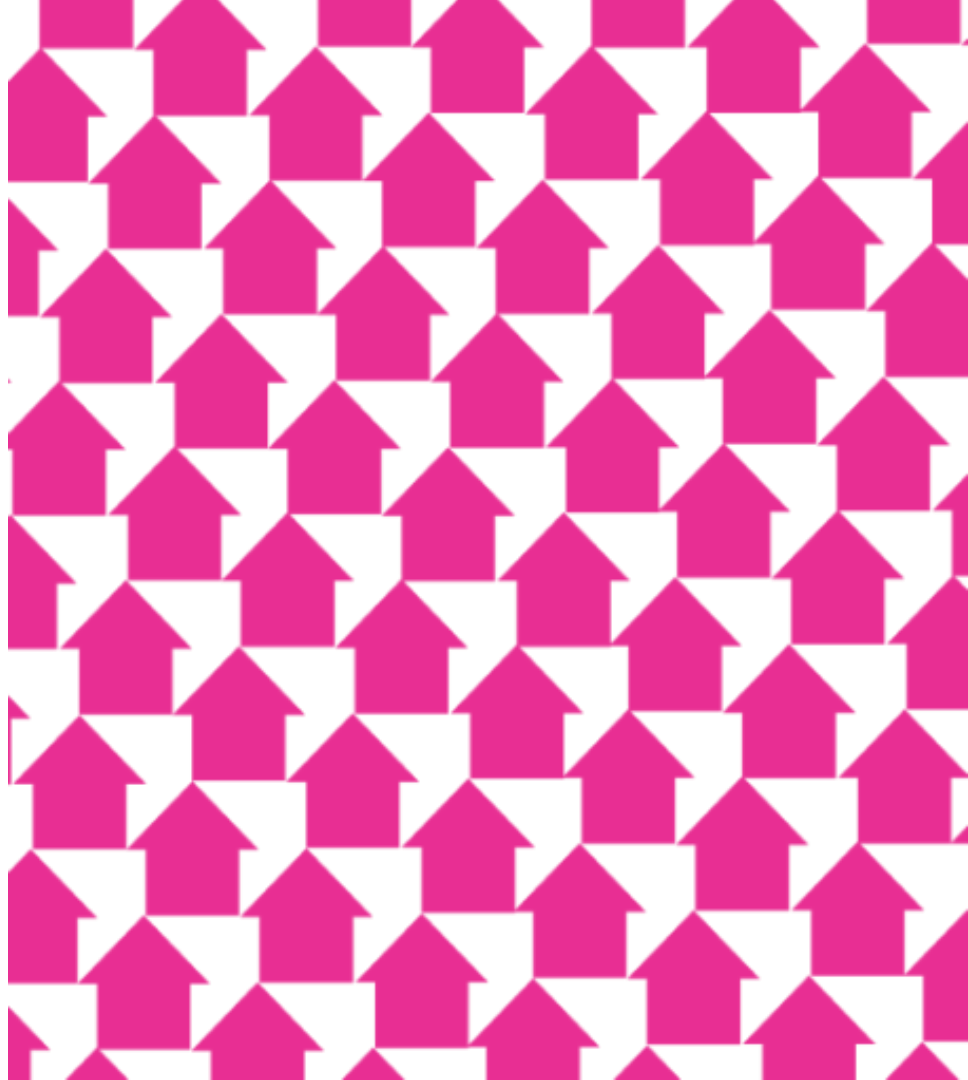


CHANGEWORKS.

OUR IMPACT 2025-26

**Delivering affordably warm
homes, tackling fuel poverty
and supporting a just,
sustainable future.**



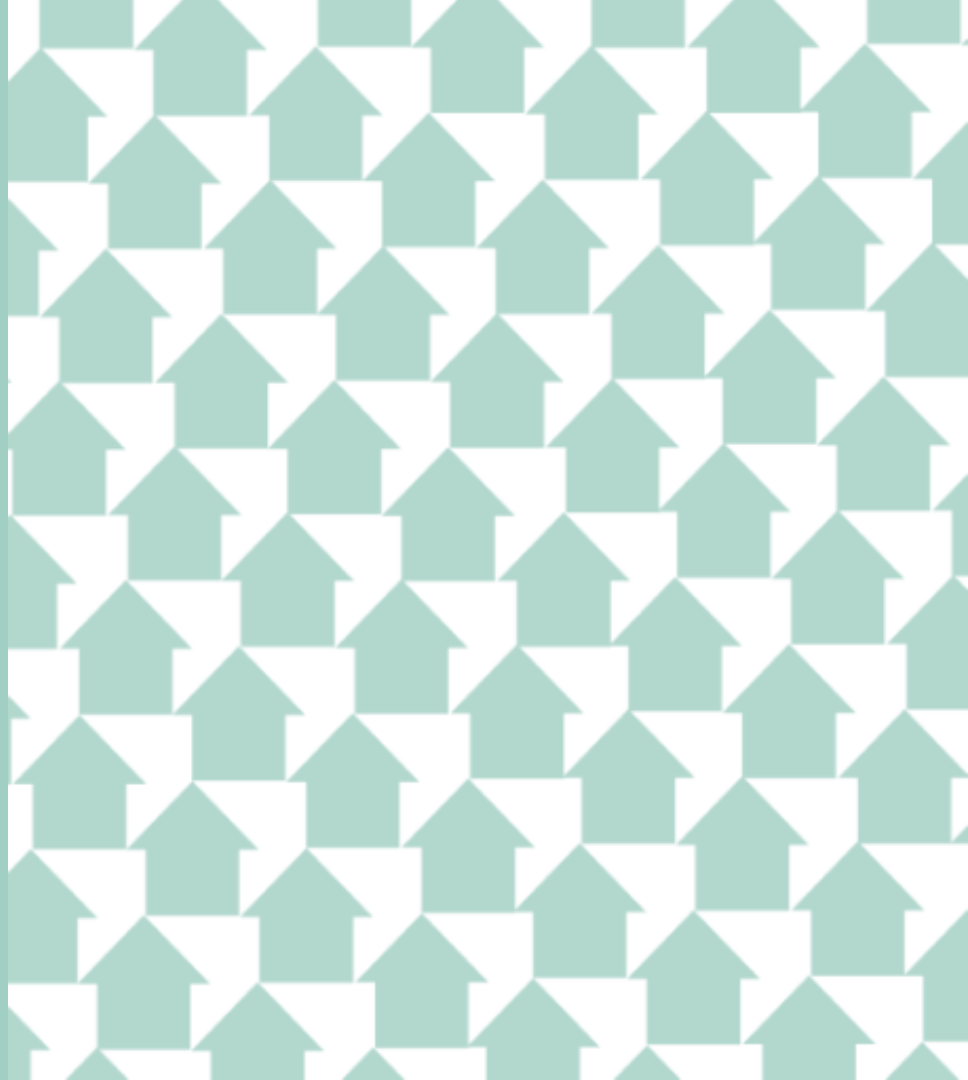
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YEAR REVIEW FROM CHIEF EXECUTIVE

**Reflections on a year of change,
challenge and adaptation.**

CHANGEOWORKS.



