

CHAIR RECRUITMENT 2026

Collaboration | Empowerment | Innovation | Integrity | Passion

CHANGEWORKS.

**Trustees
Unlimited**



Dear Applicant,

Thank you for your interest becoming Chair of the Non-Executive Board and Trustees at Changeworks. You are considering this role at an exciting and pivotal time for our organisation.

For over 35 years, Changeworks has been at the forefront of tackling the climate crisis in Scotland. Our work in decarbonising homes across the country is not just about meeting environmental targets – it's about creating warmer, healthier homes while building a more sustainable future for all Scottish communities.

We are currently at a critical juncture in our journey. As we conclude a period of strategic investment that has enabled significant organisational growth, we have recently launched an ambitious new strategic plan. This next phase will focus on expanding our impact even further, helping more households across the country transition to low-carbon living while ensuring we don't leave any communities behind.

You will play a vital role in shaping this future. You will lead the Board of Trustees in providing strategic direction and effective governance, helping guide Changeworks through this important period of transformation and growth. We are looking for a strong and inclusive leader who shares our passion for climate action and can help strengthen our governance as we scale our impact.

The recruitment pack enclosed provides more detail about the role, who we are looking for and our organisation. We look forward to learning more about how you could contribute to Changeworks' mission.

Yours sincerely,

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Chair of the Board of Directors

OUR PEOPLE

At Changeworks, we really value our talented and diverse people. That's why we do everything we can to be a supportive and positive environment that allows them to do their very best for the people we work with. We understand the importance of work-life balance and being flexible. Hybrid working is now the norm for the majority of our staff, with strong flexible working policies to allow you to work in the way that best suits you.

Staff wellbeing is a key priority for us, with a dedicated staff group promoting wellbeing and supporting staff across Changeworks and continually improving what we offer. The more supported and happy staff feel, the more successful we can be at achieving our mission. And in our annual staff satisfaction surveys, they tell us they feel it too – the latest survey found that nearly 86% of staff felt supported by the organisation, 89% agreed that they approve of the company culture, and 88% are proud to work for Changeworks.

We also provide good opportunities for progression and development, with a dedicated learning and development strategy to help you meet your personal goals – more on that later. Many of our staff stay at Changeworks for the long term, able to develop their careers and find new avenues for their passion and talents.

In 2021 we achieved Investors in People Platinum, the highest level of that accreditation. Only a handful of other employers in Scotland have this, and only 2% of IIP members worldwide.

"Changeworks is large enough to make a real, lasting impact on thousands of people and the communities and organisations we work with across Scotland."



OUR IMPACT

When you join Changeworks, you're joining an organisation with a long track record of achieving big things.

Through our work with individuals, households, businesses and other organisations, we prevent hundreds of thousands of tonnes of carbon from damaging our fragile planet every year.

Over our last strategic plan, 2022-25, we supported over 200,000 households, providing invaluable energy advice, fuel poverty support and installing energy efficiency measures in homes. During this time, we also saved 996,677 tonnes of carbon through our services, including Warmworks.

That means helping people like Hannah. Hannah struggles with poor mental health and ended up with energy debt of over £19,000 from a former address. With us advocating to her supplier, we proved that the debt was wrong, and the supplier reduced it by over £14,000. As a result, Hannah's wellbeing improved and we are continuing to work with Hannah to ensure she's managing her energy use and staying affordably warm and comfortable at home.

"The Bike to Work scheme meant I was able to get a folding bike, which has completely transformed my journeys to and from work. I love the flexibility and freedom it gives me, and I can't imagine life without it."



OUR GROWTH

Here's the best news: there's never been a better time to join Changeworks.

The climate emergency is the biggest threat to life as we know it. We need to scale up the action we're taking to avert disaster, and Changeworks is leading the way.

We have ambitious plans to grow as part of our new strategy launched in 2022. Last year we added more new staff than ever before and we aren't slowing down. Our services will continue to expand as we work to decarbonise hundreds of thousands of homes across Scotland.

We want you to grow too. We believe passionately in learning and development for our staff, helping you to develop your skills and achieve your full potential. We invest heavily in learning and development, offering training wherever we can to upskill our people.

With partners like the Social Enterprise Academy we offer regular opportunities for training, and regular one-to-one meetings and annual appraisals offer regular chances to discuss your development.

Now more than ever, we need to expand our efforts to drive change and push towards Scotland's Net Zero targets. If you come and join us on that journey, we know it will be a rewarding one.

"Changeworks offers an excellent culture along with a great work-life balance. Each day I feel empowered to help my colleagues deliver excellent project to benefit people around Scotland."



OUR STRATEGIC PLAN

2025-2030

Since launching our decarbonisation strategy in 2022, we've impacted over 150,000 people in Scotland—supporting over 7,000 households in fuel poverty and helping over 27,000 install energy efficiency measures and renewables.

