

# CHIEF FINANCIAL OFFICER

Collaboration | Empowerment | Innovation | Integrity | Passion

**CHANGEWORKS.**



Collaboration,  
empowerment,  
innovation, integrity  
and passion are the  
values which shape  
our behaviours  
and actions.





Dear candidate

I'm Josiah Lockhart, Chief Executive of Changeworks, and I'm delighted you're considering coming to join us on our mission to decarbonise Scotland's homes.

Changeworks is Scotland's leading environmental charity and social enterprise, dedicated to helping people live and work more sustainably. For over 35 years, the organisation has delivered practical solutions that reduce carbon emissions, tackle fuel poverty, and improve lives. Through partnerships with government, local authorities, and communities, Changeworks supports Scotland's transition to a low-carbon future — combining innovation, collaboration, and integrity to create meaningful impact.

Changeworks' work is underpinned by its core values of **integrity, collaboration, innovation, and impact**. These values shape every aspect of the organisation — from decision-making and team collaboration to how it engages with partners and communities. Changeworks fosters a culture that is open, inclusive, and supportive, encouraging people to bring forward ideas, take initiative, and work together to deliver real environmental and social change.

## The Role

The Chief Financial Officer (CFO) is a key member of the Executive Leadership Team, providing strategic financial leadership, commercial insight, and governance excellence across the Changeworks Group. Reporting to the Chief Executive, the CFO will play a pivotal role in shaping the organisation's future — driving financial strategy, strengthening resilience, and supporting ambitious growth across both charitable and commercial operations.

Working collaboratively across the organisation, the CFO will:

- Lead the development and execution of a financial strategy aligned with Changeworks' values and growth ambitions.
- Drive value creation and commercial performance across charitable and subsidiary activities.
- Embed robust governance, risk management, and compliance frameworks across all group entities.
- Build and lead a high-performing finance team that reflects Changeworks' collaborative and values-driven culture.
- Act as a strategic advisor to the Chief Executive, Board, and subsidiary boards, representing Changeworks with integrity and professionalism to external partners and stakeholders.





This is a hands-on and strategically influential position, balancing oversight with active engagement across financial operations, commercial ventures, and team development. The role offers an opportunity to shape Changeworks' long-term impact and support its aim to make homes warmer, greener, and more affordable.

### **The Person**

Changeworks is seeking an experienced and values-driven financial leader who combines commercial acumen with a strong commitment to social and environmental impact. The successful candidate will bring:

- A proven track record as a CFO or senior finance leader within a growth-oriented or multi-entity organisation.
- Strong experience in charity finance and governance, ideally within organisations combining charitable and commercial activity.
- Significant commercial insight, with expertise in investment appraisal, capital structuring, and value creation.
- Demonstrable experience of strategic leadership, stakeholder management, and board engagement.
- A leadership approach that reflects Changeworks' culture — inclusive, collaborative, and focused on empowering others.
- Chartered Accountant qualification (ACA, ACCA, or CIMA) with substantial post-qualification experience.

### **The Opportunity**

This appointment offers a rare opportunity to join a respected, **values-led** organisation at a pivotal moment in its development. The CFO will play a central role in enabling innovation, ensuring financial sustainability, and guiding the next stage of Changeworks' growth.

Joining a talented and passionate team, the successful candidate will help realise Changeworks' vision: a world where everyone can live and work in a warm, efficient, and low-carbon home.

I look forward to meeting you and talking more about our vision, and how you can fit in.

Kind regards,

Josiah Lockhart  
Chief Executive

## The application process

Application deadline	Friday 30 January 2026
Interview dates	TBC
Interview location	First stage interviews will be held online, via Microsoft Teams. Second stage interviews will be held in person, at our Edinburgh office.
Interview format and length	60-minute formal interview

## Contact details

General enquiries about this job	Reception 0131 555 4010
For an informal discussion about this job	Josiah Lockhart - <a href="mailto:jlockhart@changeworks.org.uk">jlockhart@changeworks.org.uk</a>

