024 show income and expenditure amounting to £30,183, with £10,296 of cash held. SaveEnergy began trading in March 2025, and has sufficient funds to operate until its financial year end (June 2025). Our cash balance at 31 Dec 2024 was £18,374 with a further £25,000 of grant funding to be paid, with expenditure averaging about £6,000 per month. Future operations are critically dependent on an injection of capital through a share offer in the first half of 2025.

The results for July-December 2024 are shown as part of the first six months of 2024-25 forecast in Annex 3.

Our business model is mostly based on the provision of services to domestic properties at a fair price, supplemented by subsidised services to those in most need. We have modelled the potential income and profitability of this to September 2027, assuming only organic growth and without a major injection of income from any other source, as shown in the graph below.

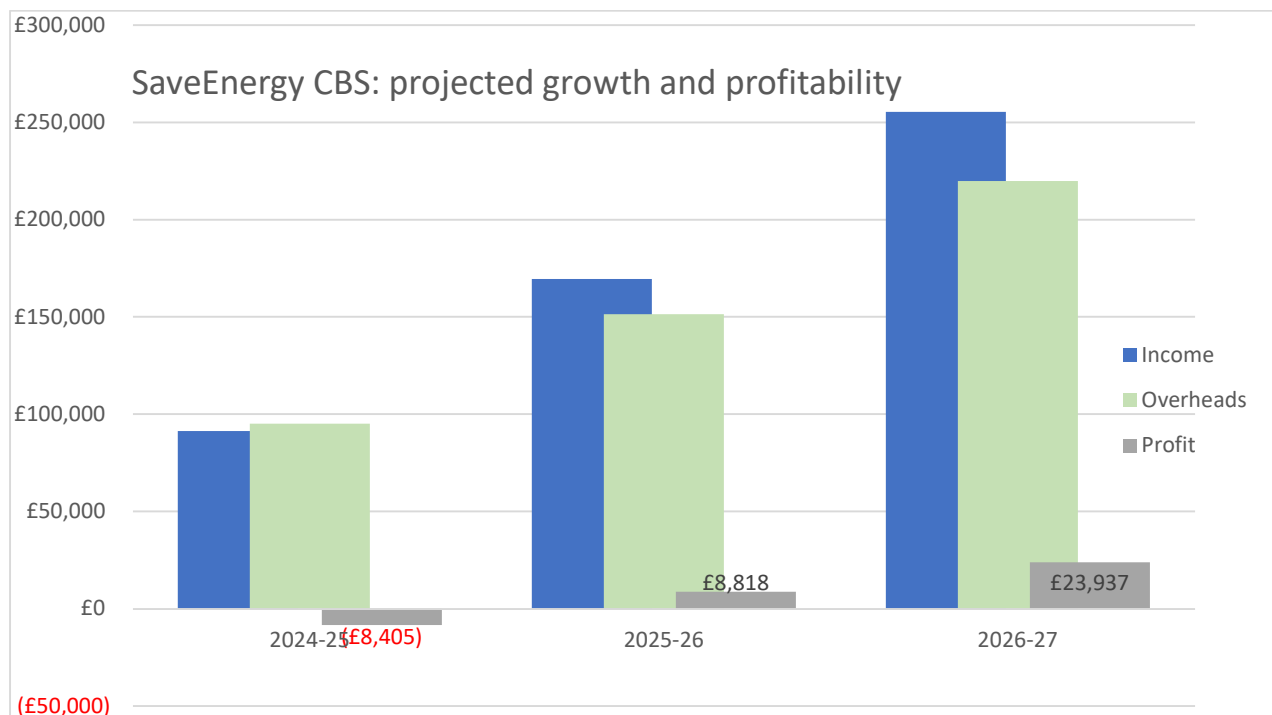


Figure 1: steady growth by SaveEnergy increases income and profitability

The forecasts assume an increase in income from under £100,000 to over £250,000 by 2026/27, moving from a loss in this financial year to over £25,000 profit by 2026/27. The detailed forecasts in Annex 3 also show seasonality, with profits in autumn through to spring outweighing losses in summer.

The forecasts are based on reasonable assumptions on activity levels, demand and pricing, but will be adjusted based on trading experience and may vary significantly. To reach these

forecast levels of activity will require operating capital throughout 2025 and 2026, until commercial services start generating income which will sustain the business.

The share offer in early 2025 will provide critical working capital to finance the operation of SaveEnergy until it is self-sustaining. The table below summarises the likely use of capital raised from a Pioneer share offer

	Share raise value		
	Minimum £50k	Optimum £80k	Maximum £100k
Core staff salaries	£30,000	£42,500	£45,750
Training, development & marketing ⁴	£5,500	£8,500	£12,750
Capital items	£1,500	£3,000	£4,500
Working capital (1 or 2month spend)	£13,000	£26,000	£37,000

Table 1: Likely spend of capital raised by share offer

The optimum capital target will provide sufficient working capital to support forecast organic growth; the minimum would constrain growth but still allow SaveEnergy to develop an operational business. The maximum capital target provides additional working capital to allow SaveEnergy to respond to opportunities as they arise, and to innovate in the operation, marketing, and financing of SaveEnergy to increase its impact.

The initial development work for SaveEnergy has been funded from grants, but this is not sustainable in the longer term as we move towards a commercially viable organisation. This is why we are seeking investment from the community, and we already have non-binding pledges amounting to £19,850, 40% of our minimum target.

Our share offer has received Advance Assurance from HMRC that it will qualify for venture capital tax reliefs (specifically SEIS). Members will need to maintain their shareholding for at least three years, by which point SaveEnergy should be sufficiently profitable to allow limited repayments. Similarly, the availability of SEIS tax relief means that SaveEnergy does not intend to pay interest on members' share capital in the short-term. After three years, decisions on interest payments will be made based on the society's current financial position and will be the minimum rate necessary to retain capital. Future interest payments are unlikely to be more than 5%.

As SaveEnergy develops, there are likely to be further demands for working capital. These will be supported by a revised business plan, informed by the operation and trading results of SaveEnergy, and the long-term expectations for withdrawal of share capital and payment of interest for all members will be articulated there. This will include the potential to grant shares to The Climate Partnership CIC who provided the initial funds for start-up, under an agreement to repay capital or issue shares of £39,600, contingent on the project's success. These shares would be the of the same class as community shares issued in this offer, and the CBS will endeavour to ensure that The Climate Partnership CIC do not own over 10% of total society shares.

Our business plan will be shared with members regularly and will include an explanation of what each new version means for members. Please see **Annex 2** for the Risk Register for SaveEnergy, which is regularly reviewed and updated by the board of directors.

⁴ This includes £5k of commitments on marketing and share offer development contingent on success

Operating budget and forecast for 2024/25 to 2026/27

Please see **Annex 3** for the full operating budget for SaveEnergy in the financial years from July 2024/June 2025 to July 2026/June 2027. The summary of these budgets is as follows:

