

Impact report 2024-2025

CHANGEWORKS.



ABOUT US



Changeworks is a leading organisation dedicated to decarbonising Scotland's homes and a just transition to net zero.

As a charity we adopt the social enterprise model, continually re-investing to further our impact and tackle the climate emergency.

We work with an array of partners including community groups, housing associations, local authorities and government to drive transformation in energy efficiency and to tackle fuel poverty. We do this through:

- innovative partnership working
- scaling up the range and reach of our services
- working with householders to improve the energy efficiency of their homes

Changeworks also:

- delivers Home Energy Scotland in the Southeast and Highlands and Islands on behalf of the Scottish Government and Energy Saving Trust, providing impartial energy related advice and support
- is part of the consortium that makes up Local Energy Scotland, which administers and manages the Scottish Government's Community and Renewable Energy Scheme



- has a joint venture partnership with Sureserve and Energy Saving Trust that forms Warmworks. The partnership delivers Warmer Homes Scotland, a national fuel poverty scheme funded by the Scottish Government as well as other fuel poverty and decarbonisation projects across the UK



REVIEW FROM CHIEF EXECUTIVE



Josiah Lockhart
Chief Executive, Changeworks

At Changeworks, our aim is to tackle the climate emergency through decarbonising Scotland's homes. With 13% of gas emissions coming from homes in Scotland, and an alarming 34% of people living in fuel poverty, retrofitting homes is key for a just transition to net zero.

In 2024-25, the last year of our 2022-25 strategic plan, we provided energy advice to **over 47,000 householders** and helped **over 12,000 households** to install energy-efficient measures and renewables.

This work makes a real difference, enabling householders to feel in control of their energy use, and live in more affordably warm, healthier, and comfortable homes.

We expanded significantly over 2022-25, including growing our income by 60%. This enabled us to increase our impact and scale our services - including joint venture Warmworks - and make strong progress against our goals.

In 2024-25, our growth slowed compared to previous years due to external factors such as the Scottish and UK Government constraining spending.

In response, we adapted and strengthened our organisation through restructuring to improve service efficiency and continue delivery at scale and pace, supported via robust processes.

As in the previous year, we reinvested strategically allocated surpluses internally to expand our capacity and impact. While this resulted in a planned deficit, our general fund increased, and we aim to return to annual surplus in 2025-26.

Looking ahead, our 2025-30 strategic plan focuses on diversifying our sources of income to ensure Changeworks is agile and resilient amid evolving policies, funding, market conditions and the accelerating impacts of the climate emergency.

REVIEW FROM CHIEF EXECUTIVE CNTD.

Changeworks enters the next strategic period a sustainable, high-impact, and growing organisation. We will continue to innovate, working across public and private sectors to develop new business models to scale retrofit solutions.

To support this, we've developed our group structure to effectively manage the risks associated with new activities.

At a time when equality, diversity and inclusion are increasingly challenged, we remain committed to continually improving and investing in our organisational culture.

We have undertaken training with the Council for Ethnic Minority Voluntary Organisations, updated and developed policies, improved recruitment and performance review processes and launched staff networks.

Our progress was recognised by the National Centre for Diversity who awarded Changeworks the **Investors in Diversity Silver Award**.

Last year through our services, including our joint venture Warmworks, we saved **366,677 tonnes of carbon**, which is equivalent to the annual carbon emissions arising from the electricity use of **655,809** UK households.

Over 2022-25, we supported 40,115 homes to install energy-saving measures - progress toward our strategic goal of retrofitting 180,000 homes by 2030. To meet this target, we will need to double the number of homes we retrofit annually.

We know that the scale of the challenge requires a concerted, collaborative effort across sectors, and we are open to working with partners to bring innovative decarbonisation solutions to life.

OUR VALUES:

PASSION
INTEGRITY
INNOVATION
EMPOWERMENT
COLLABORATION

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OUR STRATEGY



**Changeworks' strategy to 2030 has one focus:
to decarbonise Scotland's homes.**

Our vision

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

Our mission

To make low carbon life a positive reality for everyone.

OUR STRATEGIC PLAN 2022-25

Our strategic plan set out five goals to drive the decarbonisation of homes in Scotland:

GOAL 1 ENGAGE

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

GOAL 2 SUPPORT

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

GOAL 3 INNOVATE

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

GOAL 4 ACCELERATE

Accelerate decarbonisation through research, evaluation, dissemination and influencing.

