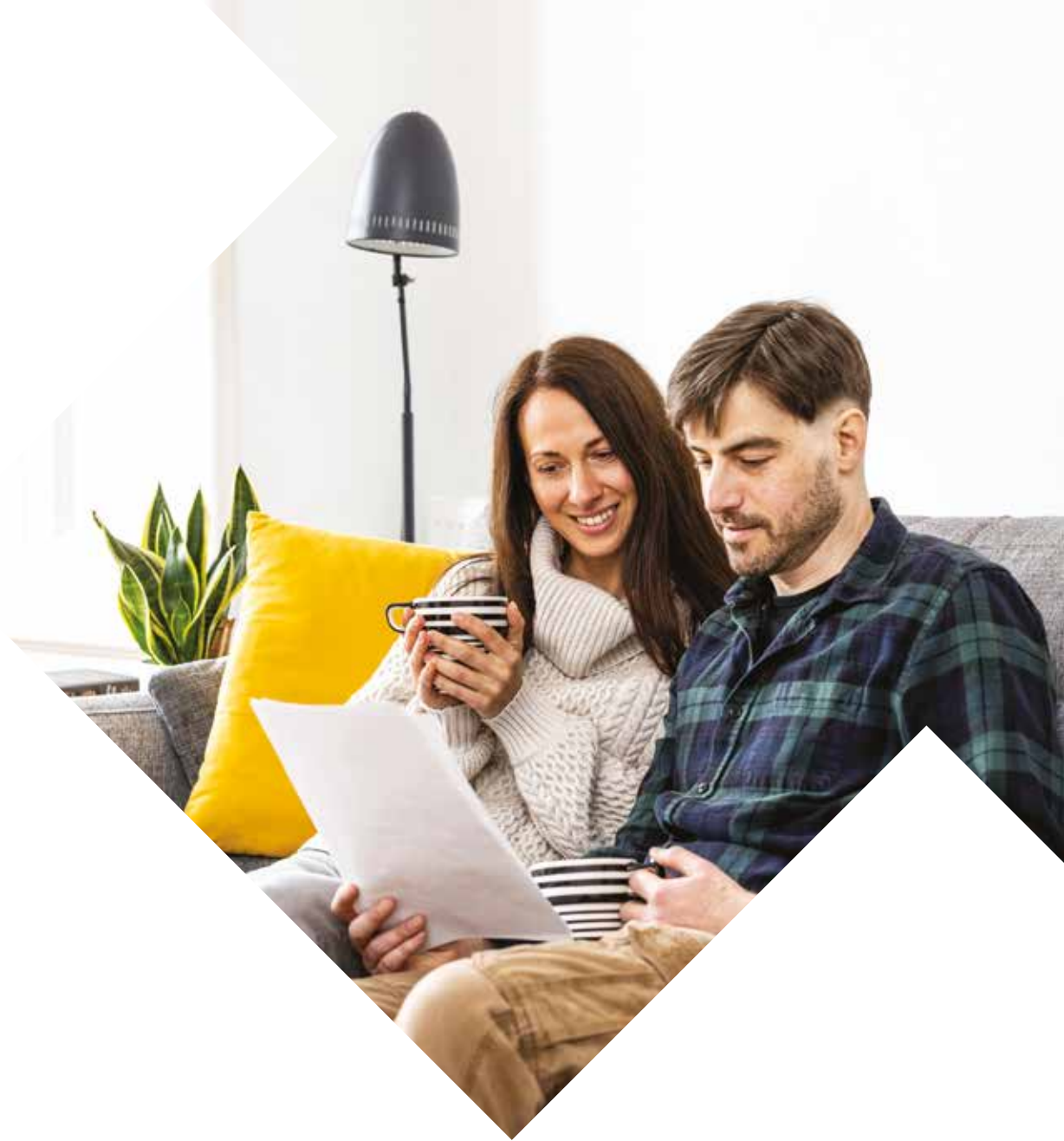


# STRATEGY 2022-25

Decarbonising Homes in Scotland



**CHANGEWORKS.**

# **OUR VISION**

**A world where everyone is able to live, work  
and enjoy life with a low-carbon impact.**

# WELCOME

## Our Strategy sets a bold and ambitious direction for Changeworks.

Over the next three years we will significantly expand our activities to address the threat of the climate emergency in Scotland.