SaveEnergy BUDGET 2024-25 to 2026-27

ACTIVITIES	2024-25	2025-26	2026-27
DEA Surveys (EPC) Delivered	54	252	408
Thermal & DEA Surveys & Report Delivered	32	330	540
Full Retrofit Assessments Delivered	0	68	108
INCOME			
<i>Surveys & Assessments</i>			
DEA Survey (EPC) Income	4,050	18,900	30,600
Thermal & DEA Surveys & Report Income	8,651	88,110	144,180
Full Retrofit Assessments Income	0	25,500	40,500
<i>Advice & Consultancy</i>			
Commission on introductions	1,500	3,600	3,600
Corelogic PAS 2035 Project management	0	2,000	2,000
<i>Draughtbusting & sml jobs for consumers</i>			
Retrofit & small job Svcs	6,000	10,237	13,286
<i>Grant Fundraising & Share Income</i>			
SaveEnergy General Grant Funding	59,946	20,000	20,000
Donations & interest	6,121	1,200	1,200
Decarbonisation Lead Funding	5,000	0	0
TOTAL INCOME	91,268	169,547	255,366
COSTS OF SALE			
<i>Advice & Consultancy</i>			
Specialist Consultancy Fees	0	1,600	1,600
<i>Retrofit for consumers</i>			
Materials & Contractor costs	4,501	7,680	9,968
TOTAL COST OF SALE	4,501	9,280	11,568
GROSS PROFIT	86,767	160,267	243,798
OVERHEADS			
Survey equipment	1,000	3,000	1,000
Recruitment costs	570	500	250
Surveyor & Energy Advisor training	1,338	1,500	1,500
Wages	67,136	128,028	196,890
Travel & subsistence	610	3,000	4,800
Professional fees	16,328	7,000	7,000
Marketing expenditure	3,719	7,250	7,250
Insurance	272	272	272
Misc expenses	4,199	900	900
TOTAL OVERHEADS	95,172	151,449	219,861
NET PROFIT BEFORE Int & Dpn	-8,405	8,818	23,937
DEPRECIATION	0	0	0
TOTAL NET PROFIT AFTER Int & Dnp	-8,405	8,818	23,937
<i>STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)</i>			
Fixed assets	0	0	0
Current assets			
Cash	81,906	90,724	114,661
Other assets / liabilities	0	0	0
Net current assets	81,906	90,724	114,661
Liabilities	0	0	0
Net assets	81,906	90,724	114,661
Funded by:			
Share capital	80,019	80,019	80,019
General reserve	1,887	10,705	34,642
<i>CASHFLOW STATEMENT</i>			
Net income	-8,405	8,818	23,937
Adjustments to net income	0	0	0
Net cash provided through operations	-8,405	8,818	23,937
FINANCED BY:			
Equity subscribed	80,019	0	0
Net cash provided by financing	80,019	0	0
Net cash increase for period	71,614	8,818	23,937
Bank balance b/fwd	10,292	81,906	90,724
Bank balance c/fwd	81,906	90,724	114,661

NB: the summary for 2024-25 includes actuals for July to December 2024 and forecast figures for January to July 2025. This may generate some discrepancies to forecast for the whole of 2024/25.

General Assumptions

From the research conducted in the preparation of this plan, we are confident that the Energy Advice team of staff and volunteers that we will need to establish and operate will be possible to deliver in significant part through grant funding. This will be important, as the activity does not generate income - although we have identified it as a likely first step for many of our customers on their journey with us.

The volume and relative proportion of surveys and assessments that we have assumed in each financial year is simply our best guess - we have no benchmarks or similar operations from which to base our forecasts, and this is a risk that we must manage as we move through our start-up phase.

The proposed tariff for standard charges to customers, including VAT, is as follows:

Building type	EPC Only	Price Exc VAT	Triple A, written report	Price Exc VAT	Full Retrofit Assessment	Price Exc VAT
1-2 bedrooms	£80	£67	£280	£233	£400	333
3 bedrooms	£90	£75	£320	£267	£450	375
4 bedrooms	£100	£83	£360	£300	£500	417
5 bedrooms	£115	£96	£400	£333	£600	500
5+ bedrooms	£145	£121	£450	£375	£750	625

Further work will need to be conducted to test this thinking, but initial benchmarking against comparable commercial services tells us that this is a realistic and still competitive level to be charging. The budget assumes that we will achieve an average income per thermal survey/energy assessment of £267 before VAT and per Retrofit Assessment of £375 before VAT, which will require us to target the larger housing end of the survey market (3-4 bedrooms or more), while still ensuring that we service the smaller housing segment (more likely to be part of the social justice provision provided free to the consumer).

We have assumed a margin on sales of 25% on the services that we offer our customers that are delivered by contractors. This has yet to be tested and may need to be adjusted.

Overall, we anticipate achieving break-even in year two (2025/26) irrespective of the level of growth delivered (always assuming some income from fundraising) and then a growing operating profit as we expand our operations to maximise the reach and penetration across the operating area. The expectation is that by the end of year 3 (2026/27) SaveEnergy could be self-sufficient and no longer reliant on funding to operate.

Annex 1 – Marketing Plan for SaveEnergy

SaveEnergy business mission

Help every member of the community that we serve to reduce their energy consumption and contribute to the lowering of carbon emissions, no matter their circumstance or ability to pay

Our marketing plan objectives

SaveEnergy's marketing plan will:

- Establish SaveEnergy as the local trusted expert providing domestic energy advice, home energy assessment and home energy improvements
- Generate sales leads for SaveEnergy services from the 'can pay' and 'needful'⁵ market
- Increase community awareness of SaveEnergy's mission and services and encourage people to become members of SaveEnergy
- Encourage investors and funders to support our work, primarily through our first share offer in April 2025

Marketing budget and KPIs

- Marketing budget allocation of £10,000 to June 2025, to include:
 - cost of expertise
 - collateral design and print
 - website development
 - promotional events and activities
 - Advertising and pay per click
 - Budget allocation and spend to be confirmed as plans develop
- KPIs to be agreed but include by June 2025:
 - Number of society members - target 100
 - Successful share offer raise - optimum raise £80,000, supported by c. 40 individuals or organisations
 - Customer base development - engagement of 500+ local people 'interested or somewhat interested' in Triple A evaluation

Profile - online reach c. 2,000 clicks and views across all social

Market profile and research

Customer segmentation

SaveEnergy's customers live within 10 miles of Maidenhead and are either homeowners or in privately rented accommodation. People living in social housing, where the housing association/landlord is already responsible for ensuring homes are an EPC level C or above,

⁵ Needful – people in need of our support, according to our criteria

may still benefit from free energy advice or from Draughtbusters-style services. Customers can be broadly segmented by aspiration and by income:

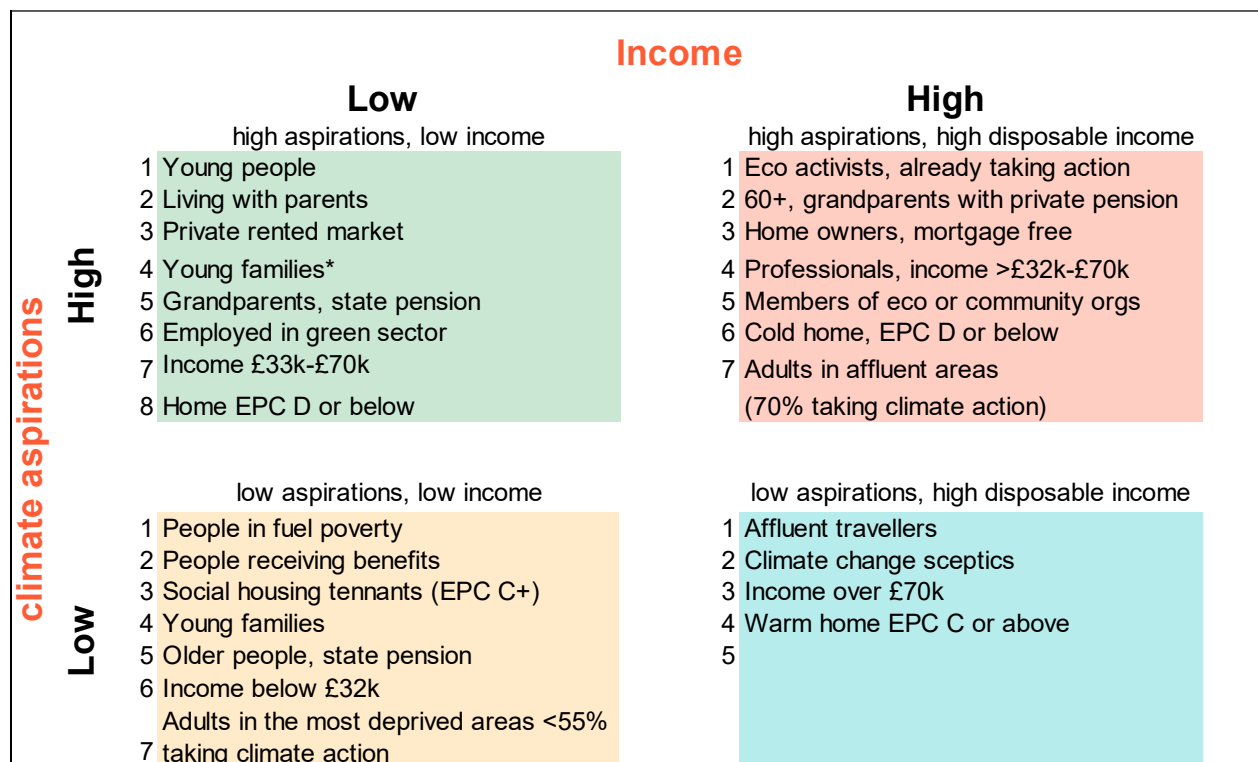
Climate aspirations:

- People who want to have a positive impact on climate change and/or carbon reduction
- People who want to offset their other lifestyle choices

Income:

- Households with an income more than £70k - may afford most measures, although lifestyle choices may reduce climate change concerns
- Households with an income of £32-70k - may not afford retrofit measures, could benefit from innovative finance measures
- Households with an income of <£32k - sign-posting and free support, probably eligible for government grants

The Boston Matrix below illustrates these sectors. In our first two years of trading we will focus our marketing efforts on our 'high, high' sector - high aspirations, high disposable income - to maximise commercial revenues. We will also focus c.20% of our marketing activities on reaching the 'low, low' sector - low aspirations, low income - because we believe this is where we will identify those households most likely to meet our 'needful' criteria. As we develop innovative financing options, we will explore the 'high aspirations, low income' sector, researching our market to establish if favourable financing would make a positive difference in decision making.



*78% children under 11 worry about climate change

<https://www.greenpeace.org.uk/news/majority-of-under-12s-worried-about-climate-change-survey-shows/>

57% of adults concerned about climate change

<https://www.ofgem.gov.uk/publications/consumer-opinion-about-climate-change-and-decarbonisation>

Initial community consultation

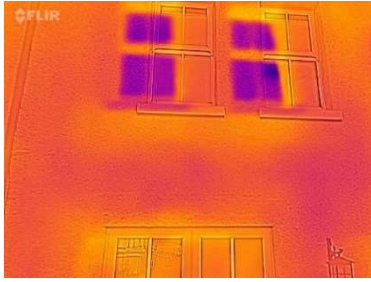
We undertook an initial consultation programme to 'test the market' with a range of individuals and organisations from November 2024-January 2025. The aims of the initial engagement programme were to:

- Raise awareness of SaveEnergy across the region, with a focus on our hometown of Maidenhead
- Establish SaveEnergy as a credible, community-based organisation
- Use a survey to understand our market, their priorities and needs
- Enable SaveEnergy to deliver up to 20 free survey/assessments between November 2024 and the end of January 2025 and, subsequently, gain feedback on the customer experience
- Further our understanding through a range of focus groups and one to one feedback
- Populate and test Fairer Warmth CRM and collate organisation/partner data (this could include customers, volunteers, partner organisations or stakeholders)
- Encourage people to become £1 members of SaveEnergy

The community consultation resulted in:

- Eco Matters article in local papers (Maidenhead and Windsor) reaching c. 20k people
- Online survey testing support for energy advice and assessments received 48 responses v target of 50 responses
 - 96% wanted to save money on energy bills
 - 92% felt staying warm at home was important
 - 88% wanted to reduce carbon emissions
 - 94% agreed that understanding energy usage would help them save money
 - 91% of respondents were homeowners, 80% were aged 50 or above and 51% were working. Respondents were evenly split male/female
- Engaged 100 people at Cookham Smart Energy Show, providing free energy advice, generating interest in membership and home energy surveys
- SaveEnergy launch attended by 40 people and featured in local print/online
- 26 SaveEnergy members have joined the society to date, including volunteers, customers, partners, community energy groups and local authority representatives, all from our local community
- Pledges of £19,950 generated for community share offer
- 30 enquiries for free home energy surveys, delivered 10 surveys to date
- Development of SaveEnergy Triple A product offer, based on training, experience and customer feedback including feedback on appropriate pricing and appetite for this product
- Relationship development and customer referral from potential partners, such as Heppelthwaite plumbers and Bucks Community Energy
- Creation of SaveEnergy website and SaveEnergy Facebook page
- Recruitment of one new board member to date, further potential member in discussion

Customer feedback from the initial surveys has confirmed our approach is appropriate:



"We were aware of some ways to insulate and improve energy consumption, but Kit came up with so many more, such as radiator reflectors etc. He understands his topic in depth and can relate it clearly to make the whole process a fascinating and incredibly useful process. One of our previous concerns was who to trust, and in Kit, I would trust absolutely. So, when we do need to take the next step, I will be in touch immediately and with confidence that I'm in safe hands. A big thank you."

Leysa, homeowner, Victorian terraced home

"We've always been proactive in looking for ways to save energy in our 1950s home and felt we were well-informed, but the very thorough and comprehensive survey by SaveEnergy turned up some opportunities for further improvements that we would never have discovered ourselves, all explained in a friendly, simple and professional manner. A great experience all round - wouldn't hesitate to recommend to others."



Peter, homeowner, detached home

Pricing

We undertook limited price benchmarking for Domestic Energy Assessment (DEA) leading to an Energy Performance Certificate (EPC), thermal surveys and retrofit assessments.

We are currently seeking feedback from customers who received free surveys to understand how much they feel the service is worth and how much they would have considered paying, before costs became a barrier to engagement. To date, all customers who received free surveys would have paid for the equivalent services, and agree the fees we suggested for their property would be fair.

Our pricing is outlined in our business plan. Until SaveEnergy is VAT registered, and while we establish demand for EPCs in particular, we will charge our identified VAT-free prices for the standalone EPC surveys as we believe this is the price the market will support. Once we are VAT registered we will need to decide if we can absorb the 20% into our EPC pricing or can increase costs to the customer because, for example, of our positive brand reputation or because we add value through the additional provision of free energy advice. This decision will require further market testing.

Benchmarking against industry prices:

Note SaveEnergy does not yet offer retrofit assessments. We did not find other businesses offering the equivalent of our 'Triple A Evaluation' which includes energy advice, thermal imaging assessment and an EPC, suggesting our offer is unique in the marketplace.

Provider	EPC	Thermal Survey	Retrofit assessment	Comment
People Powered Retrofit			£900+ depending on home size	Retrofit assessment is a more exacting assessment Community owned business
TheEPCMan	£70			Local to Maidenhead, sole trader
ScanTherm		£200-£ thousands		Vague, dependent on building size, includes a report
BESco		£700		Community owned, more detailed survey than SaveEnergy's offer
Octopus	£44			Prices from...
Checkatrade	£65			Range of providers
EPC Home Counties	£80-110			
SaveEnergy	£67-121	£280 -	£450	Depending on size of property

Identifying a gap in the market for SaveEnergy:

There are other 'not for profit' providers delivering elements of the services that we provide and addressing segments of our market. Some of these organisations have LA or government contracts, others are grant funded. We've evaluated their services to understand where we fit and the opportunities for our business.

Organisation	Area of operation	Funding model	Service	Clients	Comment
NEF	England wide	Energy Company grants	Energy Advice, accessing grants, full home retrofit	Range of criteria, focused on government grant qualifying customers	Mainly phone, occasional in-person appearances
Green Doctors	UK, contract for RBWM	LA contract	Advice, accessing grants	Range of criteria, focused on government grant qualifying customers	Only phone advice, limited capacity
Draughtbusters	RBWM	Grants	Volunteer-led, small practical measures	Anyone, no criteria Prioritise people in fuel poverty	May join SaveEnergy as partner
CommuniPower 'no-one left behind' project	Not in our area	UKPN funding	Energy advice and small interventions	Anyone, no criteria	Replicate this funding model if possible
Citizens Advice	England	Central funding	Some energy advice projects	Anyone, no criteria	No specific projects locally
SaveEnergy	RBWM + 10 miles	Commercial income plus grants and innovative funding model	Energy advice, assessments, practical measures, future retrofit	Anyone, no criteria plus 20% 'needful' customers	Unique locally - based in Maidenhead, range of services, approach and ownership

'Needful' criteria

We have committed to provide 20% of our support free of charge with a focus on those households most in need of help. SaveEnergy has not yet specified criteria for a homeowner/occupier to be eligible for free or low-cost support, however all of our energy advice is provided free of charge and will be targeted at vulnerable and low-income households where possible. The cost of delivering this energy advice will be met through a combination of operating surplus, grants and other funding streams over time.