YEAR REVIEW FROM CHIEF EXECUTIVE



Josiah Lockhart
Chief Executive, Changeworks

The past year marked the

start of Changeworks' 2025–30 strategic plan, a year defined by change, challenge and adaptation. Our ambition remains to support the decarbonisation of homes.

While the external environment has become more complex, the need for our work has never been more evident.

Scotland and the rest of the UK continue to have unacceptably high levels of fuel poverty, with energy costs and poor housing conditions placing

sustained pressure on households.

Alongside this, despite the impacts of climate change increasingly being experienced across the globe, there has been a trend in geopolitical narratives to dial down the urgency of climate action.

Yet public support remains high.

Research commissioned by Changeworks shows that 70% of householders in Scotland support sustainable home energy. Over 1 in 3 people (37%) are very concerned about energy bills this coming winter, and

YEAR REVIEW FROM CHIEF EXECUTIVE

20% of clients have returned to our Affordable Warmth Services in recent years. The case for retrofitting homes to lower energy bills and transition to sustainable, more secure energy has never been stronger.

Retrofit delivers far more than carbon savings alone. It brings social and economic benefits through job creation and supply chain growth, improves health outcomes, reduces pressure on the NHS, and delivers improvements in comfort, wellbeing and lower energy bills. These benefits sit at the heart of

our work, underpinning our focus and delivery. Throughout the energy crisis and with almost one in three (29%) of Scotland in fuel poverty, our services continue to provide invaluable support.

Demonstrating the strong need, our delivery exceeded targets. More than 61,000 householders received energy advice and support (9% above target), and over 1,500 in fuel poverty received in-depth support (+3%). Over 12,000 homes were enabled to install energy efficiency measures (+28%), saving nearly 36,500 tonnes of carbon (+30%).



We delivered a greater than planned surplus in 2025-26 after four years of a planned operational deficit, where we invested our reserves in organisational growth and development.

YEAR REVIEW FROM CHIEF EXECUTIVE

This reflects our robust financial management, with investment in business development, service design and delivery capabilities strengthening the organisation and positioning us well to scale our impact.

We have also strengthened our digital resilience by taking a strategic approach to AI adoption, establishing the governance, policies and support needed to ensure new technologies are used responsibly and proportionally to strengthen decision-making and build organisational capability.

Our focus is on increasing efficiency and reach, without compromising our mission, values or the trust placed in us by householders and partners.

Looking ahead, we will continue to build partnerships across social housing and energy sectors and are ready to respond to opportunities from the UK Warm Homes Plan.

We are also pursuing new investment opportunities via our trading subsidiary Changeworks Enterprises.

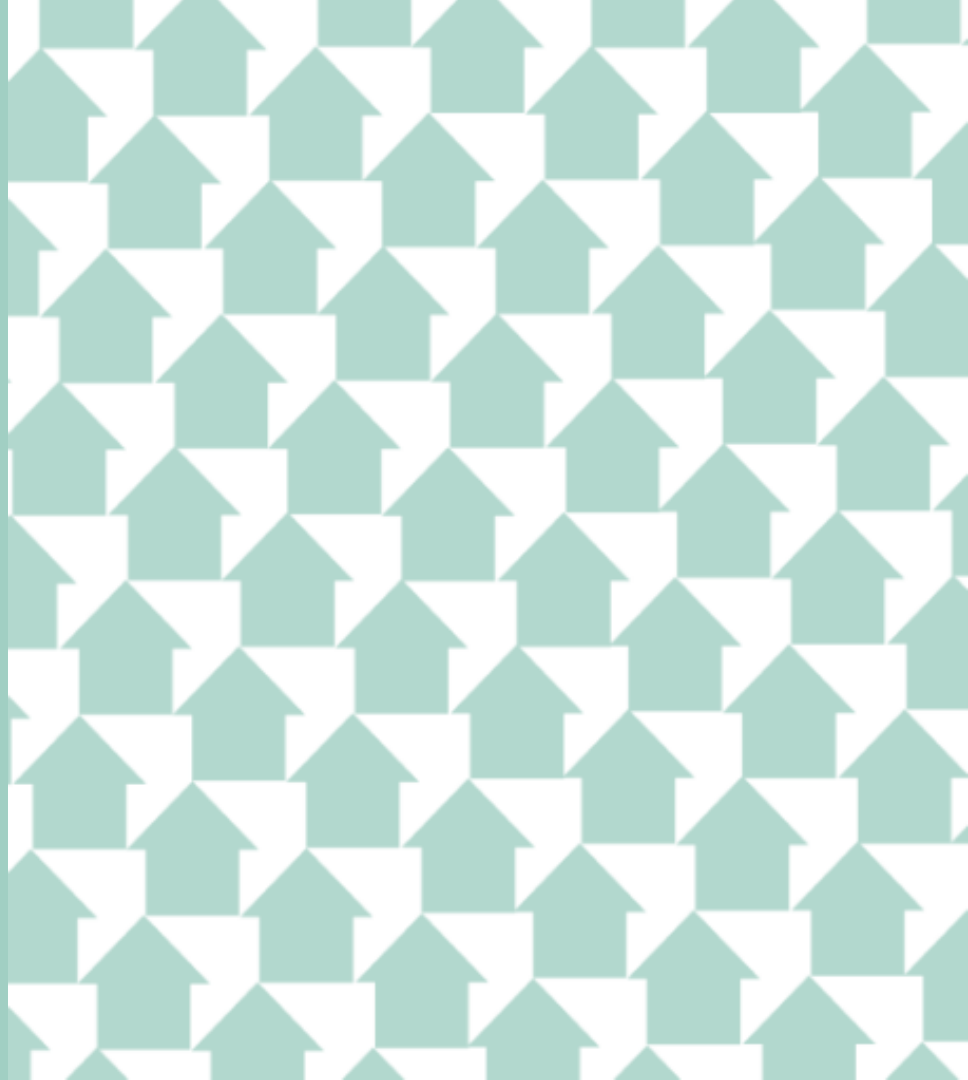


We look forward to working with partners across the UK to scale our impact and make a lasting difference for households and communities.

ABOUT US

Our vision, mission, values and
how we are set up.

CHANGEWORKS.



ABOUT US



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 values

Passion, integrity, innovation, empowerment, collaboration.

ABOUT US

Changeworks is leading the way in delivering affordably warm, healthy and energy efficient homes and supporting households in fuel poverty.

A trusted partner for almost 40 years, we are driving the transition to a sustainable, just future.