GOAL 5 GROW

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



Targets for delivering on our goals:

- To provide advice to **226,000** householders by 2025
- To support **28,000** homes to install energy efficiency measures and renewables in their homes by 2025
- To provide in-depth support to **10,000** households in fuel poverty by 2025
- To continue to reduce our carbon footprint each year with a view to becoming **net zero by 2040**
- To grow our income to **£13.8 million**
- To expand staffing to **277 FTE**

OUR IMPACT 2024-25



We provided advice to **47,193** householders through Changeworks' services including our delivery of **Home Energy Scotland** in the Highlands and Islands and Southeast.



We provided in-depth support to **4,491** households in fuel poverty.



Our carbon footprint per Full Time Employee decreased by **19%** from the previous year.



12,359 homes received support to install energy efficiency measures and renewables through Changeworks' services including those who were supported with loan and grant referrals for identified measures by our **Home Energy Scotland** teams in the Highlands and Islands and Southeast, as well as those supported in Scotland through our joint venture partnership **Warmworks**.



We saved **366,677** tonnes of carbon*. This is equivalent to the annual average carbon emissions via home electricity use of **655,809** households.

*Changeworks' carbon savings through our services (including Warmworks, our joint venture partnership with Sureserve and Energy Saving Trust)

OUR IMPACT 2024-25

GOAL 1: ENGAGE

Our goals were to:

- Develop decarbonisation and affordable warmth strategies for communities and social housing
- Create demand for our services and build long-term engagement
- Scale our approach to place-based, inclusive community empowerment and engagement
- Develop and scale information and advice to enable householders to install measures
- Develop services to support people to adopt low carbon behaviours in the home
- Provide support to households who are in fuel poverty

In 2024-25 we:

- Delivered decarbonisation strategies and evolved our service offer to include data tools
- Increased the energy advice and decarbonisation content on our website alongside new tools to support people in fuel poverty
- Piloted ways to use email automation to provide engaging advice
- Delivered place-based community engagement approaches with a focus on reaching excluded communities
- Continued to provide fuel poverty advocacy services supporting people in immediate need with their energy and heating



Case study



Our national Tenant Energy Support service provides tailored energy information, advice and advocacy to help social housing tenants manage their home energy.

This support is vital as 61% of households in the social housing sector are in fuel poverty. In 2024-25, we scaled the service to support even more tenants. Eight housing associations are signed up, with up to 20,000 tenants accessing our energy saving resources. In the first six months of the service:

- 1,810 tenants accessed online advice
- 330 tenants received direct energy advice and advocacy from an advisor
- Tenants saved over £50,000
- 88% of tenants have learnt to deal with energy issues from our advisors' expertise

OUR IMPACT 2024-25

GOAL 2: SUPPORT

Our goals were to:

- Expand our delivery of Scottish Government installation programmes to increase the scale of our impact
- Scale up our services to support social housing providers to decarbonise their housing stock
- Deliver services to support self-funding owners to accelerate large scale decarbonisation
- Deliver installation support services to maximise savings and comfort, and minimise carbon emissions
- Engage the supply chain to ensure quality installs and open new partnerships to scale

In 2024-25 we:

- Continued to grow our retrofit delivery service through securing and retaining contracts with local authorities and social landlords
- Continued to support households in the self-funded market via our advice centre contracts
- Scaled our retrofit agency, EcoCosi, aimed at the self-funding market, to reach more customers
- Developed advice service models to support households realise the benefits of retrofit
- Engaged with the supply chain to ensure it can support Changeworks and our customers as we scale



Case study



When Mike began working from home more, he realised his house wasn't as warm as he wanted. After extensive research, he chose EcoCosi.

The team conducted a Home Survey, assessing the building fabric and heating system. This led to a Whole Home Report outlining his home's energy efficiency and clear retrofit recommendations.

Mike said: "The analysis was really detailed and gave me real confidence that I was going to be spending money in the right places."

From there, the team oversaw installation using EcoCosi's trusted network of vetted contractors.

Mike's annual savings after the home retrofit:

- £1,433 in energy costs
- 3,640kg in CO₂e

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OUR IMPACT 2024-25

GOAL 3: INNOVATE

Our goals were to:

- Innovate new business models to develop services to accelerate the adoption of decarbonisation measures across tenures
- Investigate solutions to enable smart and local energy systems that support the decarbonisation of a greater number of homes while protecting the integrity of the National Grid
- Identify solutions and approaches to increase deployment of and connections to communal, local and district heat networks
- Develop whole house retrofit solutions for common Scottish house archetypes

In 2024-25 we:

- Developed a new business model, HeatComplete, to enable investment in flat retrofits, supporting tenants to take advantage of smart local energy systems
- Developed previous research into new business models to leverage either existing funding streams or lending to enable more homes to be retrofitted
- Explored our role with partners in supporting households with the roll-out of heat networks
- Completed studies for multiple clients based on archetype analysis and are looking to work with partners to expand this work



Case study



Our Inclusive Smart Solutions project explored a new, financially sustainable “pay-and-save” model to help social landlords retrofit flats and integrate smart energy systems that use cheaper, off-peak electricity.