It is useful to note government criteria around eligibility for retrofit grant support, for example for the Great British Insulation Scheme where eligibility includes⁶:

General Group

To be eligible for the general group, you must:

live in a home in council tax bands A to D (England)

live in a home in council tax bands A to E (Scotland and Wales)

have an EPC rating of D to G

Private renters: your EPC must be in band D or E

Low Income Group

To be eligible for the low-income group, you must:

receive qualifying benefits (see below)

live in the least efficient housing

have an EPC rating of D to G

You will need to have one or more of these benefits to qualify for the low-income group

- Income-based Job Seekers Allowance (JSA)
- Income related Employment and Support Allowance (ESA)
- Income Support
- Pension Credit Guarantee Credit
- Working Tax Credit
- Child Tax Credit
- Universal Credit
- Housing Benefit
- Pension Credit Saving Credit
- Child Benefit (various income level restrictions apply)

As part of our 'SaveEnergy Difference' offer we will signpost customers to grants where appropriate.

Community consultation and research next steps:

- Quarterly survey about SaveEnergy activities, with members, shareholders, customers and the wider market (next round planned for April, during the share offer open period)
- One-to-one research interviews with customers, organisations and potential partners
- Feedback process for customers to understand what works and refine our service
- Continue to review benchmarking as our service develops and revise pricing as necessary
- Build and refine CRM (currently using Fairer Warmth app CRM facility) and record outputs, outcomes and impact over time

⁶ Reference Octopus energy website <https://octopus.energy/great-british-insulation-scheme/>

Approach to market

Channel segmentation

We have identified a range of channels to reach our market. We are developing appropriate content for each channel and allocating resources and spend (where relevant) to support each of our marketing campaigns. Channels include:

SaveEnergy website - www.saveenergy.coop

- Selling our services, prices and booking portal
- Share offer promotion, documents and business plan, and how to invest
- Supporting the most vulnerable - services that are low cost or free and how to access them
- The SaveEnergy difference - who we are and our values as a community benefit society, building our society of members
- News, learning and blogs - this section will be added as we develop relevant content
- Energy advice - offering useful advice and links to enable people to stay warm, reduce their energy use and lower their carbon emissions - this section will be added in due course

Email list/CRM

- We have a qualified, GDPR compliant email list of 140 people, most of whom live within our geographic area and have expressed interest in our services
- We have a GDPR compliant list of 26 members to date, who are champions of our business
- We have a qualified, GDPR compliant list of 25 people who have expressed an interest in investing in our share offer
- We continue to develop our CRM capability and increase our reach
- We have agreements in place with affinity businesses including EcoAction Hub, MaidEnergy and Community Energy England (CEE), who will share our content to their email lists including c.2,000 local people and in the case of CEE to thousands of potential supporters nationwide.
- We will use our CRM to share content including newsletters, blogs and updates and drive website views, fairer warmth sign-ups and increase membership

Social media content and pay-per-click

Social media UK, percentage of UK adults using each platform c. 2023 figures⁷:

- Facebook 70%
- Instagram 46%
- YouTube 42%
- X/Twitter 34% - may have dropped since rebranding to X and recent US elections
- LinkedIn 25%

SaveEnergy has a growing presence on Facebook, which appeals to our target market 'able to pay' homeowners aged 40+; and we are building a presence on Instagram (25-35, socially aware, influencers, potential members). We plan to use LinkedIn (45% aged 25-34 and 25%

⁷ <https://business.yougov.com/content/47039-who-are-the-brits-who-use-linkedin>

aged 35-50, predominantly professionals) to promote our share offer and to attract potential affinity businesses.

We have allocated budget that includes pay per click advertising, with a geographic focus on new service delivery areas across our 'patch', and to promote the share offer to non-local investors

We don't currently have plans to develop YouTube content (costly and specialist skills required) but may in the future; we don't have a presence on X/Twitter, partly because of the toxic nature of the platform and because X is losing following to Bluesky, which we might consider in future years.

PR and advertising, press and print

We are developing a media list and building relationships, for example:

- Local print and digital newspapers - we have links with Baylis Media (owner of the Maidenhead Advertiser, Windsor Express, Henley Herald) which covered our launch event, and we have our second Eco Matters column (Maidenhead and Windsor) scheduled for mid-March; connections with Newsquest (Oxford Mail); and are reaching out to the Bucks Free Press (Marlow and beyond)
- Regional magazines - approaching features editors at Families Magazine, Windsor, Maidenhead & Ascot Magazine and Living magazine (Bucks & Berks, Oxfordshire)
- We have allocated a small budget for press advertising, which will be used specifically to promote launches into new geographic areas and to capitalise on increased interest in home energy efficiencies over the winter period 2025-26

Collaborations and partnerships

We're identifying and building relationships with local businesses, charity and community groups and have segmented these into potential affinity businesses for lead generation; and social benefit providers who will support our social justice agenda and overcome barriers faced by the most vulnerable in society. Examples include:

- Affinity businesses - Centre for Energy Equality, developers of the Fairer Warmth app which provides our CRM and drives customers to our service; ECMK, the accrediting body for EPCs, which promotes our service on their website and generated two enquiries in February 2025; Pike Smith and Kemp, Cookham office; Romans Estate Agents, Maidenhead; Heppelthwaite, who have already referred one client to SaveEnergy; Marlow Film Studios which is keen to include support of SaveEnergy as part of its CSR plan for the region
- Social benefit providers - Cookhams Footprint; Good Gym and Neighbourhood Watch; Draughtbusters Maidenhead who recently requested a free energy advice home visit for a vulnerable local resident. We are working with MaidEnergy who has agreed to share content with members
- Social benefit networks - we are engaging with WAM Get Involved, the CVS for Windsor and Maidenhead, to network and build social partnerships; we plan to extend this activity to CVS organisations in each of our geographic areas as we expand our service. We are also engaging with EcoAction Hub in RBWM to share content to their networks and develop relationships with other energy advice providers and will seek out similar hubs across the region in due course

Events

We will attend and host community and promotional events and include these in our campaign and content planner. For example, from November 2024-March 2025 we have undertaken the following events:

- Cookham Smart Energy Show - engaged 100+ people with energy advice
- SaveEnergy launch event - 40+ people understand our offer, 20 became members, 10 signed up for free energy advice; generated 10 pledges for our share offer
- RBWM Energy workshop - sharing best practice and developing opportunities to work with other providers of energy advice
- EcoAction Hub Energy Saving workshop - 15 local residents interested in reducing their energy bills and lowering their carbon footprint; gained 6 members including 2 pledges for our share offer
- Marlow Smart Energy Show - offering free energy advice to 200+ Marlow residents
- Community Champions Expo, Windsor - reach 30 community stakeholders
- WAM Get Involved networking event - reaching 150+ community groups and local residents

Word of mouth referrals

Local people, as members, volunteers and customers, are our most valuable champions. 62% of people who responded to our survey heard about us by 'word of mouth' and we anticipate member and customer referrals may contribute leads that deliver c.30% of our 'paid for' business, and referrals for up to 20% of our 'free or low cost' services in future, without the need to offer financial incentives for referrers. We do not plan to offer incentives because we are built on positive community values and our members support our business, however in future we may be able to offer community shares in our business as an incentive to extend our reach in particular markets.

We have included the development of collateral to encourage customers, members and shareholders to champion our service, as part of our campaign planning.