Key objectives

Changeworks was set up to:

- Advance citizenship and community development through education, engagement and community ownership, enabling sustainable low carbon living
- Develop and deliver high impact solutions that make low carbon living accessible - including improving energy efficiency, adopting low carbon technologies and travel, and promoting the circular economy and behaviour change
- Prevent and relieve poverty, reduce inequalities, and improve health, with a focus on fuel poverty
- Advance environmental protection by supporting sustainable, low carbon living

The directors, who are also the charity trustees for the purposes of charity law, have considered OSCR's guidance on public benefit and are satisfied that the activities carried out by Changeworks Resources for Life further its charitable purposes and provide public benefit.

OUR SET UP



Changeworks Resources for Life

As a social enterprise, we continually re-invest to further our impact.

Changeworks Enterprises Limited

Our trading subsidiary is set up to deliver commercial services aligned to our mission.



Warmworks Scotland LLP

Warmworks is our joint venture partnership with Sureserve and Energy Saving Trust. Warmworks delivers Warmer Homes Scotland - the Scottish Government's national fuel poverty scheme - alongside a range of other fuel poverty and decarbonisation projects across the UK.



Connected Response

Wholly owned by Warmworks, Connected Response was founded to realise the potential of electric storage heating, optimising existing systems to provide affordable, convenient and low carbon heat including through their innovative HeatSage technology.

WHY OUR MISSION MATTERS

UK homes remain among the least energy efficient in Europe.

Residential buildings account for around 20% of UK greenhouse gas emissions and remain one of Scotland's highest emitting sectors.

At the same time, fuel poverty has reached crisis levels, with almost one in three households in Scotland affected – and particularly acute impacts in the Highlands and Islands and the social rented sector.

Climate change continues to accelerate costs and instability for householders through extreme weather events, impacts on infrastructure, and growing pressure on health and public services.

Our work demonstrates that retrofit is not only climate action, but a driver of social value:

- lowering energy bills;
- delivering healthier, affordably warm, sustainable homes;
- stimulating local economic growth through the supply chain;

- and improving health outcomes by tackling cold, damp and mould, and reducing the risk of overheating, thereby easing pressure on services like the NHS.



OUR STRATEGIC PLAN

Changeworks' strategic focus for 2025-2030 is to deliver

affordably warm, healthy and energy efficient homes, support households in fuel poverty and contribute to a sustainable, just future.

Our strategy will be delivered through:

Growing the impact of our services

We will continue to develop innovative, scalable solutions and invest in the tools and resources needed to maximise our impact.

Accelerating home decarbonisation through UK-wide collaboration

We will work with partners and governments across the UK, sharing our retrofit expertise, and building collaboration that accelerates decarbonisation.

Increasing our work with public and private sectors

We will continue our work with the public sector and deepen partnerships with the private sector to diversify income and unlock new forms of private finance for decarbonisation.

Driving agile, diverse decarbonisation solutions

We will adopt more low-carbon technologies and methodologies, keeping quality at the core to deliver faster, more agile solutions.



OUR SERVICES

We work across a range of sectors to deliver high-quality

services and secure positive outcomes for householders. We provide a holistic service offer, supporting organisations and householders throughout their energy efficiency journeys.

Our expertise includes:

- energy advice and support
- retrofit delivery and management
- developing innovative retrofit solutions
- independent consultancy services

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 (CARES).

ACCREDITATIONS AND CERTIFICATIONS

Changeworks is proud to

hold the following accreditations and certifications, a testament to our organisational capability, skills and commitment to being an exemplar workplace:

- Carbon Footprint Standard - Carbon Neutral Organisation
- People and Planet First Verified
- Cyber Essentials Plus
- Cycle Friendly Employer 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



Until
April
2027



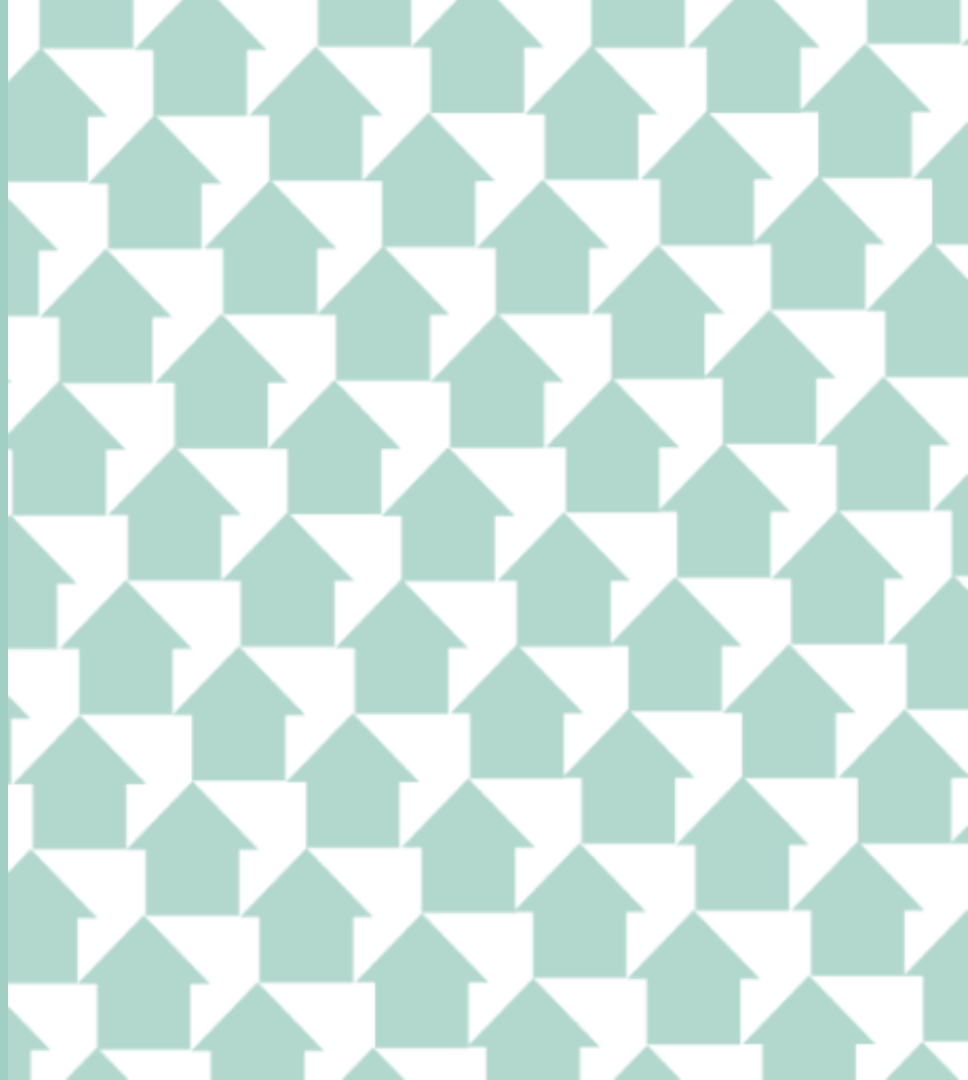
INVESTORS IN PEOPLE™
We invest in people Platinum

CHANGWORKS.