## Job Description

Job title	Chief Financial Officer
Job reference	CFO
Salary and grade	D1/D2 point 65 to 71 (£83,903 to £96,641 per annum) + 8% employer pension contribution. <b>Successful candidates will start at the bottom of the salary scale, save in exceptional circumstances.</b>
Location of job	Edinburgh (hybrid of home and office working)
Hours and terms	35 hours per week. Full time, permanent.
Holiday terms	26 days per annum + 9 public holidays

## General terms and conditions

- Changeworks operates a flexi-time system with core hours. There are no overtime payments for this post.
- You may need to undergo a Disclosure Scotland check depending on the requirements of the post. Depending on the nature of any convictions that may be disclosed, Changeworks reserves the right to terminate employment with or without notice.
- All of the responsibilities outlined below will be reviewed and modified as necessary through consultation with line managers.

Responsible to	Chief Executive
Responsible for	Head of Finance, Head of ICT

Purpose of the job	To provide strategic financial leadership and commercial insight to drive organisational growth, sustainability and value creation across the Changeworks Group. The CFO will be responsible for developing and executing financial strategy, optimising capital
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	allocation, and ensuring robust governance frameworks support ambitious expansion plans.
<b>Main objectives and goals</b>	<ul style="list-style-type: none"> <li>• Drive Strategic Financial Leadership &amp; Commercial Growth</li> <li>• Establish Robust Governance, Risk &amp; Compliance Frameworks</li> <li>• Optimise Group Structure Performance &amp; Value Creation</li> <li>• Build High-Performance Finance Function &amp; Organisational Capability</li> <li>• Manage Key Stakeholder Relationships &amp; External Partnerships</li> </ul>

## 1. Financial Strategy & Capital Management

- **Develop and execute comprehensive financial strategy** aligned with organisational growth objectives and market opportunities
- **Lead capital allocation decisions** including investment appraisals, financing structures, and portfolio optimisation across group entities
- **Provide strategic commercial leadership** working collaboratively with the Development Director to translate business development initiatives into robust financial frameworks and investment strategies
- **Establish investment frameworks** for evaluating and managing commercial ventures, joint ventures, and strategic acquisitions, including regulatory compliance requirements and investment policy development and monitoring
- **Lead financial due diligence** on potential partnerships, acquisitions, and major commercial initiatives
- **Oversee commercial viability assessment** of new service developments and market expansion opportunities identified by the Development Director

## 2. Commercial Leadership & Value Creation

- **Provide senior commercial leadership** translating business development opportunities into financially viable propositions and sustainable growth strategies
- **Partner with Development Director** to evaluate commercial potential of new services and market opportunities, providing financial expertise and investment analysis
- **Lead major commercial negotiations** for significant partnerships, funding arrangements, and commercial agreements
- **Drive performance improvement** through advanced financial analysis, benchmarking, and value creation initiatives across charity and commercial operations
- **Develop sophisticated financial models** to support strategic decision-making and scenario planning for both charitable and commercial activities
- **Champion innovation in financial products and services** to support organisational diversification while maintaining charitable objectives

## 3. Governance, Risk & Compliance

- **Establish enterprise-wide risk management frameworks** with integrated reporting to Board and executive leadership
- **Lead regulatory compliance strategy** ensuring adherence to charity law, commercial regulations, and sector-specific requirements across the group
- **Provide executive support to the Audit, Risk and Assurance Committee** including preparation of comprehensive risk reports, compliance updates, and strategic risk assessments, acting as Secretariat where required
- **Oversee comprehensive risk management** across all group entities including identification, assessment, mitigation, and monitoring of financial, operational, and strategic risks
- **Ensure compliance with charity governance requirements** while managing commercial subsidiary compliance obligations
- **Develop advanced management information systems** providing real-time insights for strategic decision-making
- **Oversee treasury management** including cash flow optimisation, debt management, and financial risk mitigation
- **Ensure robust audit and assurance frameworks** across charity and commercial entities
- **Lead enterprise-wide business continuity planning** including crisis financial management capabilities and response to "black swan" events
- **Develop succession planning frameworks** for critical finance capabilities to mitigate key person risks