Campaigns, content and planning tools

We have identified and budgeted for a number of campaigns we need to promote to our audience during our first six months. Each campaign will be supported by a campaign planner, which will be revised and updated every three months. The campaign planner will include details of the campaign, key messages, content, channels and monitoring. In our first six-month campaign period we will focus on:

- Campaigns
 - Share offer launch - priority campaign for period March-May 2025, see share offer campaign planner for details
 - Service launch
 - Membership
 - Recruitment of trades person, volunteers and directors
- Content is being developed for each campaign. For example, planned content includes:
 - Community ownership - SEIS; societal benefits; testimonials "why I've invested"; local people in the lead; entrepreneurial
 - Service launch - seasonal content including 'cold weather, high bills, save money' (96% of survey respondents wanted to save money, and Ofgem recently announced further bill increases in April 2025); 'take action while the sun shines' draught busting message
 - Membership - be part of shaping SaveEnergy and shaping the future
 - Eco content - 82% of survey respondents were concerned about climate change
 - Promotional offers - board agreed to offer 30% discount for people who have previously signed up for services but not yet taken up (c.25 people)
 - Reviews - promoting our service through organic and managed testimonials
 - Case studies to demonstrate the difference our service makes, for customers and for our team
- An events schedule will run alongside each campaign and is currently being populated with input from the Lead Energy Advisor, who will deliver many of the community-focused engagement events.

Our priority is to market our share offer campaign, and the planner for this work is shown on the following page.

SaveEnergy Campaigns and content planner March-May 2025
Campaign 1 - Share offer 2025

Campaign message or activity	Channel	Content	collateral image	issue date	recipient	response	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
launch of instagram	Instagram	Company profile	thermal image																																						
launch of insta	FB and shared across friendly pages	follow us on insta	thermal image																																						
launch of insta	LinkedIn	follow us on instaffb	thermal image																																						
launch uebrite	Instagram, FB, linkedin	link to uebrite	uebrite page																																						
share offer coming soon	Mailchimp, email list	get ready!	n/a																																						
Share offer coming soon	print collateral	Share offer education piece, community benefit, SEIS	tbc																																						
Support our launch	direct call to potential	we need your support to launch our	n/a																																						
pledge campaign conversion	Mailchimp, pledge list	convert your pledge, invite to pledge drink party, follow up, RSVP	n/a																																						
Launching share offer 2 April	Article, Marlow Film Studios newsletter	Share offer education piece, community benefit, SEIS	community image																																						
Launching share offer 2 April	Community Energy England, newsletter	launch, uebrite, SEIS info	thermal image																																						
Share offer info	local magazines and newsletters (see plan)	Share offer education piece, community benefit, SEIS	community image,																																						
launching next week	Mailchimp, all lists	apply for info now, SEIS, likely to be over subscribed	tbc																																						
launching next week	all racial media	apply for info now, SEIS, likely to be over subscribed	tbc																																						
launching next week	all press outlets	apply for info now, SEIS, likely to be over subscribed	tbc																																						
Launching next week	EcoMatters article, Maidenhead Advertiser	Share offer education piece, community benefit, SEIS	community image	23.3.25, publication 28th																																					
launching next week	CEE newsletter	share offer launch, SEIS	community image	26.3.25																																					
Pledge, attend launch event	EcoAction volunteers email list	invite to pledge drink party for people who pledge now, SEIS, follow up and	tbc																																						
Pledge, attend launch event	MaidEnergy inverters email list	invite to pledge drink party for people who pledge now, SEIS, follow up and	tbc																																						
Pledge, attend launch event	Caekham Footprint email list	invite to pledge drink party for people who pledge now, SEIS, follow up and	tbc																																						
Pledge, attend launch event	Mailchimp, porranalired invite to SaveEnergy list	invite to pledge drink party for people who pledge now, SEIS, follow up and	tbc																																						
Pledge, attend launch event	Direct call to potential inverters	invite to pledge drink party for people who pledge now, SEIS, follow up and	tbc																																						
Attend event (pledge or launch)	local press representatives, photographer	new business, unique opportunity to cover thurstary	logo, uebrite																																						
promote information event	all email lists including Marlow Film Studios	Share offer education piece, community benefit, SEIS; developing call to contact or needed	tbc																																						
Invest	direct call	share offer event	share offer event																																						
Pledge drink event 24.3.25	in porran event, early evening	information, confirmation of pledge, transfer funds now; quartz speaker	event presentation, share data																																						
Launch event 25.3.25	in porran event, early evening	launch event with opportunity to pledge, receive information etc, quartz speaker	event presentation, share data																																						
Launch success, investment opportunity	all channels including press and racial	totaliser, don't miss out, SEIS	launch event photo	26.3.25																																					
information event	online event	Share offer education piece, community benefit, SEIS	event presentation, share data																																						
Information event	in porran event	Share offer education piece, community benefit, SEIS	event presentation, share data																																						
Community benefit	all racial media	SaveEnergy difference, warmer, lower bills	uebrite photo																																						
Carbon saving	all racial media	Domestic home carbon emisions	planet/climate change																																						
Carbon saving	press article	Domestic home carbon emisions	planet/climate change																																						
SaveEnergy investment	all racial media	Case study, investor	investor image																																						
CBS business success	LinkedIn	How CBS model drives success, Coop copy	business image																																						
CBS business success	inverters, CEE, Coop UK	How CBS model drives success, Coop copy	business image																																						
Share offer update	email to all lists	progress v target, don't miss out, SEIS	tbc																																						
Share offer update	press article	progress v target, don't miss out, SEIS	tbc																																						
SaveEnergy work	all racial media, press article	case study, customer	home image																																						
Retrafit journey	all racial media, EcoAction promotion	The journey, EPCs, PAS 2030/2035	tbc																																						
Last chance to invest	all channels including press and racial	Don't miss out, SEIS, last chance	tbc																																						
Claring offer event	in porran event	Thank you, bring your friends	tbc																																						
Share offer claring date																																									
share offer claring	email to all lists	claring update, possible extension	tbc																																						
share offer claring	press article	claring update, possible extension	tbc																																						
Thank you to supporters	email to supporters list	thank, next steps	tbc																																						

Customer journey

We are developing our customer journey process and have created a customer journey flowchart which can be found in our business plan. We will review and refine this process at least quarterly, with each customer interaction, report and feedback point contributing to our understanding of the customer experience. This review process will provide opportunities for us to improve our value to customers, increase commercial success and generate more public benefit. Our approach to the customer journey includes consideration of:

- accessibility - optimising our content to ensure most people can engage
- digital by choice, offering analogue (print, telephone, post) options for those who need it
- content planning based on measurable impact on sales
- template emails and other collateral
- customers sign up process, GDPR and data gathering
- appointment scheduling, booking, cancellations
- template free advice and resources
- our terms and conditions
- payment methods, processes and financial reconciliations
- Membership opportunity
- upselling and affinity marketing
- customer FAQs
- community benefit, membership and share offer ownership information
- opportunities for referrals
- social benefit and impact monitoring, and reporting to customers
- feedback, longer-term impact assessment and shared learning

Monitoring and impact

We are already monitoring the outputs of our pilot service provision and have processes in place to identify and recognise outcomes for customers, which will develop over time. We are working to articulate our wider social value and longer-term community impact and will incorporate this into our monitoring and reporting. Learning and development from our reporting, and the data that drives our business processes, will be shared with our board quarterly. Data that we are monitoring includes:

Outputs

- Number of enquiries and referrals (phone / email / online / face-to-face)
- Number of leads generated (quotes, sales calls) and source
- Number of sales, type, value
- Number of 'needful' customers supported
- Revenue generated
- Free service offer value
- Content, including online and email, reach; follows, clicks

Outcomes

- Number of customers taking at least one action after our intervention
- Number of customers taking a practical measure after our intervention
- Reduced energy consumption - measured through reviewing household utility bills, with permission

- Wellbeing - customers report enjoying a warmer home; health improvements; less financial stress; less climate anxiety through taking action
- Impact and social value - proportion of homes improved, number of households lifted out of fuel poverty, carbon saved

Brand and tone

We have created visual brand identify guidelines, including use of logos and icons, colour palette, graphics and fonts and will share these with suppliers and partners

We have spent some time exploring an appropriate tone and level of language, given that we operate in an industry full of acronyms and abbreviations that many people find confusing. We want to help people start their retrofit journey with us, sharing our knowledge generously, enabling people to take action and learn with us - one of our aims is to grow the green skills workforce and that starts with our community.