We have a strong Board that guides the strategic direction of the organisation to achieve our overall mission. The Board working with staff has collaboratively developed this strategy to propel Changeworks forward.

We are focusing our activity on areas of our mission where we can have the greatest impact. This will enable us to work with increasing numbers of households to support and enable them to decarbonise their homes. We need to grow to increase our impact and meet Scotland's climate commitments.

Our new strategy gives us one, clear purpose: to decarbonise Scotland's homes.

We have a strong track record of installing energy efficiency measures in homes at risk of fuel poverty supported by Scottish Government grants, and plan to expand this activity and work increasingly with individual homeowners.

Changeworks will grow by scaling, developing, and innovating new services, and innovating for the future with the objective of maximising the carbon savings achieved through the decarbonisation of homes in Scotland.

Through sharing our expertise and knowledge we will enable and accelerate the activities of others to decarbonise Scotland's homes.

We hope you are as inspired by our ambitious new strategy as we are. We can't deliver it alone, so come alongside us on this journey to deliver low-carbon, more affordable, warmer homes.



**Josiah Lockhart**  
Chief Executive

A handwritten signature in black ink, appearing to be 'JL' followed by a long horizontal stroke.



**Del Redvers**  
Chair of the Board

A handwritten signature in black ink, appearing to be 'DR' followed by a long horizontal stroke.



# THE CLIMATE EMERGENCY

The climate emergency is the biggest threat facing humanity. Internationally, nations are legally committed to the goal of limiting the increase in global warming to 1.5C. To achieve this, the Scottish Government has set a legally binding target for net zero emissions of all greenhouse gases by 2045 and an 80% reduction in emissions by 2030.

Greenhouse gas emissions from our homes account for 13% of the total emissions in Scotland. The target set by the Scottish Government is to reduce emissions by 75% by 2030. This will require one million homes in Scotland to convert to low carbon heating systems by 2030 and the energy efficiency of these and many more homes to be improved.

The cost-of-living crisis, and in particular high energy costs, will result in rising levels of fuel poverty and will drive interest in decarbonisation and energy efficiency. Radical action will be required to hit the Scottish Government target of only 15% of households in Scotland living in fuel poverty by 2030.

There remains much to do with most homes in Scotland needing to be upgraded to improve their energy efficiency and to decarbonise their heating. Local and Scottish Government strategies, plans and funding only take us so far.

## That's where Changeworks comes in...

**We are a leader in this space with significant delivery and research experience in bringing innovations to market and scaling activity to engage and support people to decarbonise.**





# Changeworks has been leading the way in delivering high impact solutions for low-carbon living for over 35 years.

**We work for a positive low-carbon reality for everyone, ensuring a just transition for all towards a green economy and society. This will require a sustainable low-carbon society that seeks to reduce the scourge of fuel poverty. Tackling inequalities is core to this mission, as is addressing high levels of emissions among the most well off.**

While we believe that individual actions to reduce emissions do make a difference, this action must be dramatically and radically scaled up to avert disaster in the time we have left.