## 4. Partnership & Alliance Management

- **Establish partnership governance frameworks** for evaluating, managing, and monitoring strategic alliances and joint ventures
- **Lead partnership financial due diligence** including risk assessment methodologies and performance management systems
- **Develop alliance performance metrics** and review processes to ensure strategic value creation
- **Oversee partnership compliance** and contractual financial obligations across all strategic relationships

## 5. Subsidiary and Venture Oversight

- **Provide financial and governance oversight** of Warmworks, Changeworks Enterprises, and future group ventures, working alongside CEO who maintains overall strategic and operational responsibility
- **Deputise for CEO** in subsidiary board meetings and strategic oversight activities as required
- **Ensure legal and regulatory compliance** across all subsidiary entities including corporate governance, statutory reporting, and sector-specific requirements



- **Lead financial performance management** of subsidiary entities through robust monitoring, KPI frameworks, and strategic development planning
- **Support CEO in subsidiary governance** by providing financial expertise, risk assessment, and compliance oversight
- **Drive financial integration and synergies** between charity and commercial entities to maximise operational efficiency and commercial opportunities
- **Lead financial due diligence and integration** of new ventures and acquisitions into the group structure under CEO strategic direction

## 6. Company Secretary Functions

- **Act as Company Secretary** for Changeworks and subsidiary entities where required
- **Ensure accurate corporate record keeping** and compliance with Companies House, OSCR, and HMRC requirements
- **Maintain statutory registers** and coordinate board meeting administration
- **Oversee corporate governance compliance** across the group structure

## 7. Team Leadership & Development

- **Build and lead high-performing finance function** capable of supporting rapid organisational growth
- **Develop commercial capabilities** within the finance team to support strategic initiatives
- **Establish clear accountability frameworks** with robust performance management and development planning
- **Champion continuous improvement** and innovation within financial operations
- **Implement knowledge management systems** to reduce key person dependencies and ensure critical process documentation

## 8. Change Management & Organizational Development

- **Lead financial aspects of organizational change initiatives** ensuring robust change impact assessment and resource planning
- **Provide change management expertise** for major transformation projects across the group
- **Develop change communication frameworks** that effectively articulate financial implications and benefits of strategic initiatives
- **Support executive team in change leadership** through financial analysis and strategic guidance

## 9. Systems & Technology

- **Provide strategic oversight of ICT function** ensuring technology strategy aligns with business objectives and supports organisational growth

- **Drive digital transformation** of financial systems and processes to support scalability and efficiency
- **Oversee implementation of advanced analytics** and business intelligence capabilities
- **Ensure integration of financial and operational systems** across group entities and partnership arrangements
- **Lead technology governance** including cybersecurity, data management, and IT risk management across the group

## 10. Stakeholder Management & External Relations

- **Manage relationships with key financial stakeholders** including investors, lenders, auditors, and regulatory bodies
- **Lead engagement with potential investors** and financing partners to support growth initiatives
- **Represent the organisation** at industry forums, investor meetings, and strategic partner discussions
- **Provide thought leadership** on financial and commercial matters within the sector

### Key contacts

- **Board of Directors:** Strategic advisor and key decision-making partner for charity governance and commercial strategy
- **Audit, Risk and Assurance Committee:** Primary executive support for risk oversight and assurance activities
- **Executive Leadership Team:** Senior commercial partner driving growth initiatives
- **Development Director:** Strategic partnership providing financial expertise to support business and service development initiatives
- **Subsidiary Boards:** Financial oversight and governance support working alongside CEO strategic leadership
- **External Investors/Partners:** Primary relationship manager for financial stakeholders
- **Charity Commission and Regulatory Bodies:** Lead liaison for charity compliance and commercial regulatory requirements
- **Strategic Alliance Partners:** Financial oversight and performance management of key partnerships

### Mandatory training/qualifications associated with this role:

- **Qualified accountant** (ACA, ACCA, CIMA) with substantial post-qualification experience