Our tone of voice word cloud above highlights the tone and style we should be adopting to give our community, our customers, staff and volunteers confidence in SaveEnergy.

Marketing plan delivery

Our General Manager, Kit Evans, will be responsible for management and delivery of the marketing plan, working with colleagues and consultants as necessary to develop and deliver the campaigns. We have allowed a marketing budget that is sufficient to fund planning, design and production of relevant content and collateral, and on and offline advertising where appropriate. Capacity to deliver our marketing communications activities will be challenging and the business will need to consider the management of this over the coming months.

Measuring the success of marketing activities through effective monitoring and evaluation processes will be overseen by the Board and delivered by Kit Evans and the energy advice and assessor teams.

Paul Conacher, non-executive director of SaveEnergy, has board responsibility for oversight of the marketing plan and offers expert advice.

Annex 2 - Risk Register for SaveEnergy CBS Ltd

The development of a new community-owned retrofit service entails significant risk, which the Directors have reviewed and considered how to mitigate. The high-level risk register, with identified controls, is set out below: it is to be expected that other risks will emerge and need to be identified and appropriately managed as the service develops.

Risk	L	I	RAG	Controls	L	I	RAG
General Manager leaves the organisation	Low	High		Full documentation of strategy and operations to ensure replacement General Manager can step in with minimal disruption	Low	Med	
Staff turnover or sickness	High	Med		Good personnel practice, financial resilience to accommodate staff vacancies	Med	Low	
Has the proposed approach to energy advice, surveying and retrofit been successfully delivered elsewhere	Med	High		Use best practice and learning from other organisations delivering similar projects to ensure success	Low	Med	
Partners unable/unwilling to collaborate with SaveEnergy	Low	Med		Stakeholder engagement and communication strategy established and effective	Low	Low	
SaveEnergy is unable to recruit suitable volunteers and staff	Med	High		A professional identity, proper recruitment processes, clear JDs and remuneration	Low	Med	
SaveEnergy is unable to attract paying customers	Med	High		A professional marketing campaign, starting with energy advice and moving customers up the pipeline towards retrofit	Low	Med	
SaveEnergy cannot pay its staff	High	High		A careful approach to expenditure and financial controls, grant fundraising to cover interim costs and a community share offer to meet medium term costs	Low	Med	

Risk	L	I	RAG	Controls	L	I	RAG
Volunteers and staff do not have the skills or expertise to deliver their roles	Med	High		Full and comprehensive training for all volunteers and staff paid for and provided	Low	Med	
Volunteer or staff member causes harm to vulnerable client	Med	High		Values based approach, DBS checks, clear induction, complaints process, insurance cover	Low	Med	
Claims made against SaveEnergy for work done / advice given	Med	Med		Full & comprehensive training, insurance cover	Low	Low	
Excessive demand overwhelms capacity to deliver	Med	Med		Waiting list and prioritisation, increased capacity, link with partners	Low	Low	
The business plan assumptions are unachievable/inaccurate	Low	High		Ongoing oversight, monitoring and reporting by the board to ensure the organisation remains on track or adjusts its approach	Low	Med	
SaveEnergy is unable to afford capital expenditure	Med	High		Combination of grant fundraising and community share issues to ensure the society has access to sufficient capital to be able to deliver its objectives	Low	Med	
SaveEnergy cannot secure sufficient share capital to finance working capital needs	Med	High		Secure SEIS Advanced Assurance, promote widely	Low	Med	
Unable to generate sufficient profit for capital repayment or interest to members	Med	Med		Manage finances and business closely, use of SEIS to support members' investment	Low	Low	
Conflict of interest between related parties	low	med		HR and governance policies in place Related parties recused where necessary Decisions recorded	low	low	

Annex 3 – SaveEnergy Operating Budget 2024-2027

SaveEnergy Salary Costs Plan 2024-25 To 2026-27

Role	FTE Salary	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
2024-25														
General Manager (0.8 FTE)	46,660	2,916	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888	45,688
Marketing & Admin Mngr (0.6 FTE)	35,000	0	0	0	2,188	2,188	2,188	0	0	0	0	0	0	6,563
Thermal Surveyor & Retrofit Assessor (0.6 FTE)	45,000	0	0	0	0	0	0	0	0	0	2,813	2,813	2,813	8,438
Energy Advisor (0.6 FTE)	33,150	0	0	0	0	0	0	2,072	2,072	2,072	2,072	2,072	2,072	12,431
TOTAL SALARY		2,916	3,888	3,888	6,076	6,076	6,076	5,960	5,960	5,960	8,773	8,773	8,773	73,119
2025-26 (assumes 5% uplift of 2024/25 salaries)														
General Manager (0.8 FTE)	48,990	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	48,990
Customer Engagement Manager (0.6 FTE)	35,000	0	0	0	0	2,188	2,188	2,188	2,188	2,188	2,188	2,188	2,188	17,500
Thermal Surveyor & Retrofit Assessor (0.6 FTE)	47,250	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953	2,953	35,438
Energy Advisor (0.6 FTE)	34,800	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	2,175	26,100
TOTAL SALARY		9,211	9,211	9,211	9,211	11,398	11,398	11,398	11,398	11,398	11,398	11,398	11,398	128,028
2026-27 (assumes 3% uplift of 2024/25 salaries)														
General Manager (0.8 FTE)	50,460	4,205	4,205	4,205	4,205	4,205	4,205	4,205	4,205	4,205	4,205	4,205	4,205	50,460
Customer Engagement Manager (0.6 FTE)	36,000	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	27,000
Thermal Surveyor & Retrofit Assessor (0.6 FTE *2)	48,668	3,042	3,042	3,042	3,042	3,042	3,042	6,084	6,084	6,084	6,084	6,084	6,084	54,752
Energy Advisor (1 or 2 FTE)	34,495	3,593	3,593	3,593	3,593	3,593	3,593	7,186	7,186	7,186	7,186	7,186	7,186	64,678
TOTAL SALARY		13,090	13,090	13,090	13,090	13,090	13,090	19,725	19,725	19,725	19,725	19,725	19,725	196,890

Notes on salary costs

Salary figures above include 25% allowance for staff-related on-costs, made up of Employer NIC 15%, Employer pension contribution 6%, staff expenses 4%

The £5,000 threshold for paying National Insurance provides an additional £750 allowance per employee for staff expenses

The Employment Allowance on Employer's NIC provides an annual rebate on costs of up to £10,500, which provides an additional budget for staff related costs