OUR IMPACT

The difference our work made.

CHANGEWORKS.



AT A GLANCE: OUR IMPACT* 2025-26



12,145 homes received support to install energy efficiency measures through Changeworks' services, including Home Energy Scotland** delivery and Warmworks (28% above target)



61,385 received advice from Changeworks' services, including Home Energy Scotland (9% above target)



1,524 received in-depth support via Changeworks' services, including Home Energy Scotland (3% above target)



36,435 tonnes*** of carbon saved across Changeworks, Home Energy Scotland and Warmworks (30% above target)

OUR IMPACT 2025-26

This year saw a strong start to our 2025-30 strategic plan,

in the context of ongoing energy insecurity, high levels of fuel poverty, reductions in public funding for net zero, and an uncertain policy landscape.

Against this backdrop, we supported households with advice and advocacy through to installation and long-term behaviour change and exceeded all our in-year delivery targets.

Since 2022, we have supported 59,730 households to decarbonise - a third of the way towards our ambition of

supporting 180,000 households by 2030.

While this represents strong progress, achieving this ambition will require us to continue increasing our reach in a challenging environment characterised by ongoing fuel poverty, funding pressures and an evolving policy landscape.

We are strengthening our service design, business development and partnership capabilities to help us scale our impact sustainably.

We have enhanced our digital capability, putting foundations and governance in place to ensure AI tools are used in line with our mission and values, to help prepare for responsible adoption to help scale our impact.

We've delivered projects across Scotland as well as UK-wide. At a time when support is needed more than ever, Changeworks is leading the way in delivering affordably warm, healthy and energy efficient homes, supporting households in fuel poverty and driving a just transition to a sustainable future.

STRATEGIC DELIVERY: GROWING OUR IMPACT

Growing the impact of our services

As a charity we adopt a social enterprise model, reinvesting our surpluses to maximise our impact.

Over the last year, we have expanded our fuel poverty services and trialled a range of new approaches to reach even more householders.

Case study: Lowering barriers to retrofit

The Click to Retrofit pilot, delivered through our home retrofit service EcoCosi and funded by Centre for Sustainable Excellence through the Energy Industry Voluntary Redress Scheme, provides affordable, high-quality online retrofit guidance via specialist surveying software and a video call with an expert retrofit coordinator. The aim is to demonstrate a scalable model for engaging the able-to-pay market and building confidence in retrofit delivery.

EcoCosi
from **CHANGEWORKS.**

Chris's Edinburgh home was originally built in 1890. It was then converted into student housing during the 1960s but kept its designation as a Category B listed building. When Chris decided he wanted to reduce his home's emissions, he called on EcoCosi to help him.

"It's been really great working with the team. They're very responsive, very knowledgeable." Chris

STRATEGIC DELIVERY: GROWING OUR IMPACT

Case study: Supporting householders in energy debt

Our Affordable Warmth Services provide support to householders across Scotland struggling with rising energy costs.

Research commissioned by Changeworks shows that, in the past year, 20% of people in Scotland have been unable to pay their energy bills or have fallen behind on payments.

Over the last five years, 20% of clients have accessed our services on more

than one occasion, highlighting ongoing need.

Our support makes a real difference: clients report feeling warmer at home, more confident managing their energy, and improvements in their health and wellbeing.

In 2025–26, the service secured **over £1 million in financial savings** for clients through billing advocacy, general energy efficiency advice and applications to grants for energy saving measures and financial support.

Outcomes after support

Felt warm in their home



Cold at home negatively impacted health



STRATEGIC DELIVERY: GROWING OUR IMPACT

£82,000 of this went towards reducing arrears for 1,200 households

supported with fuel debt advice.

By helping people better understand and manage their energy use, we build confidence to engage with future energy efficiency improvements.

95% of clients were satisfied or very satisfied with the support received

99% of clients found the service provided **approachable and friendly**

98% of clients said that the advisor explained the information in a way that was **clear and easy to understand**

98% of clients said that their **advisor was knowledgeable** about how best to help them



"Thank you for your help on this - it's taken a massive weight off my shoulders in getting all this finally resolved." Client

STRATEGIC DELIVERY: UK-WIDE COLLABORATION

Accelerating home decarbonisation through UK-wide collaboration

Alongside providing services and working in partnership across Scotland, our joint venture Warmworks delivers energy efficiency improvement services in Northeast England.

Through our Low Carbon Living sessions, we also support organisations and community groups in Southern and Central Scotland, Merseyside, Cheshire, North Shropshire and North Wales.

Case study: Sharing retrofit delivery expertise

Changeworks is part of the People Powered Retrofit Community of Practice. The Community of Practice brings together local authorities, community groups and sector partners to share learning, build capacity and develop approaches to home retrofit.

It supports collaboration, strengthens delivery models and helps scale effective, community-led retrofit solutions by sharing practical experience, insights and best practice across regions.

PEOPLE
POWERED
RETROFIT

STRATEGIC DELIVERY: UK-WIDE COLLABORATION

🏠 Case study: Supporting organisations' sustainability strategies

Delivered on behalf of SP Energy Networks, our Low Carbon Living sessions provide free, accessible support to help community groups and organisations across the SP Energy Networks area to reduce energy use, cut carbon and make more sustainable choices.

These sessions build understanding of low carbon technologies, helping participants save money, improve home efficiency and live more sustainably, while also supporting organisational sustainability strategies and enhancing employee benefits. Over the last year, we **supported 43 organisations**.

"The session was highly engaging and offered practical, easy-to-implement advice... We would happily recommend it to other organisations." Edinburgh International Conference Centre

"The fact the sessions are only 30 minutes was really appealing to staff – a lot was packed into the session! The sessions were very easy to arrange." Crisis



STRATEGIC DELIVERY: PUBLIC AND PRIVATE SECTORS

Increasing our work with public and private sectors

Alongside our continued work with housing associations and local authorities, we are increasing our work with the energy sector, supporting energy suppliers to help reach vulnerable customers. We are also working with the private sector for innovations to scale our support and impact.

Case study: Technology-led private sector innovation

Owned by Changeworks' joint venture Warmworks, Connected Response realises the potential of electric storage heating and optimises existing systems to provide affordable, convenient and low carbon heat.

Through their innovative HeatSage smart controls technology, Connected Response **supports over 15,000 households** across Great Britain.



connectedresponse

STRATEGIC DELIVERY: PUBLIC AND PRIVATE SECTORS

Case study: Making a difference for social tenants

Our Consultancy team evaluated Fife Council's Area Based Scheme, where energy efficiency measures were installed in 318 homes to tackle fuel poverty and reduce emissions.

The evaluation demonstrated improved EPC ratings from band D to C, average energy bill savings of £480 per year, and reduced financial stress from a third to zero, highlighting the programme's positive impact on affordability, comfort and wellbeing.