Person specification		
Please explain how you meet the following criteria in your job application		
	Essential	Desirable
<b>Proven track record in CFO or senior commercial finance role</b> within growth-oriented organisations	X	
<b>Experience in charity finance and governance</b> including understanding of charity law, compliance requirements, and mixed charity/commercial structures	X	
<b>Significant experience in capital markets, investment appraisal, and complex financial structuring</b>	X	
<b>Commercial acumen</b> with demonstrated success in driving revenue growth and value creation	X	
<b>Strategic leadership experience</b> including board-level engagement and stakeholder management	X	
<b>Experience in managing multi-entity structures</b> including subsidiaries, joint ventures, and partnerships	X	
<b>Change management experience</b> with demonstrated ability to lead organizational transformation	X	
<b>Experience in the charity/social enterprise sector</b> or regulated industries		X
<b>Track record in merger and acquisition activity</b> or major partnership development		X
<b>Experience with alternative financing models</b> including social investment and impact finance		X
<b>Background in energy, environmental, or infrastructure sectors</b>		X
<b>Company secretarial qualifications</b> or significant experience		X

Staff Expectations of Management Experience
<p>The post holder should expect and be open to:</p> <ul style="list-style-type: none"> <li>• <b>Experience managing other managers and senior professionals</b> - Proven ability to lead and develop Heads of Department (Head of Finance, Head of ICT) and senior finance professionals</li> <li>• <b>Building high-performing teams</b> - Demonstrated success in recruiting, developing, and retaining talented finance professionals capable of supporting rapid organizational growth</li> <li>• <b>Cross-functional leadership</b> - Experience leading teams across different disciplines (finance, ICT, operations) and integrating their work toward common strategic objectives</li> </ul>

- **Building scalable team structures** - Experience designing and implementing team structures that can adapt and grow with organizational expansion
- **Coaching and mentoring senior professionals** - Proven track record in developing other leaders and managers within the finance function to reach their full potential
- **Succession planning and knowledge management** - Proven ability to implement systems that reduce key person dependencies and ensure critical knowledge transfer

## Complexity

The post holder must be able to:

- **Strategic Thinking:** Ability to develop long-term financial strategy aligned with organisational vision
- **Commercial Leadership:** Drive commercial growth and value creation across diverse business activities
- **Stakeholder Management:** Build and maintain relationships with complex stakeholder groups
- **Risk Management:** Develop sophisticated frameworks for identifying, assessing, and mitigating financial and commercial risks
- **Change Leadership:** Lead organisational transformation and drive continuous improvement
- **Partnership Management:** Develop and manage strategic alliances and collaborative relationships effectively

## Creativity

The post holder will be required to:

- **Creative scenario planning** - Ability to develop sophisticated financial models that explore multiple future scenarios and creative strategic options
- **Creative capital structuring** - Developing novel approaches to financing growth, partnerships, and acquisitions that optimize both financial returns and social impact
- **Alternative financing creativity** - Innovative thinking around social investment, impact finance, and mixed funding models that blend charitable and commercial objectives
- **Innovative partnership structures** - Creating novel governance and financial frameworks for complex strategic alliances and joint ventures



# WHO WE ARE

**Changeworks has been leading the way in delivering high impact solutions for lowcarbon living for over 35 years. We work with government, local authorities, housing associations, businesses, community groups and individuals to make it happen.**

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.