Operating Budget for 2024-2025

SAVEENERGY PLAN 2024-25

ACTIVITIES	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
DEA Surveys (EPC) Delivered	0	0	0	0	0	0	0	0	6	12	18	18	54
Thermal & DEA Surveys & Report Delivered	0	0	0	0	0	0	0	0	6	8.4	12	6	32
Full Retrofit Assessments Delivered	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME	2024						2025						
<i>Surveys & Assessments</i>													
DEA Survey (EPC) Income	0	0	0	0	0	0	0	0	450	900	1,350	1,350	4,050
Thermal & DEA Surveys & Report Income	0	0	0	0	0	0	0	0	1,602	2,243	3,204	1,602	8,651
Full Retrofit Assessments Income	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Advice & Consultancy</i>													
Commission on introductions	0	0	0	0	0	0	0	0	250	250	500	500	1,500
Corelogic PAS 2035 Project management	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Small jobs for consumers</i>													
Retrofit & small job Svcs	0	0	0	0	0	0	0	0	875	1,750	1,625	1,750	6,000
<i>Grant Fundraising & Share Income</i>													
SaveEnergy General Grant Funding	0	19,946	15,000		0	15,000	0	0	0	10,000	0	0	59,946
Donations & interest	0	0	0	96	0	0	0	5	5	2,005	2,005	2,005	6,121
Decarbonisation Lead Funding	0	0	0	5,000	0	0	0	0	0	0	0	0	5,000
TOTAL INCOME	0	19,946	15,000	5,096	0	15,000	0	5	3,182	17,148	8,684	7,207	91,268
COSTS OF SALE													
<i>Advice & Consultancy</i>													
Specialist Consultancy Fees	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Retrofit for consumers</i>													0
Materials & Contractor costs	0	0	0	0	0	0	0	0	656	1,313	1,219	1,313	4,501
TOTAL COST OF SALE	0	0	0	0	0	0	0	0	656	1,313	1,219	1,313	4,501
GROSS PROFIT	0	19,946	15,000	5,096	0	15,000	0	5	2,526	15,835	7,465	5,894	86,767
OVERHEADS													
Survey equipment	0	0	0	0	0	0	1,000	0	0	0	0	0	1,000
Recruitment costs	0	90	271	29	39	141	0	0	0	0	0	0	570
Surveyor & Energy Advisor training	0	1,188	0	0	150	0	0	0	0	0	0	0	1,338
Wages	1,553	2,141	3,512	5,993	4,812	4,926	5,960	5,960	5,960	8,773	8,773	8,773	67,136
Travel & subsistence	0	0	0	0	0	0	100	125	115	120	75	75	610
Professional fees	0	0	1,048	3,300	0	1,980	0	0	0	10,000	0	0	16,328
Marketing expenditure	0	0	0	0	71	398	750	1,000	1,500	0	0	0	3,719
Insurance	0	0	272	0	0	0	0	0	0	0	0	0	272
Misc expenses	35	63	35	1,415	1,881	320	75	75	75	75	75	75	4,199
TOTAL OVERHEADS	1,588	3,482	5,138	10,737	6,953	7,765	7,885	7,160	7,650	18,968	8,923	8,923	95,172
NET PROFIT BEFORE Int & Dpn	-1,588	16,464	9,862	-5,641	-6,953	7,235	-7,885	-7,155	-5,124	-3,133	-1,458	-3,029	-8,405

SAVEENERGY PLAN 2024-25

ACTIVITIES	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
DEPRECIATION	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL NET PROFIT AFTER Int & Dnp	-1,588	16,464	9,862	-5,641	-6,953	7,235	-7,885	-7,155	-5,124	-3,133	-1,458	-3,029	-8,405
Cumulative	-1,588	14,876	24,738	19,097	12,144	19,379	11,494	4,339	-786	-3,919	-5,376	-8,405	
<i>STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)</i>													
Fixed assets	0	0	0	0	0	0	0	0	0	0	0	0	0
Current assets													
Cash	8,704	27,168	35,030	34,531	25,337	18,374	10,746	14,650	9,525	76,392	84,935	81,906	
Other assets / liabilities	4					15,000	15,000			10,000			
Net current assets	8,708	27,168	35,030	34,531	25,337	33,374	25,746	14,650	9,525	86,392	84,935	81,906	
Liabilities				5,141	2,900	3,695	1,598						
Net assets	8,708	27,168	35,030	29,390	22,437	29,679	24,148	14,650	9,525	86,392	84,935	81,906	
Funded by													
Share capital	4	4	4	4	4	11	23	23	23	80,023	80,023	80,023	
General reserve	8,704	27,164	35,026	29,386	22,433	29,668	24,125	14,627	9,502	6,369	4,912	1,883	
<i>CASHFLOW STATEMENT</i>													
Net income	-1,588	16,464	9,862	-5,641	-6,953	7,235	-7,885	-7,155	-5,124	-3,133	-1,458	-3,029	-8,405
Adjustments to net income	0	2,000	-2,000	5,142	-2,241	-14,205	236	11,068		-10,000	10,000		0
Net cash provided through operations	-1,588	18,464	7,862	-499	-9,194	-6,970	-7,649	3,913	-5,124	-13,133	8,542	-3,029	-8,405
FINANCED BY:													
Equity subscribed						7	12			80,000			80,019
Net cash provided by financing	0	0	0	0	0	7	12	0	0	80,000	0	0	80,019
Net cash increase for period	-1,588	18,464	7,862	-499	-9,194	-6,963	-7,637	3,913	-5,124	66,867	8,542	-3,029	71,614
Bank balance b/fwd	10,292	8,704	27,168	35,030	34,531	25,337	18,374	10,737	14,650	9,525	76,392	84,935	
Bank balance c/fwd	8,704	27,168	35,030	34,531	25,337	18,374	10,737	14,650	9,525	76,392	84,935	81,906	

Operating Budget for 2025-2026

SAVEENERGY PLANSAVEENERGY PLAN 2025-26

ACTIVITIES	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
DEA Surveys (EPC) Delivered	12	12	18	24	24	24	12	12	24	30	30	30	252
Thermal & DEA Surveys & Report Delivered	0	0	6	18	30	48	60	60	48	30	18	12	330
Full Retrofit Assessments Delivered	0	0	0	2	3	5	7	12	12	12	10	5	68
INCOME	2025						2026						
Surveys & Assessments													
DEA Survey (EPC) Income	900	900	1,350	1,800	1,800	1,800	900	900	1,800	2,250	2,250	2,250	18,900
Thermal & DEA Surveys & Report Income	0	0	1,602	4,806	8,010	12,816	16,020	16,020	12,816	8,010	4,806	3,204	88,110
Full Retrofit Assessments Income	0	0	0	750	1,125	1,875	2,625	4,500	4,500	4,500	3,750	1,875	25,500
Advice & Consultancy													
Commission on introductions	200	100	100	200	250	500	500	500	500	250	250	250	3,600
Corelogic PAS 2035 Project management	0	0	0	0	500	0	500	0	500	0	500	0	2,000
Small jobs for consumers													
Retrofit & small job Svcs	288	288	288	460	575	863	1,150	1,150	1,150	1,150	1,725	1,150	10,237
Grant Fundraising & Share Income													
SaveEnergy General Grant Funding	0	0	10,000	0	0	0	0	10,000	0	0	0	0	20,000
Donations	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Decarbonisation Lead Funding	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	1,488	1,388	13,440	8,116	12,360	17,954	21,795	33,170	21,366	16,260	13,381	8,829	169,547
COSTS OF SALE													
Advice & Consultancy													
Specialist Consultancy Fees	0	0	0	0	400	0	400	0	400	0	400	0	1,600
Retrofit for consumers													
Materials & Contractor costs	216	216	216	345	431	647	863	863	863	863	1,294	863	7,680
TOTAL COST OF SALE	216	216	216	345	831	647	1,263	863	1,263	863	1,694	863	9,280
GROSS PROFIT	1,272	1,172	13,224	7,771	11,529	17,307	20,532	32,307	20,103	15,397	11,687	7,966	160,267
OVERHEADS													
Survey equipment	0	0	0	1,000	0	0	1,000	0	0	1,000	0	0	3,000
Recruitment costs	0	250	0	0	0	250	0	0	0	0	0	0	500
Surveyor & Energy Advisor training	0	500	0	0	500	0	0	0	500	0	0	0	1,500
Wages	9,211	9,211	9,211	9,211	11,398	11,398	11,398	11,398	11,398	11,398	11,398	11,398	128,028
Travel & subsistence	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Professional fees	0	0	2,500	0	0	2,000	0	0	2,500	0	0	0	7,000
Marketing expenditure	0	0	500	500	750	1,000	1,000	1,000	1,500	500	500	0	7,250
Insurance	0	0	272	0	0	0	0	0	0	0	0	0	272
Misc expenses	75	75	75	75	75	75	75	75	75	75	75	75	900
TOTAL OVERHEADS	9,536	10,286	12,807	11,036	12,973	14,973	13,723	12,723	16,223	13,223	12,223	11,723	151,449
NET PROFIT BEFORE Int & Dpn	-8,264	-9,114	417	-3,265	-1,444	2,334	6,809	19,584	3,880	2,174	-536	-3,757	8,818