Energy efficiency reducing bills and worry

£480 per year

average annual reduction in energy bills after installation

Energy bill stress reduced

Before **1 in 3** After **0**
households felt stressed or worried about energy bills

Home energy efficiency ratings increased

Average EPC band

D → **C** following works

41% now Band B or higher

+11 SAP points average rating increase

"One room was always very cold, [even] with the heating on. Now we can use this room as it stays lovely and warm." Householder supported

STRATEGIC DELIVERY: **AGILE, DIVERSE SOLUTIONS**

Driving agile, diverse decarbonisation solutions

Adaptation has been key to align with the changing funding and policy landscape, alongside disseminating our expertise and working with others in the sector to enable agile retrofit solutions.

Case study: 'Retrofit Realities' webinar series

In a 'Retrofit Realities'-themed webinar series, our Consultancy team shared practical insights for social landlords to increase collaboration and increase the pace and scale of retrofit across the UK.

The series focussed on assessing clean heating options for social landlords' housing stock, the challenges of upgrading non-traditional housing types, as well as how to design a long-term retrofit strategy and delivery plan.



The webinars were attended **by over 130 people from organisations across the UK**, representing housing, retrofit and sustainability sectors.

STRATEGIC DELIVERY: AGILE, DIVERSE SOLUTIONS

Case study: Highland communities delivering change

The Highland Energy Community Partnership brings together local organisations, communities and national partners to tackle fuel poverty and barriers to home retrofit across the Scottish Highlands.

The partnership is delivered through community-based support, coordinated by Changeworks and funded by the National Lottery Community Fund.

The partnership empowers residents with advice, access to funding and local expertise, strengthening partnerships and enabling a scalable, place-based approach to decarbonisation.



Case study: Locally embedded partnership retrofit

Working with South Lanarkshire Council, we delivered the South Lanarkshire Energy & Retrofit One Stop Shop pilot.

This was a coordinated, multi-channel service providing advice, personalised retrofit plans and support to access funding. Delivered through a combination of helpline support, local outreach, digital engagement and tailored retrofit plans, it guided households from initial advice through to potential installation.

The pilot achieved estimated outcomes including **nearly £20,000 in fuel bill savings for residents, over 260,000 kWh of energy savings, and around 69 tonnes of carbon savings.**

OUR VOLUNTEERS



We have held the Investing in Volunteers accreditation

since 2009, recognising our long-standing commitment to supporting and valuing our volunteers.

Our volunteers play a vital role in helping us achieve our mission, contributing their time and expertise.

We are dedicated to ensuring that volunteering with Changeworks is a rewarding and enriching experience.

Over the past year, **103 volunteers contributed 2,320 hours**, supporting the delivery of 12 projects.

Volunteering also provides a pathway into employment, **including three volunteers securing roles within Changeworks**, with others progressing into related organisations, including our partner Council of Ethnic Minority Voluntary Organisations (CEMVO).

“It’s great to see the help and advice provided to people, especially in rural areas or with different minority backgrounds.”
Volunteer

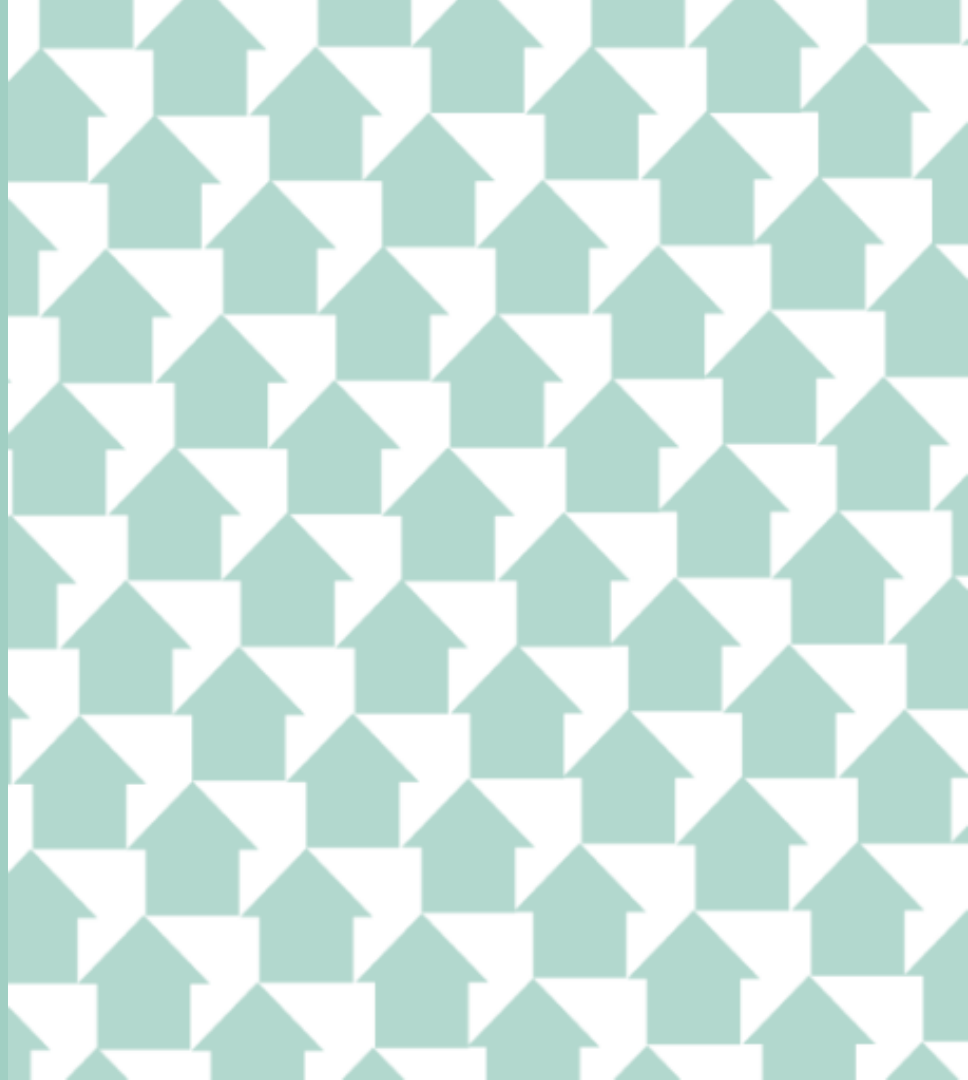


“I gained knowledge and practical exposure to the field. Participating in workshops and supporting people had a strong impact on me, helping me understand how much support individuals in the community truly need.” Volunteer

OUR CARBON FOOTPRINT

Measuring and reducing our own
emissions.

CHANGEWORKS.



OUR CARBON FOOTPRINT

In 2025-26, our carbon

footprint was 180 tonnes CO₂e, an increase of 10 tonnes CO₂e (6%) from the revised 2024-25 figure (170 tonnes CO₂e). Further information on our carbon reporting methodology is provided on [page 96](#).