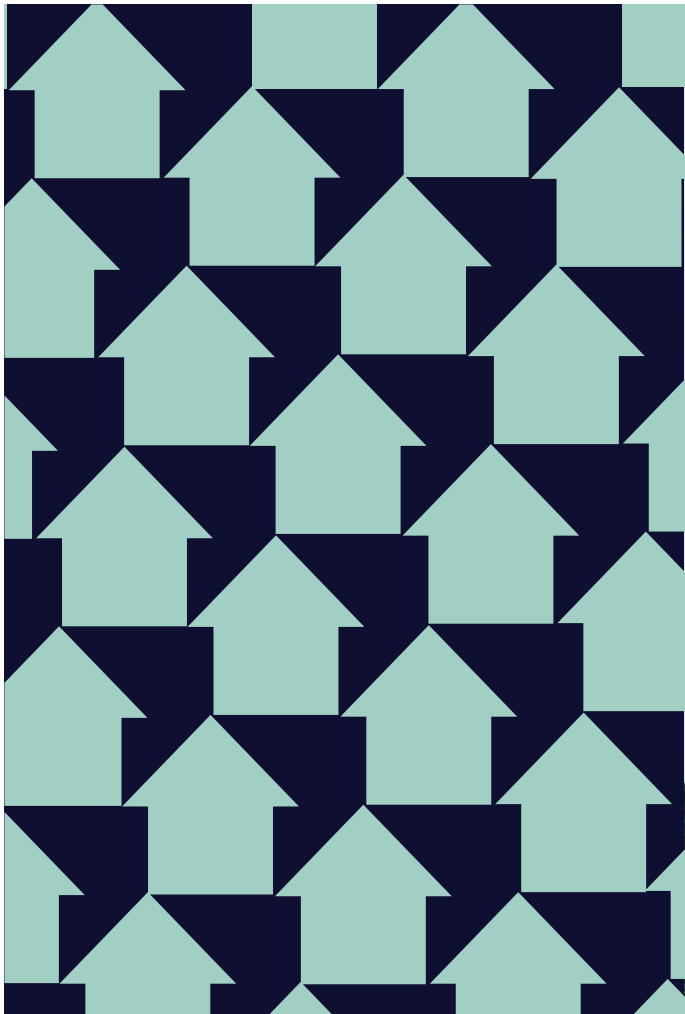
While we believe that individual actions to reduce emissions do make a difference, this action must be dramatically and radically scaled up to avert disaster in the time we have left.

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.

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

Collaboration, empowerment, innovation, integrity and passion are the values which shape our behaviours and actions.



**Bruce Wares**  
Marketing Manager  
**Home Energy Scotland**  
13 years at Changeworks

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



[Read more about Bruce](#)

# 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.

[Read more](#) about working with us from our team.



**Cat Gear**  
Facilities Officer

5 years at Changeworks

**“ At Changeworks  
you’re not a number  
on the payroll, you’re  
a real person and folk  
are interested to get  
to know you. ”**



[Read more about Cat](#)



# OUR BENEFITS

Working at Changeworks isn't just about culture, it's also about a great package of benefits and policies designed to support you in being the best that you can be. These policies allow you to be flexible and do your best at work, while supporting you to manage any challenges that might come along.

**35** days  
leave per year  
(26 days plus 9  
public holidays)

**8%**  
employer  
pension  
contribution

Volunteering  
days

Allowances for  
home office  
furniture

Driving licence  
support  
programme for  
staff who  
require this skill  
for their post

Employee  
counselling  
service

Eye care  
vouchers

Annual flu  
vaccinations

Travel season  
ticket loans

Paid leave  
for childcare  
emergencies

Death in  
service

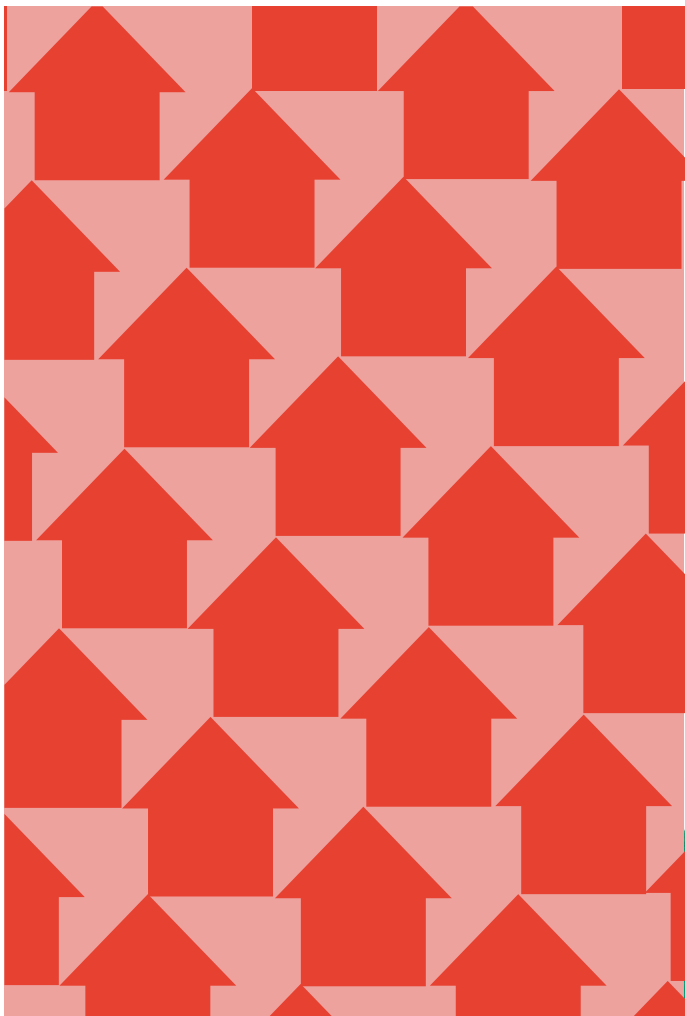
Bike to work  
scheme that  
covers e-bikes  
too, up to  
the value of  
**£3,000**

