



Coastline

Coastline Housing
Director of People, Technology &
Transformation

Recruitment pack
January 2026



Contents

Welcome letter from our CEO	3
About Coastline Housing	5
Senior management structure	6
Director of People, Technology & Transformation role profile & person specification	7
Key terms and conditions of appointment	10
Further information and how to apply	12

Welcome from our CEO

Dear Applicant,

Coastline Housing – Director of People, Technology & Transformation

We are delighted that you are interested in joining Coastline Housing to be our new Director of People, Technology & Transformation

Coastline is an independent, charitable housing association owning and managing more than 5,000 homes in Cornwall. We provide homes for rent and for shared ownership, and through our Extra Care scheme in Redruth, and our purpose-built facility for our Homeless Service, we support some of the most vulnerable people in Cornwall.

But we are more than just a landlord. Our footprint extends beyond our homes and into local communities. We know we have a role to play in tackling stigma, deprivation and enabling life-enhancing opportunities for customers, ultimately improving quality of life, health and wellbeing.

We have a track record of success, over the period of our previous 2021-25 Plan:

- We delivered 750 new homes, and were consistently amongst the top 10 fastest growing housing association nationally;
- We invested in our homes, so that more than 85% are above SAP C, and we consistently achieve 100% compliance with landlord health & safety;
- We invested in our customer service and engagement, so that our customer satisfaction rating (85%) and regulatory consumer standard grading (C1) are both in the top quartile nationally;
- We retained our commitment to homelessness support services and specialist older persons housing, when others across the country are stepping back in these challenging areas; and
- We achieved Investors in People 'Gold' status, and are Living Wage Foundation and Living Pension Foundation leaders.

Our new 2025-30 Plan builds on these successes and sets an ambitious direction under our 'Great Homes, Great Services, Great People' mission statement:

- We will invest in homes and communities: a deliverable path to EPC C by 2030 for our rented stock, a relentless focus on safety and quality, place-making that strengthens neighbourhood pride, and an ongoing commitment to specialist supported housing for older people and people who are experiencing homelessness.

- We will invest in new affordable homes: increasing the number of homes we build, with high standards of design and the right tenure mix.
- We will invest in great customer service: person-centred tenancy support, a high quality and responsive repairs service, and increasing use of data and technology to improve productivity and responsiveness.
- We will invest in our people: because we want to be an employer of choice, where people love to work, and can develop their careers.

Underpinning all of this are what we call our Great Foundations: strong governance, sound risk management, and a robust financial base so our ambition is matched by resilience.

The Director of People, Technology & Transformation role will be central to Coastline's ability to achieve its aims. It is a new role, as part of a refreshed Executive Team structure (which is set out on page 5). It was created as part of a restructure following the retirement of a long-serving member of our Executive Team, which gave us the opportunity to reflect on the leadership we need to deliver the Coastline Plan 2025-30.

The role will lead our People & Culture and ICT teams, with responsibility for shaping our organisational culture, overseeing digital and data systems, and guiding key transformation programmes. You will work closely with colleagues across Coastline to ensure changes are well-designed, well-communicated, and grounded in our shared values. These are areas where we have had a lot of success, but are increasingly important to us, with our desire to be an employer of choice in Cornwall, and with our focus on data quality, cybersecurity, and the effective use of artificial intelligence

We are looking for a thoughtful, values-driven leader who is motivated by making a meaningful difference for our customers and colleagues. You will combine empathy with clear judgement, and bring a steady, collaborative approach to change.

We welcome applicants with strategic experience in either ICT or HR. You do not need to be an expert in both areas. What is essential is that you have proven skills in business transformation and programme/change management, can work collaboratively across disciplines, and learn quickly with the support of your colleagues.

You will find headline information about Coastline in this pack, and further detail on our website. I hope you find the materials helpful and inspiring, and that you feel encouraged and inspired to apply.

Best wishes, and good luck with your application.

Allister Young

CEO

About Coastline Housing

Our Ambition

Our aim is to end the housing crisis in Cornwall, and it will remain our aim until there are enough good quality, affordable homes in Cornwall to meet people's needs and aspirations.

We do not think that we, on our own, can solve Cornwall's housing crisis. But we think it is right to say that is our aim. We believe it will inspire us, and others, to start taking the right steps, in the right direction.