This equates to 0.91 tonnes CO₂e per Full-Time Equivalent employee, a 10% increase from the 2024-25 figure of 0.83 tonnes CO₂e.

There are minor variations in emissions compared to the previous year,

reflecting changes in activity data such as fuel use, electricity consumption (kWh), and distance travelled. A slight reduction in staffing levels has contributed to a higher footprint per FTE.

The average footprint over the previous three years is 196 tonnes CO₂e, so this year's figure of 180 tonnes is consistent with the average.

We remain committed to reducing our environmental impact, continually identifying opportunities to lower emissions across our operations.



CO₂e
Assessed
Organisation

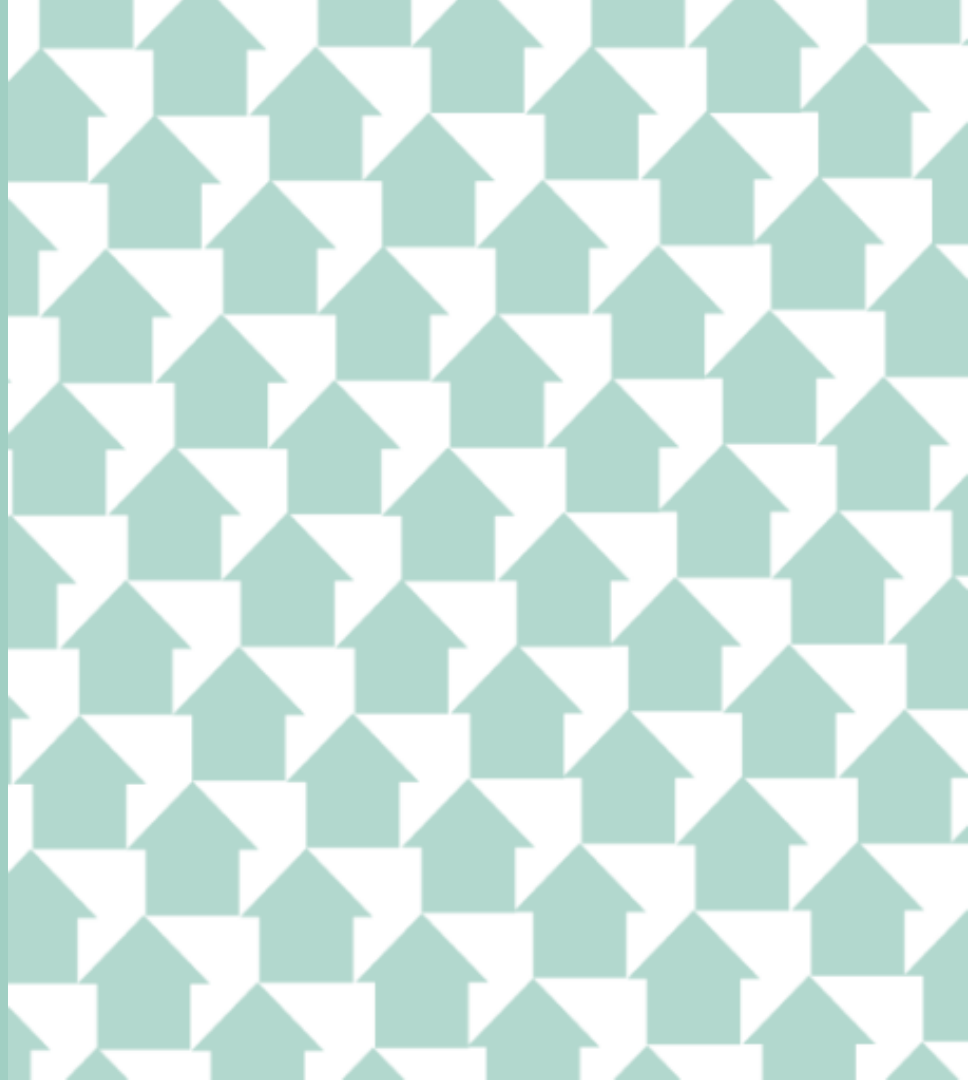


Carbon
Neutral
Organisation

FINANCIAL REVIEW

Our income, expenditure and financial performance. For full details see the Report and Financial Statements 2025-26 [on our website.](#)

CHANGeworks.



FINANCIAL REVIEW

Income

Total income for the year was £12.2m (2024/25: £11.5m).

The year continued to present significant challenges across the sectors in which Changeworks operates.

Public sector budgets remained under pressure, government funding for net zero activity reduced in several areas, and procurement activity remained uncertain throughout the year.

Despite these challenges, income increased by 6% and we maintained strong levels of delivery across our programmes and services.

Operational Surplus

Changeworks reported a statutory surplus of £1.4m (2024/25: £0.9m).

This includes gains on investments of £1.2m (2024/25: £1.4m), primarily reflecting the increased valuation of the charity's investment in Warmworks Scotland LLP.

Whilst these gains strengthen the balance sheet, they do not reflect the underlying operational performance.

The Board therefore also reviews an operational surplus measure to assess the underlying financial performance of the charity.

This measure excludes investment gains and surpluses arising on restricted grants that are committed to future programme delivery.

FINANCIAL REVIEW

The operational surplus is calculated as follows:

SURPLUS / (DEFICIT)	£	£
ACTUAL:		
SURPLUS / (DEFICIT)	1,369,881	
LESS: GAIN ON INVESTMENTS	(1,161,751)	
LESS: SURPLUS ON RESTRICTED GRANTS	(31,998)	
OPERATIONAL SURPLUS / (DEFICIT)		176,132

On this basis, we delivered an operational surplus of £176k. This operational surplus provides a stronger financial platform as the charity continues to deliver its 2025-30 strategic plan.

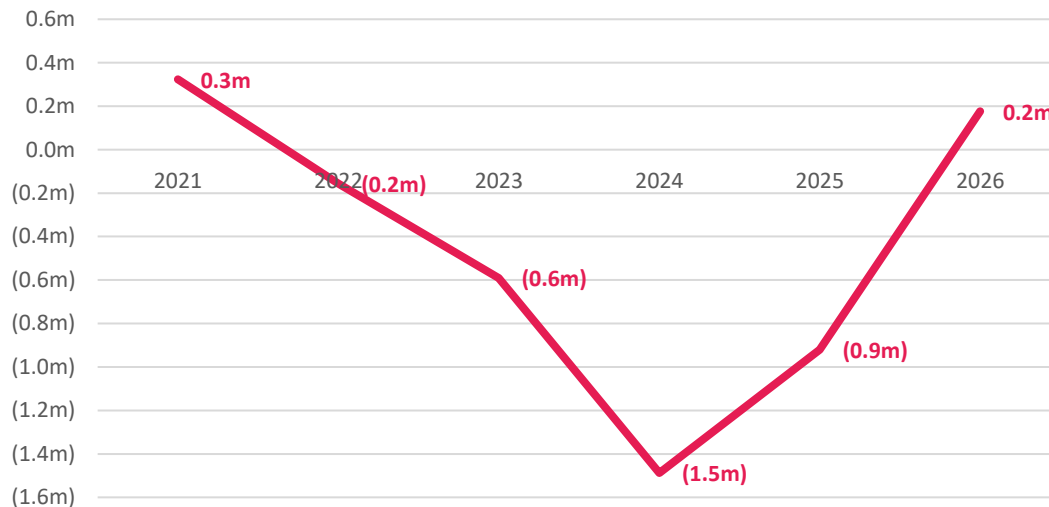


FINANCIAL REVIEW

The graph to the right shows the operational surplus/(deficit) position over the last six financial years.