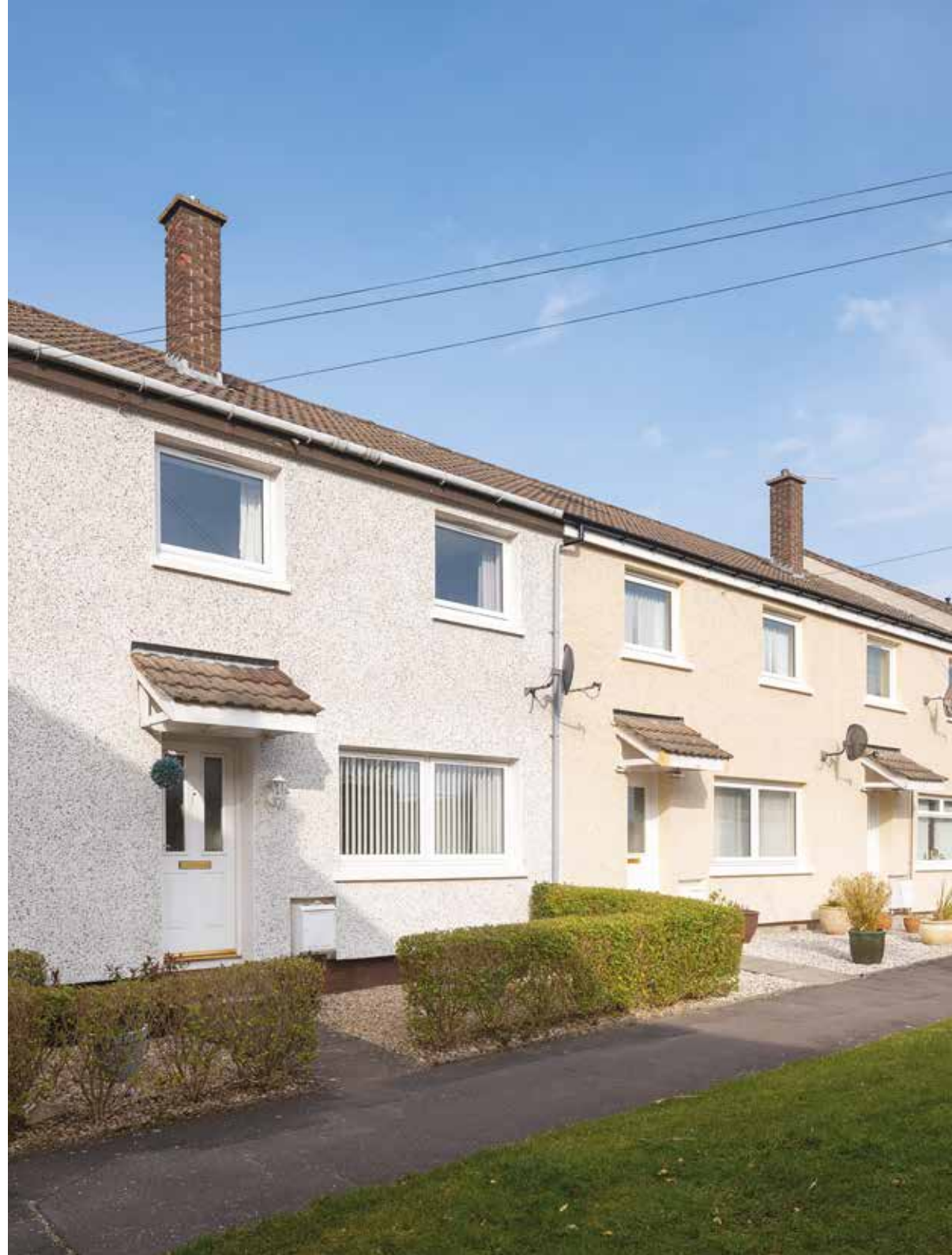
Our commitment to a just transition ensures that we are developing and delivering solutions to benefit all sectors of society, including a focus on those who are suffering from fuel poverty.

Changeworks is uniquely placed to drive the decarbonisation of homes in Scotland. As a charity we sit between the public and private sectors, able to build trust, act flexibly, and work collaboratively and independently to drive forward the decarbonisation of homes in Scotland. We are not constrained by the need to make short-term profit and a return to shareholders, and we are free from the statutory compliance and wider public service delivery priorities that can restrict the public sector.



## **We have a strong track record of:**

- **working in partnership with others**
- **building trust and engagement with communities to inspire action**
- **researching and piloting new services**
- **scaling delivery to reach more people**
- **openly sharing our knowledge and expertise**
- **technical and practical experience in the development and delivery of home decarbonisation**



# **OUR VALUES**

**Collaboration**

**Empowerment**

**Innovation**

**Integrity**

**Passion**



# OUR AMBITION

**Our ambition is to drive the decarbonisation of homes in Scotland, delivering improved energy efficiency and the installation of renewable and low-carbon heating.**

This work will offset higher energy costs and create warmer, drier, and easier to heat homes. By focusing on decarbonising homes, we are maximising our contribution to tackling the climate emergency.