In partnership with Scene Connect, Energy Systems Catapult, TPXimpact, Carbon Trust, and the Department for Energy Security and Net Zero, we developed the business plan for HeatComplete.

From housing stock analysis to smart tech installations, HeatComplete focusses on ensuring low-income and vulnerable tenants benefit from stable energy costs and warmer homes.

Using consumer insights, we developed and tested our concept directly with target end users alongside modelling, research, and stakeholder engagement.

OUR IMPACT 2024-25

GOAL 4: ACCELERATE

Our goals were to:

- Learn from others and undertake research to further develop understanding, thinking and knowledge to inform our current and future delivery
- Disseminate knowledge, expertise, and insights to support the decarbonisation of homes in Scotland
- Influence the development of a supportive operating environment of policies, regulations, and funding, working with partners

In 2024-25 we:

- Hosted a number of events to connect people in the sector and share best practice
- Undertook research for partners including NESTA, Existing Homes Alliance and ClimateXChange whilst also making our work more visible and accessible through partnerships, sharing at conferences and publishing our work
- Raised the profile of our external impact evaluation services resulting in growth and diversification
- Invested in dedicated resource to take forward our influencing strategy aimed at scaling retrofit



Case study



In 2025, we held our first Changeworks Connects conference at Dynamic Earth, Edinburgh, bringing together 135 leaders from national policy, local government, social housing, delivery, and supply chains.

Focused on overcoming barriers to scaling domestic retrofit in Scotland, the day featured case studies and panel discussions. Conversations explored how national policy, retrofit delivery, community empowerment, and innovation in low-carbon technologies can unlock progress.

“The conference highlighted the scale of the challenge - but also the power of collaboration to accelerate decarbonisation. We need to work together to drive real change.” Josiah Lockhart, Changeworks Chief Executive

OUR IMPACT 2024-25

GOAL 5: GROW

Our goals were to:

- Strengthen our capacity and capability to enable rapid growth
- Drive continual improvement of management systems and processes to operate efficiently and manage risk as we scale
- Continue to reduce our carbon emissions as we grow
- Build our brand awareness to reach and engage wider audiences
- Develop our digital capabilities to scale and digitise our services
- Develop an integrated organisational householder journey to unify services offers and identify gaps

In 2024-25 we:

- Maintained and secured organisational accreditations
- Transformed financial forecasts with increased frequency and accuracy
- Invested in CRM and filesharing tools to drive productivity and efficiency across the organisation
- Strengthened our staff intranet with additional content and toolkits to support staff on topics such as EDI, service design and customer journeys
- Continued to invest in our workforce development, with eLearning, Retrofit Assessors and Coordinator and Leadership Development training

- Continued to prioritise Equality, Diversity and Inclusion securing Disability Confident Employer status and Investors in Diversity
- Invested in raising the profile of Changeworks, including developing new content and improving user journeys for our Business-to-Business services
- Continued to invest in developing our service development and business development capabilities to accelerate our continued growth
- Drove improvements in planning to ensure we continually develop the capabilities we will need in the future



OUR IMPACT 2022-25: OVERVIEW

We've made significant progress on our goals over the last three years. In 2024-25 alone, the last year of our 2022-25 strategic plan, we've delivered substantial impact, as outlined on page 7.

Since 2022, we have supported **40,115 households** - **143% of our 2025 target** - to install energy efficiency measures and renewables in their homes.

This includes households supported through our joint venture Warmworks delivering Warmer Homes Scotland and householders supported with loan and grant referrals for identified measures by our delivery of Home Energy Scotland in the Southeast and Highlands and Islands.

Since the launch of our strategy, we have also provided advice to **164,075 householders (73% of target)** through our community engagement, Affordable

Warmth and Home Energy Scotland services. Our advisors provide tailored support to save energy, access financial support, resolve energy debt, and deliver prevention work to alleviate fuel poverty.

Our expert, accredited advisors have provided in-depth support to **11,735 households** in fuel poverty, **117% of our 2025 target**.

Over 2022-25, we saved **1,211,089 tonnes of carbon** through our services (including Warmworks).

The external landscape has changed over 2022-25, and challenges including funding cuts have meant we've adapted and taken proactive steps to ensure the robustness and agility of Changeworks.