Following a period of planned internal investment and subsequent operational deficits, 2025-26 marks a return to an operational surplus position. This was achieved through careful cost control and a disciplined approach to financial management. Given the challenging external environment, this represents a positive outcome and an encouraging step towards the charity's long-term financial sustainability.

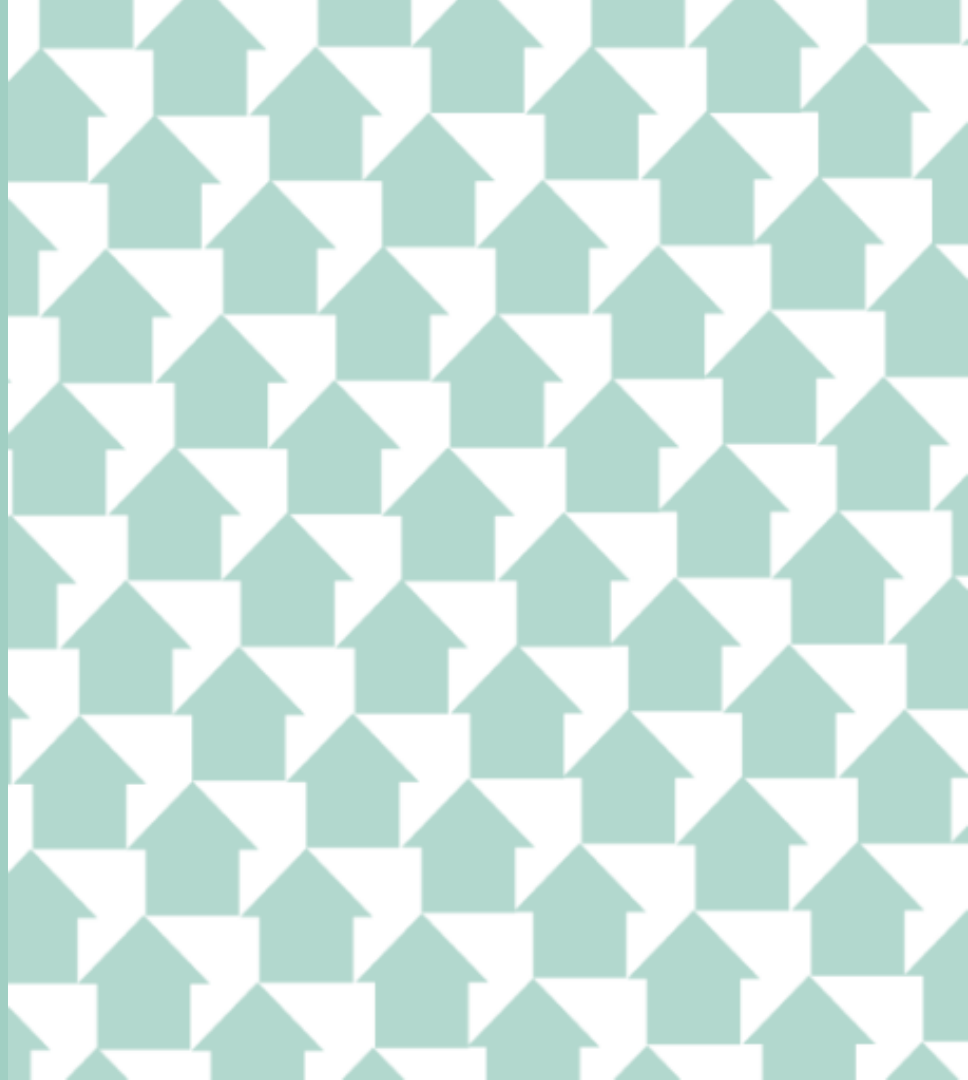
Operational Surplus / (Deficit) (£)



LOOKING AHEAD

What's next for Changeworks.

CHANGEWORKS.



LOOKING AHEAD

Over the next year, the external environment

is likely to remain complex, with a tightening funding landscape in Scotland.

At the same time, the Warm Homes Plan presents opportunities to build on our growing work across the wider UK.

Evolving UK geopolitical priorities may shift focus from the climate emergency to issues felt most keenly by householders day-to-day, such as high cost of living and energy bills.

Ongoing pressures linked to energy security and global instability will sustain high costs and uncertainty, exacerbating fuel poverty.

Progress towards net zero targets across Scotland and the wider UK continues, but requires sustained, coordinated action and increased pace.

Against this backdrop, we are confident in our ability to adapt and respond, continuing to deliver our strategy while remaining agile in a changing landscape.



Over 2025-26, we have navigated a period of change successfully and are in a financially sustainable position, providing a strong platform for growth.

LOOKING AHEAD

We will continue to build partnerships across the social housing and energy sectors, including with distribution network operators, community energy organisations, and UK-wide collaborators.

We are well positioned to respond to emerging opportunities and are exploring new routes to investment, including commercial opportunities via our trading subsidiary, Changeworks Changeworks Enterprises.

With almost 40 years' experience, strong regional expertise across Scotland, and a growing UK-wide presence, Changeworks remains a trusted long-term delivery partner, recognised for quality, fairness, and expertise.