Enhanced  
maternity,  
paternity and  
adoption leave  
pay

Shared  
parental leave

And even more  
policies to  
support your  
health and  
wellbeing

Find out more  
about why you  
should work for  
Changeworks



**Joanna Long**  
Senior Impact Evaluation Consultant  
2 years at Changeworks

**“ 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! ”**



[Read more about Joanna](#)

# 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.

In 2020-21, our work meant a reduction of £2.2 million in people's heating and electricity bills, and over 3,000 measures installed in homes to improve energy efficiency.

That means helping people like Sheila Charters. A Borders resident, Sheila had her heating on for around 10 hours a day because she couldn't keep the heat in her home.

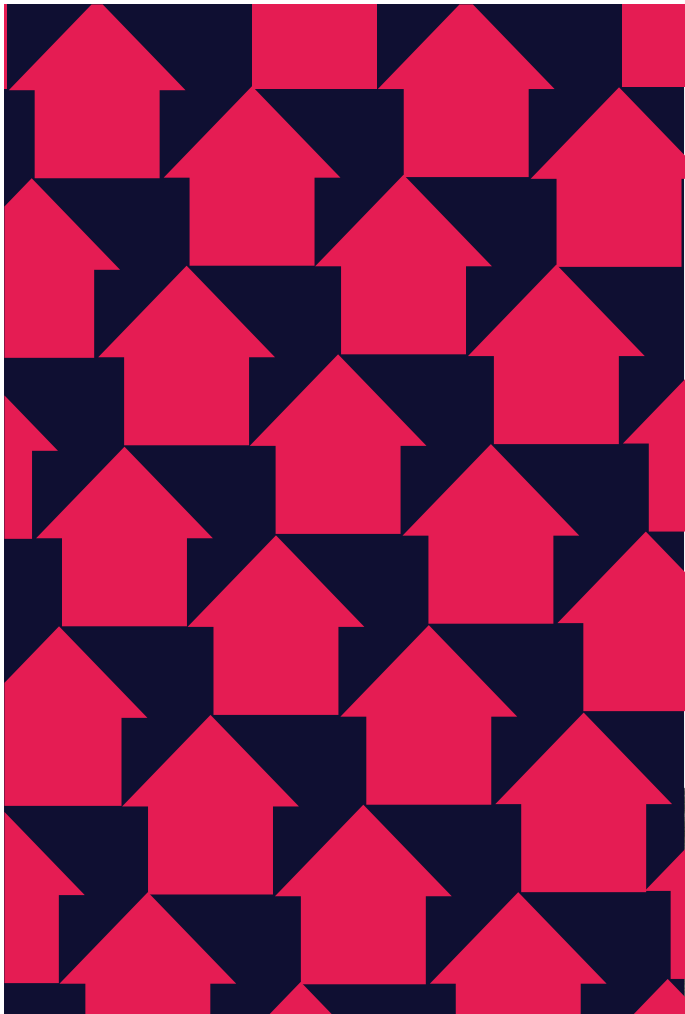
As part of delivering a Scottish Government scheme in the area, we were able to work with her to have external wall insulation installed. Not only did this refresh the outside of her home, it meant she only needed the heating on for an hour or so a day, reducing her bills and her emissions.