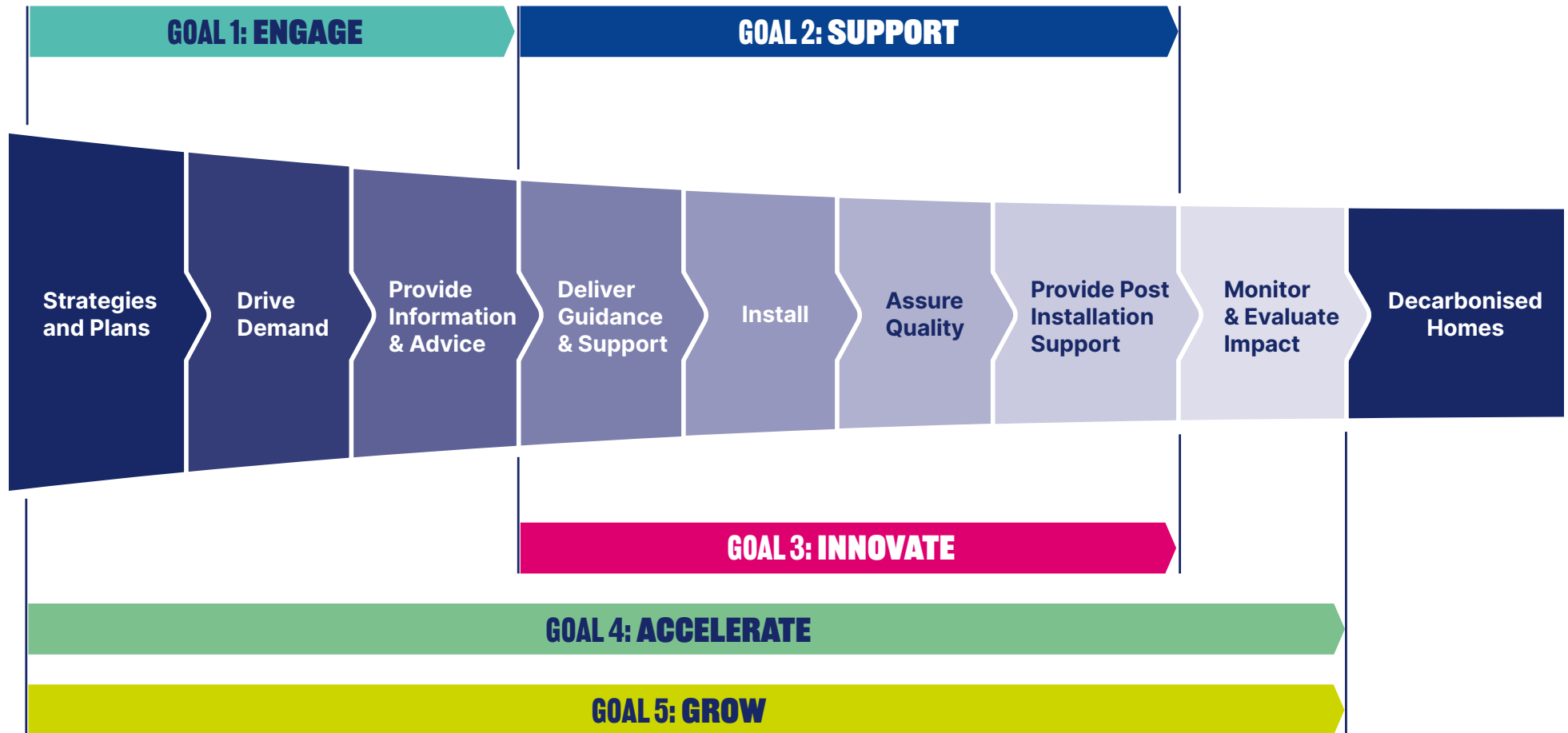
We will increase our impact from a strong base by expanding our delivery through growing existing services, and developing additional services to reach new markets and accelerate decarbonisation.

We have ambitious plans to increase the number of householders and organisations we support on the journey to decarbonise. Delivering these plans will:

- Support 28,000 homes to install energy efficiency measures and renewables in their homes over the life of this strategy. That will put us on the path to over 179,000 homes supported by 2030.
- Provide advice to 226,000 householders by 2025, rising to over one million pieces of advice provided by 2030, allowing us to reach a much wider range of people than just those able to install energy efficiency or renewable measures.
- Provide in-depth support to 10,000 households in fuel poverty over the life of this strategy.