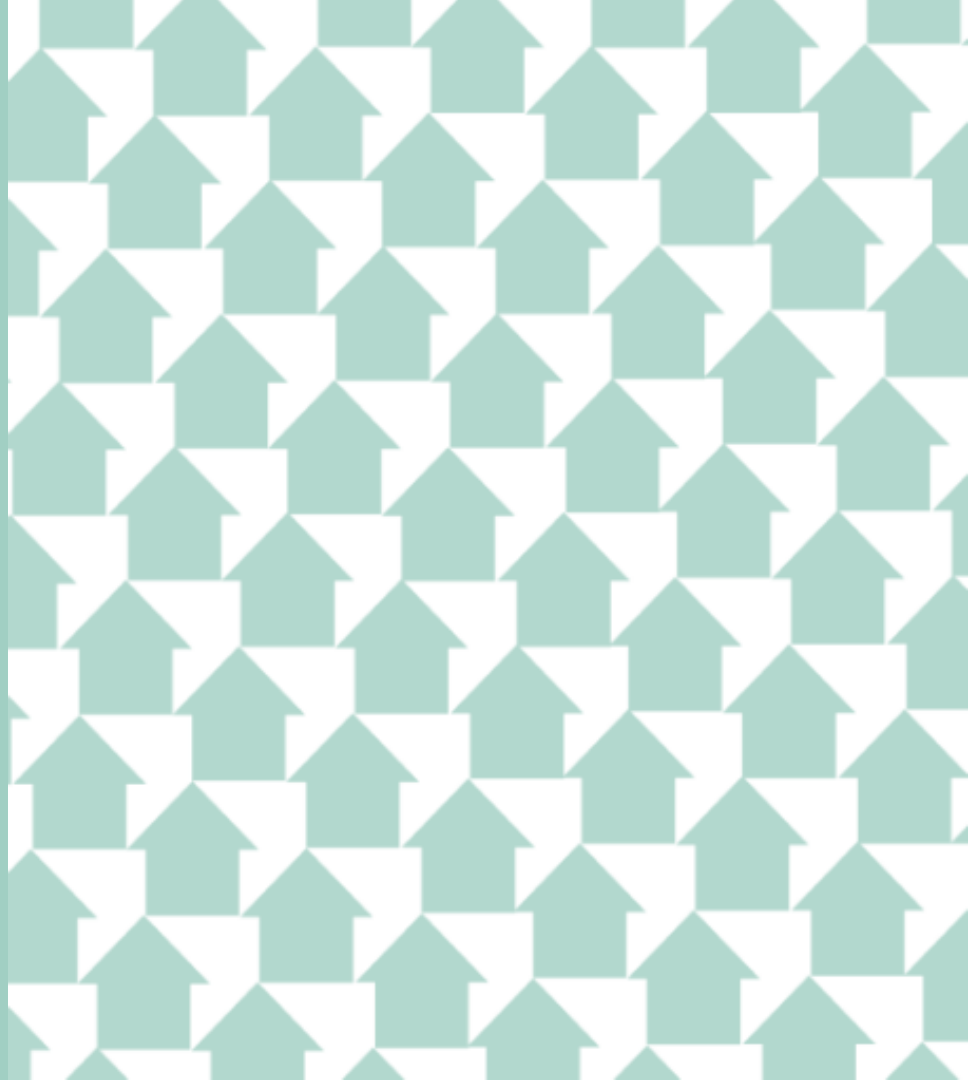
We look forward to working with partners - current and new - to scale our impact, and contribute to a sustainable, just future.



METHODOLOGY AND DATA SOURCES

How we measure, calculate and report our impact.

CHANGEWORKS.



METHODOLOGY AND DATA SOURCES

Impact reporting

The methodology for the impact data in this report has mostly remained the same as for the previous four years, with a few exceptions.

Firstly, since 2024-25, Warmworks data has been reported in full (in previous years it was divided by three to reflect Changeworks' share of the business).

Secondly, we have corrected an undercount in previously reported homes that received support to install energy efficiency measures delivered

by Connected Response. Finally, from 2025–26, carbon savings are reported annually, based on an average carbon saving from fabric improvements of 3 tonnes CO2 per home per year (previously carbon savings were calculated over the lifetime of installed measures).

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 revised to reflect these changes.

METHODOLOGY AND DATA SOURCES

Carbon footprint

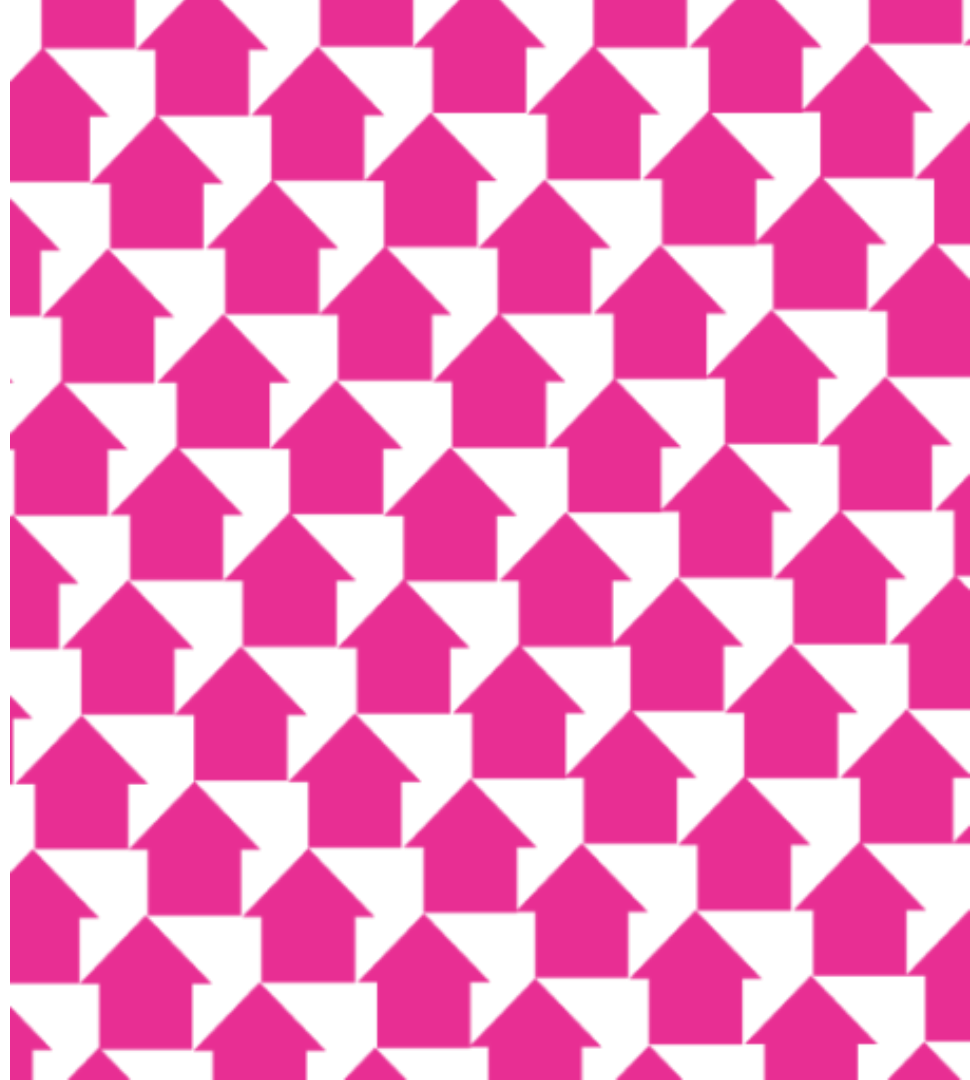
Our carbon footprint is calculated based on the current UK Government guidance and conversion factors for greenhouse gas reporting issued annually by the Department for Energy Security and Net Zero (DESNZ).

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; water and waste treatment; purchased goods and services; capital goods and upstream transportation and distribution.



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Changeworks Resources for Life (A Company Limited by Guarantee)
Company Registration Number: SC103904 Charity Number: SC015144

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