

Role Profile – The What, The Where, The How

POSITION	Head of Change		
TEAM	People, Technology and Transformation	LOCATION	Coastline House
VERSION	V1	LAST UPDATED	July 2026

THE PURPOSE OF THIS ROLE IS TO

Enable Coastline Housing to deliver change effectively, consistently and at pace by providing the governance, methodologies, reporting, coordination and organisational capability required to successfully deliver transformation activity. The role provides oversight of Coastline's change portfolio, supports the organisation to build its programme and project management capability, and leads selected strategic cross-cutting initiatives to ensure change delivers measurable benefits for customers, colleagues and communities.

The role is responsible for organisational change governance, assurance, coordination and adoption across Coastline. Accountability for service delivery, technology implementation, systems development and specialist project delivery remains with the relevant operational managers and subject matter experts.

Specific Accountabilities – The Brass Tacks

In the role, day to day, you'll be responsible for:

1. Maintaining oversight of Coastline's project and programme portfolio, ensuring visibility of priorities, dependencies, resources, risks, timelines and ownership across the organisation, while providing governance, challenge and assurance across projects owned by operational teams.
2. Supporting, with the Assistant Director of People, Culture and Communications, organisational resource and capacity planning to help ensure change activity is prioritised and sequenced effectively.
3. Monitoring the impact of change across teams and identifying capacity constraints, competing demands and potential change fatigue.
4. Owning and continuously improving project and programme governance frameworks, standards, templates and assurance processes.
5. Embedding practical, proportionate and people-centred change management approaches across projects and programmes.
6. Developing and maintaining project management tools, guidance and resources to support effective delivery.

7. Producing high-quality reporting on organisational change activity, benefits realisation, risks and delivery status for Executive Team and Board audiences.
8. Working with project sponsors and owners to define, monitor and evaluate project outcomes and benefits.
9. Developing organisational project and programme management capability through coaching, advice, tools, assurance and practical support, enabling operational teams to successfully deliver their own projects.
10. Working with service leads and subject matter experts to ensure change governance, stakeholder engagement, communications, adoption planning and benefits realisation are effectively embedded within projects and programmes.
11. Identifying emerging opportunities, sector developments, and trends that support organisational improvement.
12. Providing programme oversight and coordination for selected organisation-wide projects and programmes that require cross-directorate collaboration, whilst accountability for delivery remains with the relevant operational or subject matter lead.
13. Coordinating stakeholder engagement, communications and adoption activities to support successful implementation and embedding of change.
14. Supporting the organisational adoption of new ways of working and innovation, including artificial intelligence, ensuring business readiness, governance requirements, colleague engagement, organisational impacts and opportunities are appropriately considered
15. Designing and maintaining Coastline's business process mapping framework, standards, methodologies and process library.
16. Facilitating teams to review, map and improve business processes while building capability and ownership within services.
17. Championing the adoption of business process mapping and continuous improvement practices across the organisation.
18. Measuring and evaluating the effectiveness of Coastline's approach to change and transformation, recommending improvements to governance, methodology and organisational capability.
19. Promoting a positive organisational culture around change, continuous improvement, learning and innovation.

Person Specification – The Who

PERSONAL SKILLS AND QUALITIES

At Coastline we are more concerned with how you work and what you bring to the role over formal qualifications or criteria. Specifically, what we're looking for is someone who:

- Demonstrates behaviours in accordance with Coastline's values:

Put our customers first
Be open, honest and accountable
Value each other
Strive to be the best

- Has experience of leading organisational change, transformation programmes, project management offices or continuous improvement activity in a complex organisation.
- Demonstrates excellent organisational, planning and prioritisation skills, with the ability to manage multiple competing priorities whilst maintaining a whole-organisation perspective.
- Builds positive relationships and influences effectively across teams and stakeholders without direct line-management authority.
- Uses strong analytical, problem-solving and decision-making skills to identify risks, dependencies and opportunities across a diverse portfolio of activity.
- Satisfactory basic DBS check.

Some experience in the following would be an advantage:

- Housing association, public sector or not-for-profit environments.
- Portfolio, programme and project management.
- Formal project or programme management methodologies such as PRINCE2, MSP or APM.
- Artificial intelligence governance, adoption or digital transformation.
- Benefits realisation, business process improvement and organisational design activity.

General Obligations - For All Of Us

1. Represent the company positively with all external agencies.
2. Service and support the company as requested.
3. Establish, develop and maintain effective working relationships with all work colleagues.
4. Ensure compliance with the company's health and safety policies and procedures.
5. Continually promote equal opportunities and customer care in full compliance with the company's policy and standards.

REPORTING

Reports to: Director of People, Technology and Transformation

Direct reports: None

CONTACTS

Internal

- Executive Team
- Assistant Directors and Heads of Service
- Managers and colleagues across all directorates
- Project sponsors and project leads
- Governance, People and Technology teams
- Staff forums and working groups where applicable.

External

- Suppliers and implementation partners
- Consultants and specialist advisers
- Housing sector networks and professional bodies
- Regulatory, assurance and audit bodies where required.



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