# THE HOME DECARBONISATION JOURNEY



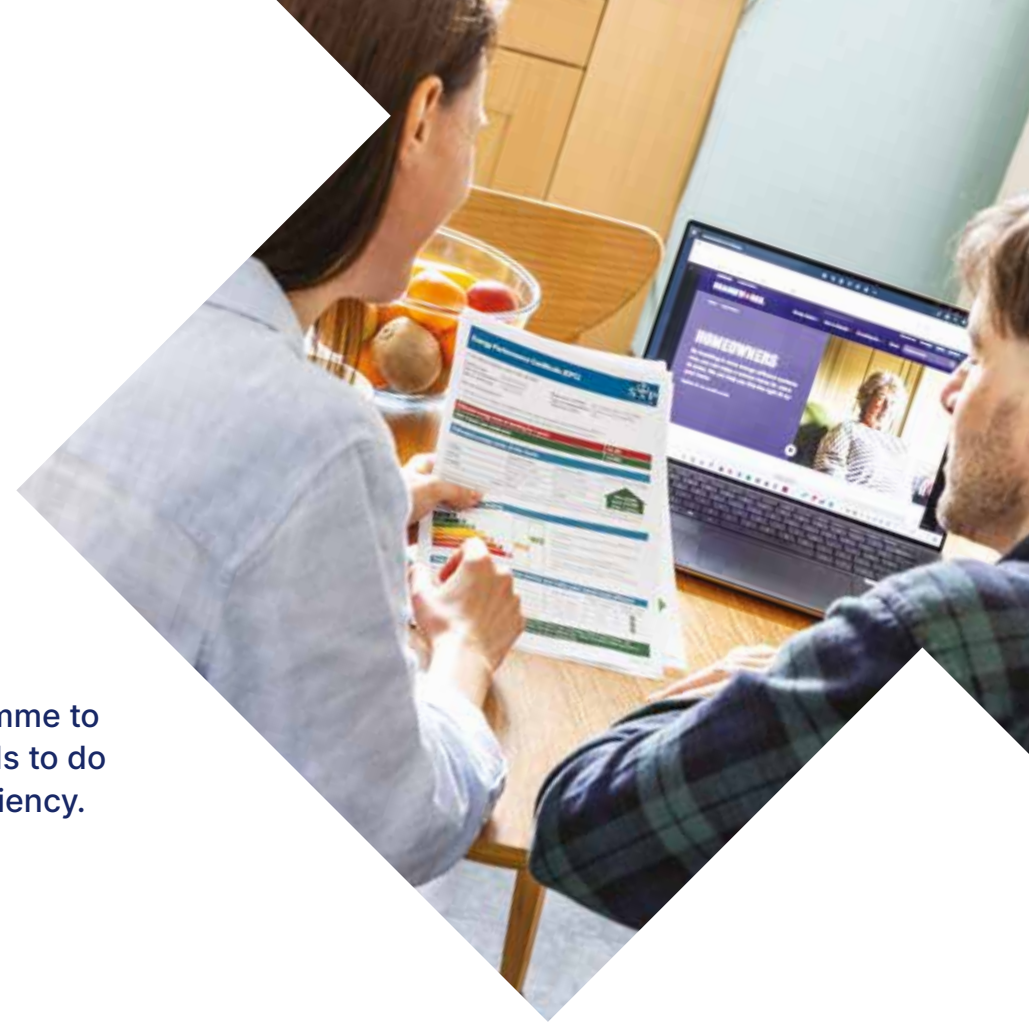
Both our existing and new services will deliver the Home Decarbonisation Journey. Our goals are focused on developing the overall journey, increasing the scale of delivery and enabling more households to benefit from our support.

## GOAL 1

# ENGAGE

## Identify and engage households across Scotland to take action to decarbonise their homes

Core to our ambition of decarbonising homes is an ambitious programme to identify and target suitable households and support those households to do everything they can to take their home on the journey to energy efficiency.