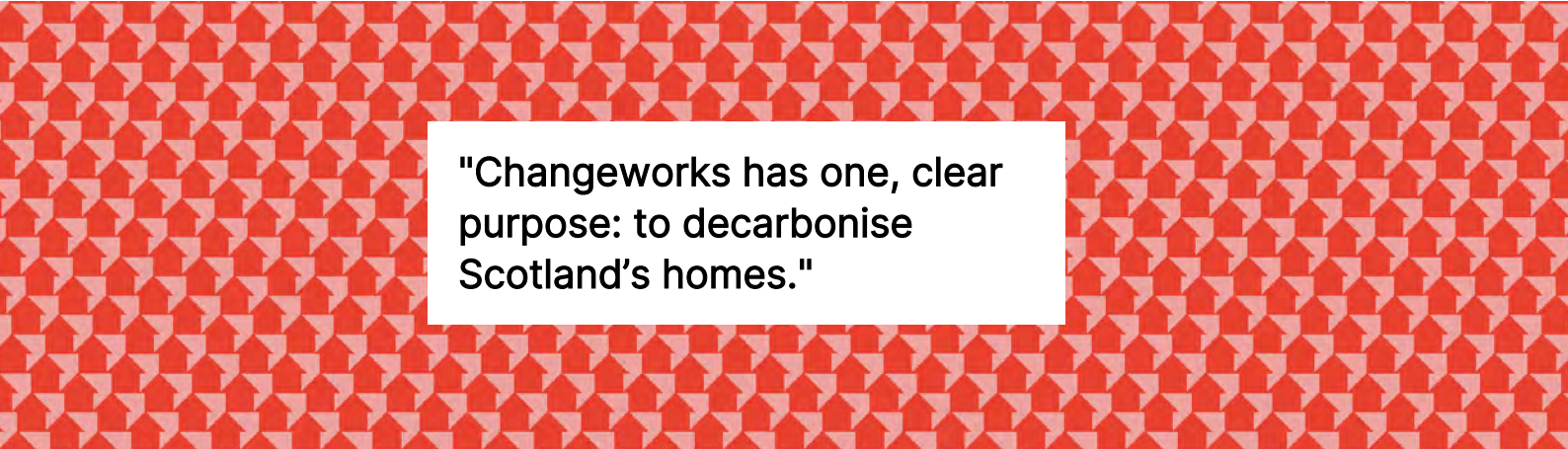
Changeworks envisions a world where low-carbon living is the norm. Climate change is the biggest threat to our way of life, and we are expanding our efforts over the next five years to tackle it. Through UK-wide collaboration, scaling our services, and working with public and private sectors, we'll drive diverse decarbonisation solutions.

With 79% of householders in Scotland recognising climate change as a major issue, urgent action is needed. Our ambitious strategy will increase our impact, evolving our innovative services to provide seamless support at every stage of the decarbonisation journey.

We will continue scaling up energy efficiency installations while focusing on climate adaptation, reducing embodied carbon, and tailoring retrofits to individual homes.

Decarbonising Scotland's homes requires collective action. We'll strengthen partnerships, expand private sector engagement, and use our expertise to accelerate Scotland's transition to net zero.

This strategy is a call to action - together, we can achieve our mission of a world where everyone is able to live, work and enjoy life with a low-carbon impact.



"Changeworks has one, clear purpose: to decarbonise Scotland's homes."

CHAIR OF NON-EXECUTIVE BOARD & TRUSTEES ROLE DESCRIPTION

Location: Hybrid (meetings in Edinburgh with virtual attendance option)

Time commitment: 18-24 days per year. Maximum term as Chair is 6 years

Salary: Unremunerated voluntary role (reasonable expenses reimbursed)

Purpose of Role:

To lead the Board of Trustees in providing strategic direction and effective governance, ensuring Changeworks successfully delivers its charitable objects and strategic ambition. To serve as statutory trustee and non-executive director and to provide strategic leadership, guidance and governance oversight of Changeworks and its subsidiary organisations.

Main objectives & goals:

- Leadership of the Board
- CEO Relationship & Performance
- Strategic Governance
- Risk & Compliance Governance
- Executive Support & Challenge
- Stakeholder Engagement
- Decision Making
- Board Duties

Leadership of the board

- Set board agendas in partnership with the CEO ensuring focus remains on high-level strategy and governance.
- Chair board meetings, ensuring effective use of board time against organisational priorities.
- Lead the annual board appraisal process and oversee succession planning to ensure the board has the diverse skills needed for a high-growth period.
- Foster a board culture that is inclusive, encourages constructive challenge, and values diverse perspective

CEO Relationship & Performance

- Act as the formal line manager for the Chief Executive, providing a "critical friend" relationship that balances support with rigorous accountability for strategic targets.
- Lead the CEO's annual performance appraisal.