SAVEENERGY PLANSAVEENERGY PLAN 2025-26

ACTIVITIES	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
DEPRECIATION	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL NET PROFIT AFTER Int & Dnp	-8,264	-9,114	417	-3,265	-1,444	2,334	6,809	19,584	3,880	2,174	-536	-3,757	8,818
Cumulative	-16,669	-25,782	-25,365	-28,630	-30,074	-27,740	-20,931	-1,348	2,532	4,706	4,170	413	
<i>STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)</i>													
Fixed assets	0	0											
Current assets													
Cash	73,642	64,529	64,946	61,681	60,237	62,571	69,380	88,963	92,843	95,017	94,481	90,724	
Other assets / liabilities													
Net current assets	73,642	64,529	64,946	61,681	60,237	62,571	69,380	88,963	92,843	95,017	94,481	90,724	
Liabilities													
Net assets	73,642	64,529	64,946	61,681	60,237	62,571	69,380	88,963	92,843	95,017	94,481	90,724	
Funded by													
Share capital	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	
General reserve	-6,381	-15,494	-15,077	-18,342	-19,786	-17,452	-10,643	8,940	12,820	14,994	14,458	10,701	
<i>CASHFLOW STATEMENT</i>													
Net income	-8,264	-9,114	417	-3,265	-1,444	2,334	6,809	19,584	3,880	2,174	-536	-3,757	8,818
Adjustments to net income													0
Net cash provided through operations	-8,264	-9,114	417	-3,265	-1,444	2,334	6,809	19,584	3,880	2,174	-536	-3,757	8,818
FINANCED BY:													
Equity subscribed													0
Net cash provided by financing	0	0	0	0	0	0	0	0	0	0	0	0	0
Net cash increase for period	-8,264	-9,114	417	-3,265	-1,444	2,334	6,809	19,584	3,880	2,174	-536	-3,757	8,818
Bank balance b/fwd	81,906	73,642	64,529	64,946	61,681	60,237	62,571	69,380	88,963	92,843	95,017	94,481	
Bank balance c/fwd	73,642	64,529	64,946	61,681	60,237	62,571	69,380	88,963	92,843	95,017	94,481	90,724	

Operating Budget for 2026-2027

SAVEENERGY PLAN 2026-27

ACTIVITIES	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2026-27
DEA Surveys (EPC) Delivered	18	12	24	36	36	30	18	18	42	54	60	60	408
Thermal & DEA Surveys & Report Delivered	0	0	12	18	42	54	102	108	90	54	42	18	540
Full Retrofit Assessments Delivered	0	0	0	6	6	10	12	18	18	18	12	8	108
INCOME	2026						2027						TOTAL
<i>Surveys & Assessments</i>													
DEA Survey (EPC) Income	1,350	900	1,800	2,700	2,700	2,250	1,350	1,350	3,150	4,050	4,500	4,500	30,600
Thermal & DEA Surveys & Report Income	0	0	3,204	4,806	11,214	14,418	27,234	28,836	24,030	14,418	11,214	4,806	144,180
Full Retrofit Assessments Income	0	0	0	2,250	2,250	3,750	4,500	6,750	6,750	6,750	4,500	3,000	40,500
<i>Advice & Consultancy</i>													
Commission on introductions	200	100	100	200	250	500	500	500	500	250	250	250	3,600
Corelogic PAS 2035 Project management	0	0	0	0	500	0	500	0	500	0	500	0	2,000
<i>Small jobs for consumers</i>													
Retrofit & small job Svcs	460	460	460	690	863	1,150	1,438	1,438	1,438	1,438	2,013	1,438	13,286
<i>Grant Fundraising & Share Income</i>													
SaveEnergy General Grant Funding	0	0	10,000	0	0	0	0	10,000	0	0	0	0	20,000
Donations	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Decarbonisation Lead Funding	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	2,110	1,560	15,664	10,746	17,877	22,168	35,622	48,974	36,468	27,006	23,077	14,094	255,366
COSTS OF SALE													
<i>Advice & Consultancy</i>													
Specialist Consultancy Fees	0	0	0	0	400	0	400	0	400	0	400	0	1,600
<i>Retrofit for consumers</i>													
Materials & Contractor costs	345	345	345	518	647	863	1,079	1,079	1,079	1,079	1,510	1,079	9,968
TOTAL COST OF SALE	345	345	345	518	1,047	863	1,479	1,079	1,479	1,079	1,910	1,079	11,568
GROSS PROFIT	1,765	1,215	15,319	10,228	16,830	21,305	34,143	47,895	34,989	25,927	21,167	13,015	243,798
OVERHEADS													
Survey equipment	0	0	0	0	0	0	1,000	0	0	0	0	0	1,000
Recruitment costs	0	250	0	0	0	0	0	0	0	0	0	0	250
Surveyor & Energy Advisor training	0	500	0	0	500	0	0	0	500	0	0	0	1,500
Wages	13,090	13,090	13,090	13,090	13,090	13,090	19,725	19,725	19,725	19,725	19,725	19,725	196,890
Travel & subsistence	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Professional fees	0	0	2,500	0	0	2,000	0	0	2,500	0	0	0	7,000
Marketing expenditure	0	0	500	500	750	1,000	1,000	1,000	1,500	500	500	0	7,250
Insurance	0	0	272	0	0	0	0	0	0	0	0	0	272
Misc expenses	75	75	75	75	75	75	75	75	75	75	75	75	900
TOTAL OVERHEADS	13,565	14,315	16,837	14,065	14,815	16,565	22,200	21,200	24,700	20,700	20,700	20,200	219,861
NET PROFIT BEFORE Int & Dpn	-11,800	-13,100	-1,518	-3,837	2,015	4,740	11,943	26,695	10,289	5,227	467	-7,185	23,937

SAVEENERGY PLAN 2026-27

ACTIVITIES	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2026-27
DEPRECIATION	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL NET PROFIT AFTER Int & Dnp	-11,800	-13,100	-1,518	-3,837	2,015	4,740	11,943	26,695	10,289	5,227	467	-7,185	23,937
Cumulative	-11,387	-24,487	-26,005	-29,842	-27,827	-23,087	-11,144	15,551	25,841	31,068	31,535	24,350	
<i>STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)</i>													
Fixed assets	0	0											
Current assets													
Cash	78,924	65,824	64,306	60,469	62,484	67,224	79,167	105,862	116,152	121,379	121,846	114,661	
Other assets / liabilities													
Net current assets	78,924	65,824	64,306	60,469	62,484	67,224	79,167	105,862	116,152	121,379	121,846	114,661	
Liabilities													
Net assets	78,924	65,824	64,306	60,469	62,484	67,224	79,167	105,862	116,152	121,379	121,846	114,661	
Funded by													
Share capital	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023	80,023
General reserve	-1,099	-14,199	-15,717	-19,554	-17,539	-12,799	-856	25,839	36,129	41,356	41,823	34,638	
<i>CASHFLOW STATEMENT</i>													
Net income	-11,800	-13,100	-1,518	-3,837	2,015	4,740	11,943	26,695	10,289	5,227	467	-7,185	23,937
Adjustments to net income													0
Net cash provided through operations	-11,800	-13,100	-1,518	-3,837	2,015	4,740	11,943	26,695	10,289	5,227	467	-7,185	23,937
FINANCED BY:													
Equity subscribed													0
Net cash provided by financing	0	0	0	0	0	0	0	0	0	0	0	0	0
Net cash increase for period	-11,800	-13,100	-1,518	-3,837	2,015	4,740	11,943	26,695	10,289	5,227	467	-7,185	23,937
Bank balance b/fwd	90,724	78,924	65,824	64,306	60,469	62,484	67,224	79,167	105,862	116,152	121,379	121,846	
Bank balance o'fwd	78,924	65,824	64,306	60,469	62,484	67,224	79,167	105,862	116,152	121,379	121,846	114,661	