## WE WILL:

- ➔ significantly increase the number of householders we work with across Scotland by reaching out via a range of enhanced digital channels, and by working directly with local communities.
- ➔ work with those householders to make changes to their home, their behaviours, and how they use their current heating systems, ensuring householders have access to expert information and advice.
- ➔ work with those householders who need immediate help managing their energy bills, and providing services to enable those householders to stay warm in the future and play their part in reducing carbon emissions.
- ➔ provide expert support to an increasing number of social landlords to develop detailed programmes to meet the high standards they must meet to reduce the incidence of fuel poverty and decarbonise heating for their tenants.
- ➔ work with a growing number of local authorities across Scotland to help them develop strategies to improve energy efficiency and reduce the carbon emissions of all homes in their community.

## GOAL 2

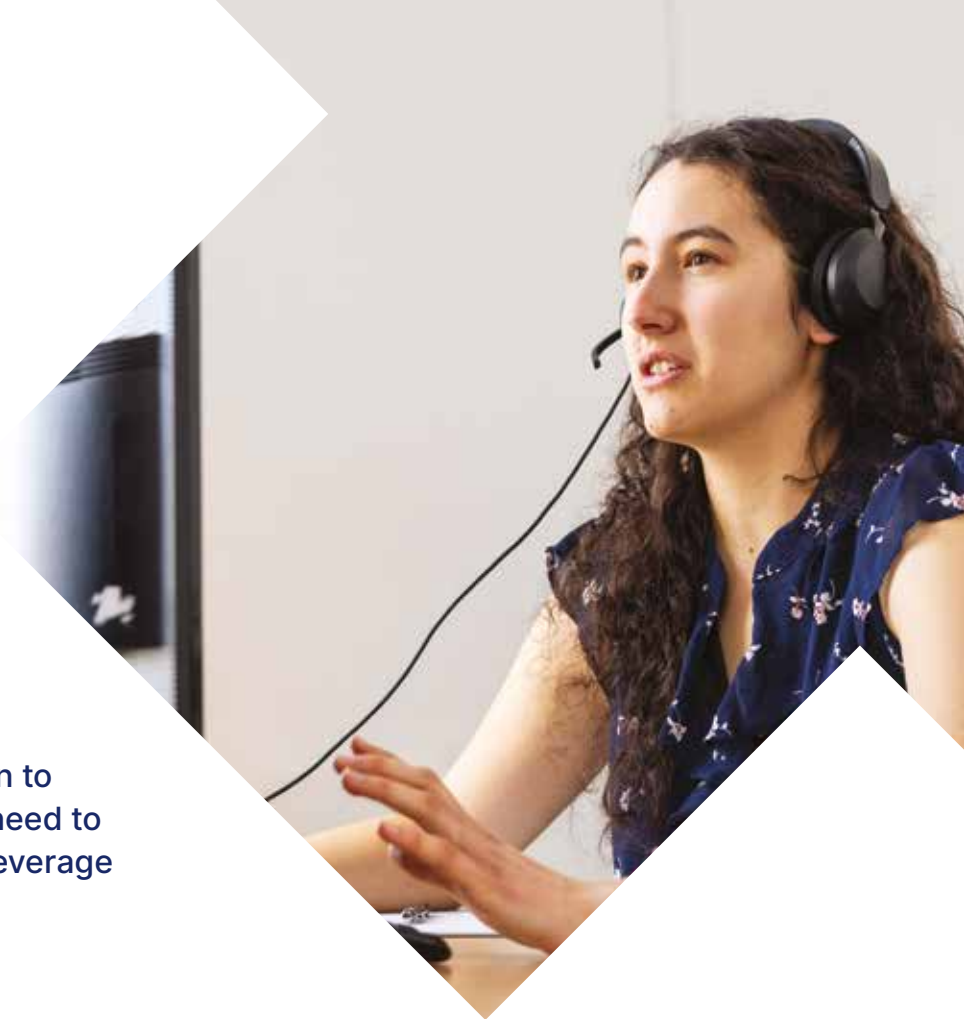
# SUPPORT

## Support households to install energy efficiency and low-carbon heating systems to decarbonise their homes

Scotland must rapidly increase the number of households who take action to reduce the carbon emissions from their homes. That means households need to install insulation and renewable heating systems, and Changeworks will leverage our unique experience and skills to make this happen.