Our fuel poverty advice service also changes lives. Lives of people like Angus, who ended up with an estimated energy bill of over £1000. With us advocating to his supplier on his behalf and forcing an investigation, the bill was reduced to just £150.

We also worked with him to make sure he was on the best tariff and using his energy efficiently, all adding up to a saving of over £1200.

**We remove over 200,000 tonnes of lifetime carbon every year.**

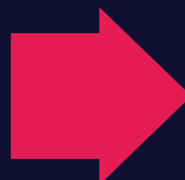
**Hear more about the difference we make.**



Jay Scott  
ICT Support Technician  
6 years at Changeworks

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

”



[Read more about Jay](#)



# 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.

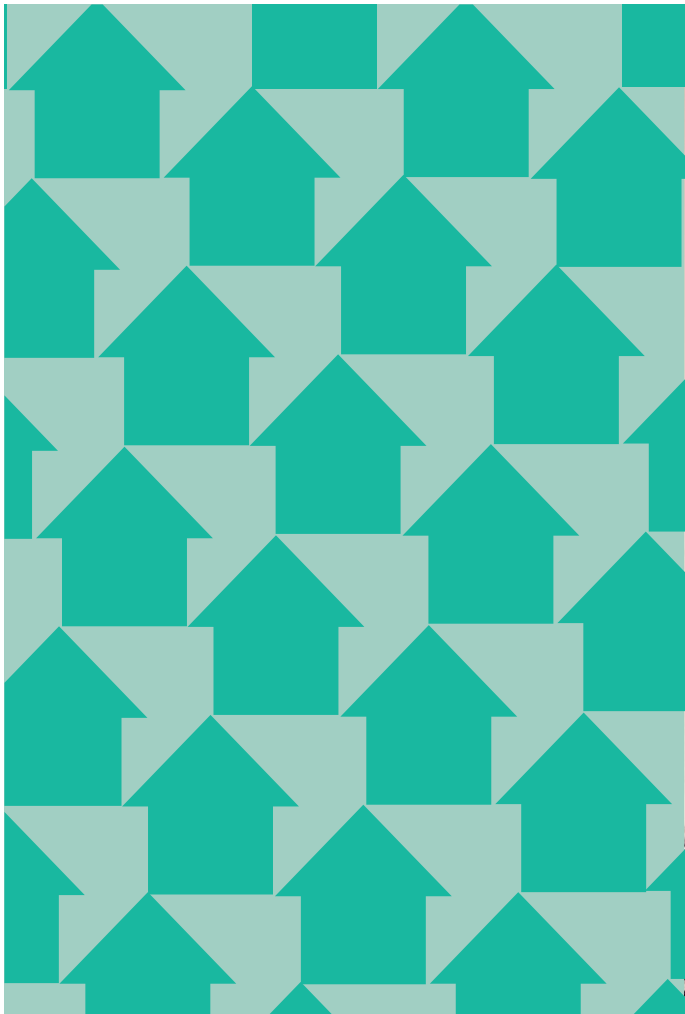
We want you to grow too. We believe passionately in learning and development for our staff, helping you to develop your skills and achieve your full potential. We invest heavily in learning and development, offering training wherever we can to upskill our people.

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.

**Our finances and staff numbers will almost double between now and the end of our new three-year strategy.**

Hear more about the future of Changeworks.



**Kehinde Moses**  
Senior Advisor Energy Care

1 year at Changeworks  
& a previous volunteer

**“Changeworks is a prestigious environmental charity... this gives me an opportunity to explore different areas to work and develop my career by working for a company helping to fight climate change.”**



[Read more about Kehinde](#)

## Changeworks

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Investors  
in Diversity  
Silver UK

Until  
April  
2027



**INVESTORS IN PEOPLE™**  
We invest in people Platinum