Strategic Governance

- Ensure the board remains focused on the strategic targets and adapts the organisation's risk profile to support the required scaling of services.
- Take collective responsibility for key decisions regarding the running of Changeworks
- Contribute to the development and refinement of organisational strategy, ensuring alignment with Changeworks' mission, values, and objectives
- Review organisational performance against strategic goals and provide constructive challenge to executive proposals
- Participate in board discussions and decision-making regarding major strategic initiatives, investments, and organisational changes
- Support the maintenance of high governance standards across Changeworks and its subsidiaries and ventures

CHAIR OF NON-EXECUTIVE BOARD & TRUSTEES ROLE DESCRIPTION

Risk and Compliance Governance

- Maintain a strategic overview of the organisation's risk profile, ensuring that key risks are identified, tracked and mitigated in accordance with the agreed risk framework.
- Using wider expertise and networks, provide insight into the wider risk environment
- Approve and monitor key risk-related documents including strategic risk-register and risk policy
- Provide independent perspective on the adequacy of internal control systems and risk mitigation strategies
- Oversee the effective use of professional advisors to help assure organisational compliance.

Executive Support and Challenge

- Provide constructive challenge and independent perspective to the executive team's proposals and decisions
- Support and mentor executive team members in their strategic thinking and leadership development
- Contribute specialist expertise to inform executive decision-making
- Hold the executive team to account while maintaining an appropriate balance between support and challenge in board discussion

Strategic Representation & Advocacy

- Represent Changeworks at the highest levels of government and with key strategic partners to drive the collaboration required for the 2030 goals.
- Develop and maintain strategic relationships with key partners and stakeholders
- Support the organisation's public profile and reputation management
- Represent the board, its activities and decisions to the employees.

Professional Development

- Participate in board training and development activities
- Stay informed about sector developments and best practice in corporate governance
- Contribute to the continuous improvement of board effectiveness

Board Duties

- Attend and actively participate in quarterly board meetings and annual strategy day
- Review board papers and other relevant documentation timeously
- Support the recruitment and development of new board members
- Build effective relationships with fellow board members and executive team and take collective responsibility for board decisions
- Participate in one or more board committees

CHAIR OF NON-EXECUTIVE BOARD & TRUSTEES PERSON SPECIFICATION

Required Experience and Capabilities

Senior Leadership and Governance Experience

We seek individuals with leadership experience that demonstrates strong strategic thinking, an entrepreneurial mindset and an understanding of the complexities of governance in the charitable and commercial sectors.

This could include:

- Senior management, executive or non-executive roles in mission-driven organisations
- Experience serving on boards or committees in any sector
- Track record of leading teams through organisational transformation and growth
- Experience of working with diverse stakeholder groups including, but not limited to, social housing, local government, or minority groups.
- Proven experience in trustee or non-executive positions, with a strong understanding of governance and oversight responsibilities.

We expect the chair to have:

- A proven track record of chairing boards or high-level committees, preferably within a purpose-driven or commercial-social hybrid environment.
- Experience as a charity trustee or non-executive director
- Ability to navigate complex political and economic landscapes to advocate for decarbonisation and just transition.
- Commitment to decarbonising homes in Scotland and tackling fuel poverty.
- Experience in overseeing organisational growth or transformation, reflecting Changeworks' move toward scaling its impact.
- Exceptional diplomatic, mediation, and relationship-building skills to manage board dynamics and the CEO partnership.

Strategic Growth & Risk Management

Candidates should demonstrate capability in:

- Driving or enabling organisational growth and development
- Understanding risk management in complex organisations
- Good governance in regulated organisations
- Track record of success in purpose-driven organisations

Specialist Knowledge Areas

We particularly welcome expertise in:

- Experience of the social housing sector
- Experience of/in rural communities
- Experience of entrepreneurship/innovation/research & development commercialisation
- Experience of technical aspects of retrofit
- Experience of public affairs, government engagement, and/or lobbying

Access to networks that would be beneficial to Changeworks would be desirable.

CHAIR OF NON-EXECUTIVE BOARD & TRUSTEES PERSON SPECIFICATION

Personal Qualities

The successful candidate will demonstrate:

- Strategic mindset with ability to balance social impact with commercial success and organisational sustainability
- Excellent analytical and critical thinking skills
- Strong communication and relationship-building capabilities
- Commitment to environmental and social justice
- An ability to elicit diverse perspectives in governance

Additional Considerations

- We particularly encourage applications from underrepresented groups.
- Candidates should share our commitment to environmental action and bring diverse perspectives.
- New Board members will be expected to serve on at least one Board sub-committee, including Strategy, Audit and Risk, or Nominations

HOW TO APPLY:

If you are passionate about joining Changeworks and believe you have the skills and experience we are looking for, please apply with the following:

- An up-to-date CV
- A supporting statement of no more than 2 sides of A4, detailing why you would like to be considered, your relevant experience and expertise and what you think you can bring to the role.

All applications are being handled by our recruitment partner, Trustees Unlimited (part of the Russam group).

All applications should be sent to applications@trustees-unlimited.co.uk with your full name and 'Changeworks Chair' in the subject heading.

For an informal discussion about the role, please contact Melissa Baxter, Managing Partner - Charities on: melissa.baxter@trustees-unlimited.co.uk / 07789 985229.

Closing date for applications: Monday 2nd March 2026

Interview with Changeworks: Week commencing 23rd March 2026



INVESTORS IN PEOPLE™
We invest in people Platinum