Our Values

To complement our mission, we have a set of values, which underpin everything we do, from how we work with customers and each other on a day-to-day basis, to how we make long term strategic decisions:

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

Our [Coastline Plan 2025-2030](#)

Coastline's new Plan 2025–2030 sets out our ambition to end the housing crisis in Cornwall. We will invest in the quality and safety of homes, expand affordable housing supply, and ensure our services are responsive, inclusive, and digitally enabled. Our work is underpinned by strong governance, financial sustainability, and a commitment to diversity and inclusion.

We have four strategic themes:

- **Great Homes:** Safe, warm, affordable, and sustainable homes.
- **Great Services:** Customer-centric, digitally enabled, and continuously improving.
- **Great People:** Employer of choice, investing in skills, wellbeing, and diversity.
- **Great Foundations:** Strong governance, financial resilience, and risk management.

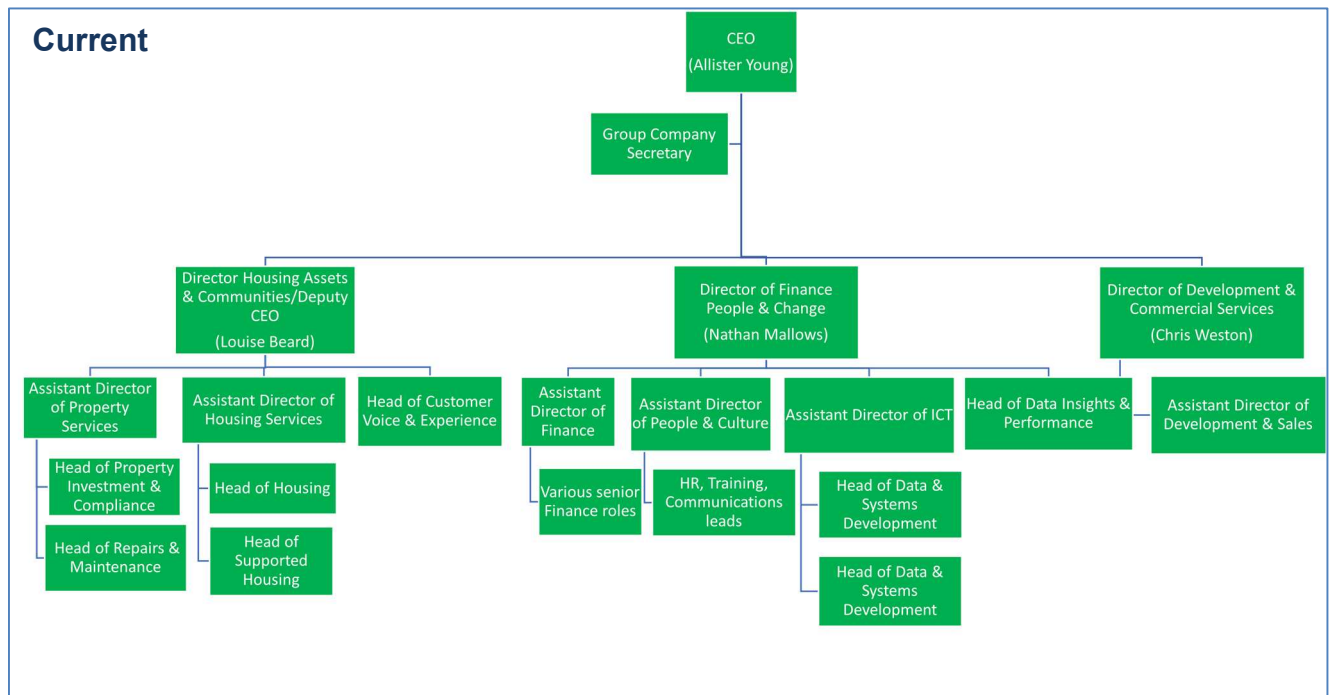
Who we are

Coastline Housing is a charitable housing association. We own and manage more than 5,000 homes across Cornwall and provide services to many more people, employing a team of around 350 people.