OUR IMPACT 2022-25: CNTD.



Our targets for 2022-25: Reduce carbon footprint

We are **currently carbon neutral** due to continually reducing our carbon footprint and offsetting what remains - and are working towards our ambitious target of becoming net zero by 2040.

Despite the significant growth of our organisation over the past three years, our carbon footprint has increased by only 7% (from 171 tonnes CO₂e to 183 tonnes CO₂e), which is a **reduction of 25% in tonnes CO₂e per FTE staff** (from 1.18 tonnes to 0.89).



Our targets for 2022-25: Expand staffing to 277 FTE

Since the launch of our 2022-25 strategy, we **have increased our workforce by 40%** to enable us to scale and grow our reach and impact. In 2024-25, we had **206 FTE staff**.

We have invested in staff development and improving efficiency of our processes which has resulted in a more efficient, effective and flexible workforce.



Our targets for 2022-25: Grow income to £13.8m

Income has grown by 60% since 2021-22, to £11.5m, reflecting our focus on business development.

However, we have not hit our £13.8m target, as most of our income comes from government spending and during this period we have seen considerable constraints on public sector spending.

Looking forward, we will diversify our income mix to accelerate our growth.

MAKING A DIFFERENCE: GREEN ENERGY HELPLINE

Our Green Energy Helpline advisors are on hand to support with advice on insulation, smart meters, energy tariffs, electric vehicles and more.

Supporting Jane*

Jane contacted our helpline as she was worried about her rising energy bills. She wanted advice on smart meters and other heating options.

Our advisor provided tailored guidance on energy efficiency, including smart meters, heat pumps and solar panels. Together, they also explored potential transport support through the Motability scheme.

To ensure Jane received the right help, the advisor referred her to our Affordable Warmth Services team for bill support and to Home Energy Scotland to check eligibility for government funding.

As a result, Jane qualified for the **Warmer Homes Scotland scheme**, which could provide free energy efficiency improvements to her home.

Through our advice and referrals, Jane is now better informed, supported with her energy bills, and has access to funding that could make her home warmer and more affordable to heat.



*Name has been anonymised

OUR VOLUNTEERS

We've been Investors in Volunteers accredited since 2009, and we value the time and effort that our volunteers put into helping us achieve our mission.

We are committed to ensuring our volunteers have a rewarding and enriching experience.

At Changeworks, volunteers support a range of community engagement projects, from providing energy advice to people in need at community events to supporting individuals to start their journey to low carbon living.

During 2024-25, 64 volunteers contributed **over 1,300 hours** of their time to support Changeworks.

Quotes from our volunteers:

"I truly appreciate the time I spent volunteering with Changeworks and the opportunity to contribute to such meaningful work you do."

"As a woman of colour in the UK, the fact that Changeworks cares about ethnic minority communities and has an inclusive approach to volunteering has made a huge difference to me, and their welcome and support has been a contributing factor in deciding to stay here as a new Scot."

"Advocating for lower income earners struggling with bills means that I get to help people just like me."



LOOKING AHEAD: STRATEGIC PLAN 2025-30

Changeworks enters the next strategic period as a sustainable, high-impact, and growing organisation, with a continued focus on diversifying income streams and scaling our work.

Building on our progress against the ambitious targets of our 2022-25 strategic plan, this next phase is focussed on having a robust, agile and resilient plan to accelerate decarbonisation of Scotland's homes.

Over the next five-year period, we will expand our efforts to mitigate climate change and ensure a just transition to net zero. Innovation remains at the heart of what we do. We continue to explore scalable retrofit models, supported by the development of our group structure.

Our ambition remains to achieve our strategic target of supporting **180,000 households** in installing and managing

low-carbon energy efficiency measures by 2030, which from fabric improvements alone could save **3 tonnes CO2 per home per year**.

To meet our target, we will focus on UK-wide collaboration, growing the impact of our services, increasing our work with public and private sectors, and enabling agile, diverse decarbonisation solutions.

Together with partners and working across sectors, we can achieve our vision – we all have a part to play in the journey towards low-carbon, affordably warm homes.



LOOKING AHEAD: STRATEGIC PLAN 2025-30 CNTD.

Our goals for 2025-30 are to:

Grow the impact of our services

Researching and developing innovative, scalable solutions and maximising the impact of our services is central to achieving our mission.