## WE WILL:

- ➔ rapidly build our capacity to project manage many more installations and programmes, reach more households, and drive down carbon emissions.
- ➔ develop and scale up our services to support Social Housing providers to accelerate decarbonisation of their housing stock.
- ➔ set up and deliver a service that directly supports homeowners to navigate the journey of decarbonising their homes.
- ➔ support householders by identifying what measures are best suited to their property, support the householder to make the changes happen, and provide quality assurance checks.
- ➔ provide post-installation support to get the most from the systems installed and achieve the best carbon emissions reduction possible.



## GOAL 3

# INNOVATE

## Innovate delivery models and solutions for heat and energy systems for homes.

Scotland has many different housing types. We need solutions to decarbonise all of those homes as quickly and effectively as possible to meet the challenge that the climate crisis presents. Decarbonising homes is about how we insulate them, how we heat them and the type of energy we use. It is also about how we behave in our homes.



## WE WILL:

- ➔ use our experience in engagement and partnership to deliver communal solutions required for tenements, blocks of flats and other shared building types.
- ➔ work to pilot, scale, and measure the benefits of heat networks to enable more of these lower carbon schemes to be implemented in densely populated areas.
- ➔ investigate, develop, and work with partners on alternative business models for energy efficiency measures, renewable heating, smart energy, and heat networks to support widespread expansion.
- ➔ work with architects to develop solutions, such as Pattern Books, to provide clarity as to what work is required and reduce the time and cost required by householders to take action to decarbonise their home.
- ➔ continue to work on pilot projects to demonstrate the worth of local and smart energy networks and enable their contribution to be maximised.

## GOAL 4

# ACCELERATE

## Accelerate decarbonisation through research, evaluation, dissemination and influencing

Changeworks is driving the delivery of decarbonisation of homes in Scotland. We are uniquely placed to provide an unbiased and expert view on how Scotland can overcome the barriers to the decarbonisation of homes. We will use our influence to drive change. Only by understanding and using that knowledge to drive improvement will we be able to deliver at the scale required.

## WE WILL:

- ➔ work with others to influence regulations, funding, and government and local authority policies and programmes which will make the decarbonisation of homes in Scotland more achievable.
- ➔ continue to research the models, technologies and approaches being applied to the decarbonisation of homes to allow learnings and best practices to be assimilated and disseminated.
- ➔ use this research to develop new services and models of delivery that are informed, and evidence driven.
- ➔ expand our work in monitoring and evaluating the installation of measures and technologies, share our results widely and apply the learning to improve our service.



## GOAL 5

# GROW

## Grow the capacity and capability of Changeworks to rapidly scale impact

Our ambitions to decarbonise Scotland's homes require Changeworks to expand and develop as an organisation, maintaining our strong culture and values while stretching ourselves to achieve excellence.