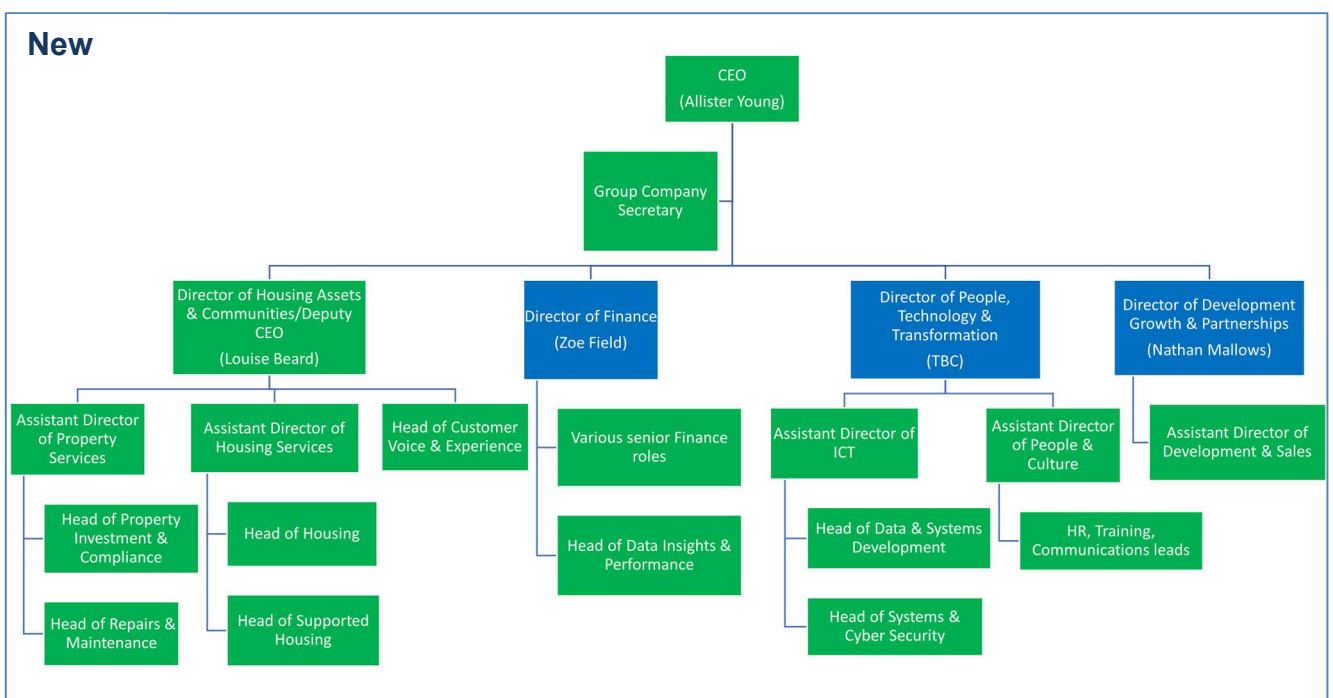
Please see our latest annual reports available at [Our publications - Coastline Housing](#) to read more about our achievements and to understand more about our financial performance.

Senior management team structure (Currently being developed)

Current



New



Role profile – Director of People, Technology & Transformation

Role Profile – The What, The Where, The How

POSITION	Director of People, Technology & Transformation		
TEAM	Executive Team	LOCATION	Coastline House
VERSION	1.0	LAST UPDATED	November 2025

THE PURPOSE OF THIS ROLE IS TO

To make a substantial contribution to the executive management and corporate success of the Group by providing leadership and direction to the ICT, human resources and performance management services of the Group, while also overseeing change management and demonstrating a passion for high levels of customer service and social justice.

Specific Accountabilities – The Brass Tacks

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

1. Contribute to the wider executive management of the Group through the application of leadership, commercial, and professional technical skills.
2. With the Chief Executive and other Executive Directors lead on the development and successful implementation of Coastline's Corporate Plan.
3. Lead Group wide work to ensure successful planning and implementation of change, including adoption of new technologies, processes, and cultural practices.
4. Lead the Group's Information & Communications Technology services, setting and delivering a strategy that meets the current and future needs of the business, including a focus on cybersecurity
5. Proactively identify and implement new approaches and technologies (including AI) to ensure that ICT is enabling growth and change, in particular ensuring that Coastline has a platform to deliver its strategic approach to digital customer service.
6. Champion data-driven decision making across the organisation, ensuring insights inform strategy and operations.
7. Lead the Group's People & Culture team, ensuring an effective strategic approach to recruiting, retaining and developing colleagues to ensure Coastline has the people it needs to deliver its objectives.
8. Provide an Executive lead for Health and Safety at Coastline, including chairing the Group's Health & Safety Committee.
9. Oversee the Group's communications activities, ensuring these are effective both for internal colleagues and external customers and stakeholders.
10. Lead a varying portfolio of key corporate projects and initiatives.