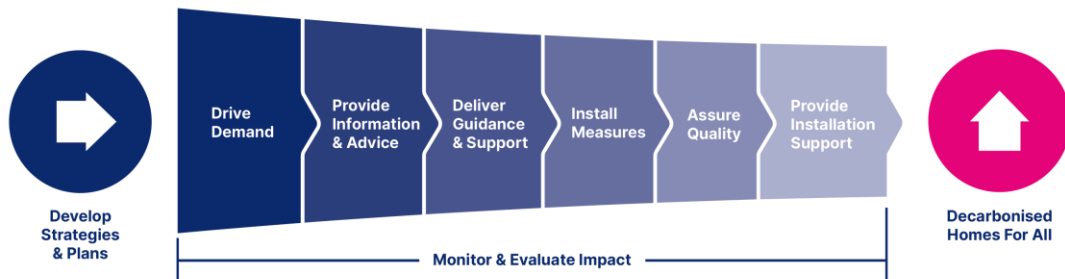
We will invest in development, tools and resources to support and empower colleagues to further realise our potential.

We will continue working with local authorities, social landlords and homeowners to analyse, model, and plan decarbonisation approaches.

We will deliver high-quality home retrofit programmes, creating warm, affordable, and low-carbon living spaces.

By expanding the delivery of information, advice and advocacy services we will support even more householders.

The Home Decarbonisation Journey



LOOKING AHEAD: STRATEGIC PLAN **2025-30** CNTD.

Accelerate home decarbonisation through UK-wide collaboration

We recognise that we cannot decarbonise Scotland's homes in isolation.

Working with partners and governments across the UK, we will share our expertise to ensure that the unique challenges and solutions to retrofitting Scotland's homes are understood and shared.

Our goal is to enable growth through UK-wide collaboration, accelerating decarbonisation and in turn increasing our impact in Scotland.

Increase our work with public and private sectors

In addition to continuing our successful work across the public sector we will start to work closer with the private sector.

This will enable us to diversify our income, unlock new forms of private sector finance for decarbonisation projects, and bring more partners to our mission, increasing our ability to deliver impact at scale.

Drive agile, diverse decarbonisation solutions

Tackling the climate emergency at pace will require a wide range of solutions.

We will expand our portfolio to include a wider range of low carbon technologies and methodologies to prioritise the needs of homes, with quality and high standards at the heart of everything we do.

This will enable faster, more agile decarbonisation. It will also ensure resilience amid evolving policies, market conditions, and the changing climate.

ACCREDITATIONS AND CERTIFICATES

Changeworks is proud to hold the following accreditations and awards, a testament to our organisational capability, skills and commitment to being an exemplar workplace.

- Carbon Footprint Standard - Carbon Neutral Organisation
- Cyber Essentials
- Cycle Friendly Award
- Disability Confident Employer
- Investors in Diversity - Silver
- Investors in People - Platinum
- Investing in Volunteers
- ISO 9001 (Quality Management Systems)
- ISO 14001 (Environmental Management Systems)
- ISO 45001 (Occupational Health & Safety)
- Living Wage Employer
- Scottish National Standards for Information and Advice Providers' (SNSIAP) - Type 1 Money/Debt



METHODOLOGY AND DATA SOURCES

Impact reporting

The methodology for the impact data in the 2024-25 report has mostly remained the same as for the 2022-23 and 2023-24 reports.

However, in 2024-25 we began reporting Warmworks data in full (in previous years it was divided by three to reflect Changeworks' share of the business.)

In order to present a consistent picture across the entire strategic period, figures in this report on householder support, advice, in-depth support and carbon savings for all years have been restated to reflect all of Warmworks' activity.

Our methodology and data sources are to be revisited for the next strategic reporting period as we seek to drive improvements in our impact reporting.

Carbon footprint

Our carbon footprint is calculated based on the current UK Government guidance and conversion factors for greenhouse gas reporting issued annually by the Department for Environment, Food and Rural Affairs (DEFRA).

Our approach is externally validated by Carbon Footprint Ltd to ensure it meets all relevant standards, including the ISO 14064-3 (GHG Emissions Verification) framework and PAS 2060 – Carbon Neutrality.

Since 2018-19, our carbon reduction and offsetting activities have enabled us to be recognised as a Carbon Neutral Organisation.

Our calculation includes the following emissions:

- Scope 1 - Direct emissions from the activities that are under an organisation's direct control, such as fuel combustion, vehicles and fugitive emissions
- Scope 2 - Indirect emissions related to the production of electricity and heat that is purchased by the organisation
- Scope 3 - Other indirect emissions resulting from activities that are neither owned or controlled by the entity, including emissions related to business travel, commuting, home working and water and waste treatment.



Changeworks Resources for Life
Company Registration Number: SC103904
Charity Number: SC015144