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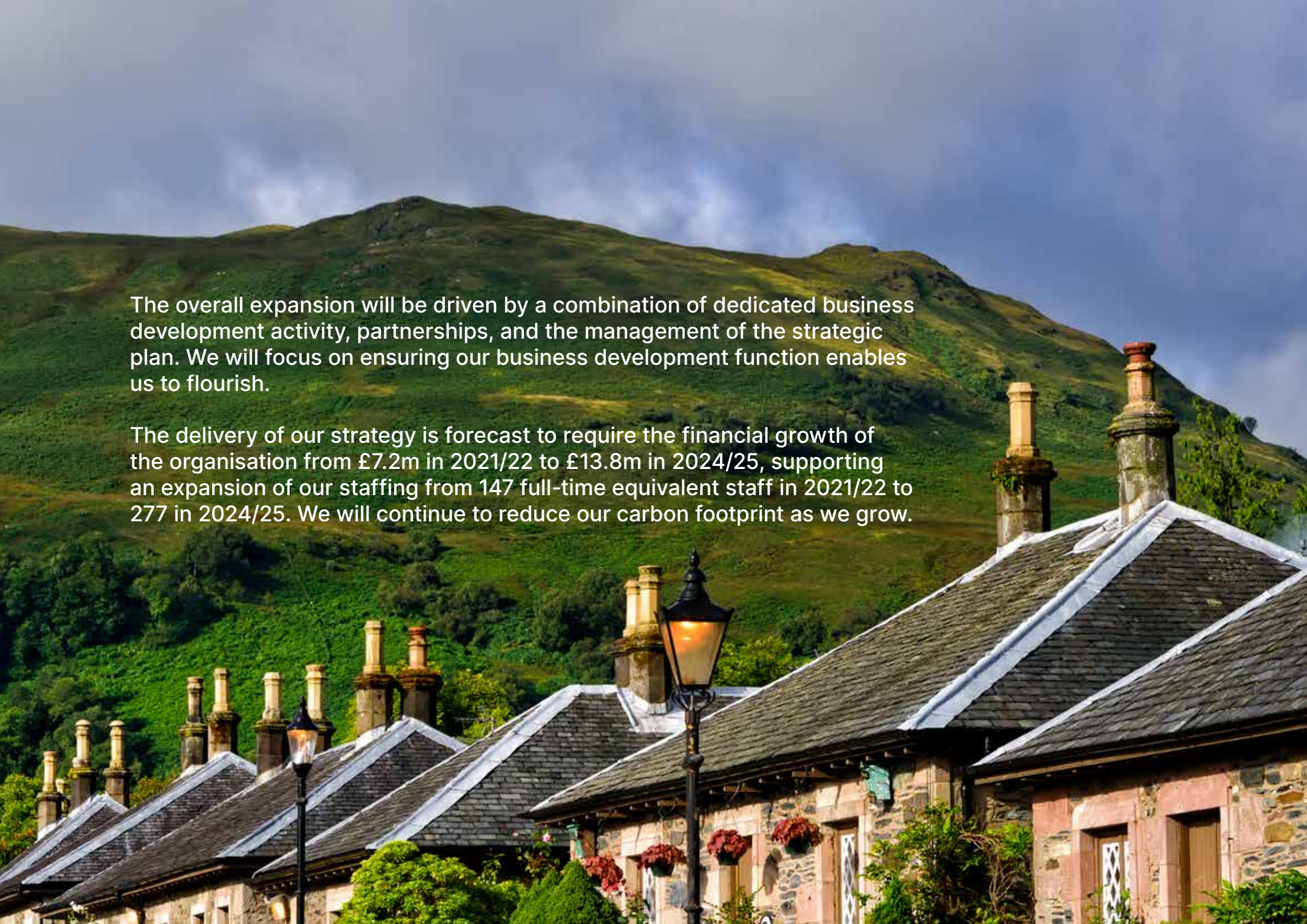


# GROWING TO DELIVER

Achieving our ambitious delivery plans requires an equally ambitious funding strategy. Changeworks has a broad portfolio of grant-funded, long, and short-term contract funded work. In addition, we have one commercial joint venture which contributes to our impact and generates surpluses that are utilised to develop the organisation.

The financial growth of the organisation will be achieved through a range of long and short-term contracts, charitable grants, and the direct provision of services to the public.





The overall expansion will be driven by a combination of dedicated business development activity, partnerships, and the management of the strategic plan. We will focus on ensuring our business development function enables us to flourish.

The delivery of our strategy is forecast to require the financial growth of the organisation from £7.2m in 2021/22 to £13.8m in 2024/25, supporting an expansion of our staffing from 147 full-time equivalent staff in 2021/22 to 277 in 2024/25. We will continue to reduce our carbon footprint as we grow.



That's our ambitious plan for how we can deliver a truly just transition to low-carbon homes in Scotland. Building on our significant experience and capabilities, it's the next evolution of our leading services and programmes.

We hope you are as inspired as we are to be the change we need to combat the climate emergency. We can't deliver this in isolation, so working with others is vital to achieving our goals.



**MAKE IT  
HAPPEN**

➡ Contact our team at  
[workwithus@changeworks.org.uk](mailto:workwithus@changeworks.org.uk)  
or visit [www.changeworks.org.uk](http://www.changeworks.org.uk)  
to find out how you can support our  
ambitions, and we can support yours.

**CHANGEWORKS.**

[workwithus@changeworks.org.uk](mailto:workwithus@changeworks.org.uk)  
[www.changeworks.org.uk](http://www.changeworks.org.uk)

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