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
- Degree level education or equivalent through relevant training/experience.
- Significant strategic leadership experience with major budgetary responsibility in a complex and fast-moving organisation
- Preferably significant strategic experience across both ICT and HR, but definitely in at least one
- Experience of leading large-scale change programmes, with strong project management skills
- Good track record of leading and motivating a variety of teams in a customer service focused organisation
- Sound analytical and numerical skills
- Strong communication, networking and relationship management skills
- High standards of professionalism and personal integrity
- A commitment to Equality, Diversity & Inclusion
- A full driving license and access to a vehicle to enable business travel
- Willingness to work flexibly in the interests of Coastline, including some national and regional travel
- A satisfactory Basic DBS check

Some of the following would be an advantage:

- A management qualification
- Experience of leading on health and safety
- A relevant health and safety qualification (eg NEBOSH or IOSH – these will be essential in the role, but are not essential for appointment)
- Knowledge of social housing
- Experience of working in a regulated environment

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 the Chief Executive Officer
- Responsible for direct reports (below) and a wider staff team:
- Assistant Director of People & Culture
- Assistant Director of ICT

CONTACTS

Internal

- executive and non-executive Directors
- senior managers
- staff

External

Customers, customer representatives, lenders, regulators, national and local government, media, professional bodies, consultants and advisors, statutory agencies, voluntary groups, other housing companies, etc.



Key terms and conditions

(For information purposes only)

Settling in Period	A six-month settling period will apply.
Personal development	<p>To enable the proper fulfilment of the post we encourage and provide opportunities for post holders to develop and expand their knowledge and skills.</p> <p>Post holders are expected to demonstrate a commitment to continuous personal development.</p>
Pay and Reward	<p>Salary of £110,000 per annum</p> <p>Coastline's policy is that all Executive roles are remunerated at up to (not above) median levels. In addition to this, Coastline operates a Higher Performance Award (HPA) scheme, which is overseen by the Board, supported by the People Committee. The HPA scheme allows the Board to reward performance when it is above median levels, without consolidating this into base salary. Eligibility is assessed against a balanced scorecard criteria that includes financial and non-financial targets. This award is determined with an individual award up to 5% based on performance and paid in full after the end of the year and a collective award up to 5% based on collective performance calibrated against overall business performance with the payment paid out over a three-year period.</p> <p>Car allowance of 7% of pensionable salary</p> <p>Defined contribution pension scheme, with contribution rates matched to a maximum of 8.3%</p> <p>38 days annual leave (inclusive of bank holidays)</p> <p>Private healthcare plan</p> <p>Professional subscriptions</p> <p>Travel as required to meet the requirements of the role, mileage rate claimable of 45p per mile</p> <p>Highstreet and online discounts and cashback app</p> <p>Salary sacrifice schemes for electric cars and Cycle to Work</p> <p>Blue Light Card</p> <p>Ethical loans and savings options through credit union partners</p> <p>Relocation package available (in line with HMRC rules)</p>

Health and Wellbeing	<p>Employee Assistance Programme</p> <p>Benefits and Wellbeing Platform</p> <p>Trained colleagues as mental health first aiders</p> <p>Health checks and flu vaccinations</p> <p>Various support and counselling options</p> <p>Fundraising opportunities, charity and social events</p>
Notice	3 months

Key dates, further information and how to apply

Application closing date	6 th February 2026
Meet Coastline and interviews	1 st stage Friday 20 February 2026 2 nd stage Tuesday 10 March 2026

To arrange a confidential discussion about the role, in the first instance please contact Sue Manning, Forest HR, sue@foresthr.co.uk.

How to apply

You are asked to provide the following:

- i. A letter containing your supporting statement (no more than two A4 pages) setting out why you feel you are the best person for the role recognising the Role Profile;
- ii. An up-to-date CV, including details of positions held (and dates), leadership, non-executive and professional experience, key achievements as well as qualifications;
- iii. Please note that Coastline wishes to ensure the recruitment process is as inclusive as possible. So, if you would be more comfortable submitting your application in an alternative format to a written supporting statement and CV then you are very welcome to contact Sue Manning to discuss what you have in mind as a suitable alternative.
- iv. Contact details (name, job title, organisation, phone and email) for two referees. References will only be taken up for the successful appointees;
- v. A completed diversity monitoring form, is attached. Please note, this is for monitoring purposes only and will not be seen or used by Coastline as part of this recruitment or selection process.

Please either e-mail talent@foresthr.co.uk or send a hard copy to Sue Manning, Director of Forest HR, The Bothy, Abbotswell Road, Frogham, Fordingbridge, Hampshire, SP6 2JB.

All applications will be acknowledged.