JOB DESCRIPTION

JOB TITLE:	**Change Lead**
GRADE:	**2**
REPORTING TO:	**Head of Programme Management and Change**
RESPONSIBLE FOR:	**No direct reports**

THE ROLE

The Change Lead will be at the heart of delivering successful change across believe housing. Working across the organisation, including directly with senior and executive leaders, the role will build sponsorship, align competing perspectives and help leaders, managers and colleagues understand, adopt and sustain new ways of working, ensuring change is embedded and delivers lasting value.

With the Target Operating Model (TOM) Programme as an immediate focus, the role will lead the people aspects of change across a range of organisational priorities. This will include advising and influencing executive sponsors and senior leaders, creating alignment across business areas, assessing impacts and readiness, addressing resistance and ensuring colleagues are equipped and supported throughout the change journey.

Working alongside executive sponsors, senior leaders, delivery teams and the Digital Learning Specialist, the role will translate strategic change objectives into practical actions that build confidence, capability and ownership, helping believe housing realise the full benefits of transformation.

1	**Change strategy and Programme integration** • Develop and deliver clear, proportionate change management plans aligned to TOM outcomes, executive priorities and wider organisational objectives, adapting the approach to suit different programmes, projects and business-led change.

	• Work directly with executive sponsors, senior leaders, Product Owners, Project Managers, Service Delivery Managers and delivery teams to shape the change approach, secure strategic alignment and integrate change activity into delivery plans, backlogs, sprints, governance and implementation activity. • Translate planned changes into coherent people-change journeys, clarifying what is changing, why it matters, who is affected and what is required for successful adoption. • Apply recognised change management principles pragmatically, maintaining consistency while tailoring the approach to the scale, pace and impact of each change.
2	**Impact, readiness and resistance** • Lead and support change impact assessments across people, roles, processes, skills, behaviours, technology and customer experience. • Assess readiness at squad, leadership and business-area level, identifying gaps in understanding, capability, capacity, sponsorship and local ownership. • Identify, monitor and address resistance and adoption risks, escalating material barriers through the appropriate programme governance route. • Use stakeholder insight, feedback and delivery evidence to adapt the change approach and target interventions where they will have the greatest impact. •
3	**Sponsorship, engagement and communication** • Build credible, trusted relationships with executive sponsors, senior leaders, managers, colleagues and subject matter experts, securing visible sponsorship, timely decisions and shared ownership for change. • Lead stakeholder analysis and engagement planning across executive, senior leadership, management and operational audiences, navigating competing priorities and organisational sensitivities to build alignment, participation and adoption. • Advise, coach and constructively challenge executive sponsors, senior leaders and managers so they fulfil their sponsorship responsibilities, communicate change consistently, resolve barriers and support their teams through transition. • Facilitate executive and senior leadership discussions, workshops, briefings and feedback activity that create clarity, surface challenge,

	support informed decisions and turn stakeholder insight into practical action.
4	**Learning, capability and transition** • Define learning, upskilling and readiness requirements that arise from change, working with subject matter experts, People & Culture and operational teams. • Support leaders and managers to identify where practical learning guidance, coaching or transition support is needed, working with the Digital Learning Specialist to shape appropriate activity and ensure colleagues are prepared for change. • Work with the Digital Learning Specialist to ensure learning materials, guidance and practical support are aligned to the capability needs created by change, with the specialist leading detailed learning design and delivery. • Plan and support transition into business as usual, including local ownership, handover, reinforcement and early-life support arrangements. • Ensure new processes, behaviours and ways of working are embedded into induction, team routines, governance, performance measures and continuous improvement activity.
5	**Adoption, benefits and improvement** • Define meaningful adoption and readiness measures, establish baselines where appropriate and report progress, risks and insight clearly. • Monitor whether changes are being used as intended and are supporting the outcomes and benefits expected by the programme. • Gather colleague and stakeholder feedback, identify lessons and recommend adjustments to improve adoption and future change delivery. • Build change confidence and resilience by sharing good practice, coaching delivery teams and encouraging ownership, transparency, collaboration and learning.

WHAT YOU WILL BRING

Qualifications		
A recognised change management qualification, such as APMG Change Management, Prosci Change Management certification, or significant equivalent practical experience.	**E**	Application Form; Pre-employment checks
Relevant qualification or development in organisational development, learning and development, coaching, HR, Agile delivery or project management.	**D**	Application Form; Pre-employment checks
Experience		
Demonstrable experience leading the people side of complex organisational, service, process or technology-enabled change from impact assessment through to sustained adoption.	**E**	Application Form; Interview
Experience developing and delivering change plans, stakeholder strategies, readiness assessments, capability-building activity and reinforcement approaches.	**E**	Application Form; Interview
Proven experience operating with and influencing executive sponsors and senior leaders, alongside managers, operational colleagues, delivery teams and subject matter experts, to build alignment, commitment and ownership for complex change.	**E**	Application Form; Interview
Experience identifying and addressing resistance, conflicting priorities and barriers to adoption in a complex organisation.	**E**	Application Form; Interview
Experience using qualitative and quantitative evidence to assess readiness, adoption and the effectiveness of change interventions.	**E**	Application Form; Interview
Experience working alongside Agile or multidisciplinary delivery squads and integrating change activity into iterative delivery.	**E**	Application Form; Interview

Experience of transformation or change within social housing, public service or another customer-focused regulated environment.	**D**	Application Form; Interview
Knowledge		
Strong knowledge of recognised change management principles, tools and approaches, and the judgement to apply them proportionately.	**E**	Application Form; Interview
Knowledge of organisational change, culture, behaviour change, stakeholder analysis, communication, learning, transition and reinforcement.	**E**	Application Form; Interview
Understanding of benefits realisation and the relationship between adoption, changed behaviour and sustainable outcomes.	**E**	Application Form; Interview
Understanding of Agile delivery and how change activity can be integrated into squads, backlogs, sprints and ceremonies.	**E**	Application Form; Interview
Awareness of the social housing environment and relevant regulatory expectations.	**D**	Application Form; Interview
Understanding of information security, UK GDPR, equality, diversity and inclusion as they apply to organisational change.	**E**	Application Form; Interview
Skills		
Change analysis and planning: assesses impacts, stakeholders, readiness and adoption risks, turning insight into practical, prioritised action.	**E**	Application Form; Interview
Influence and sponsorship: operates credibly at executive and senior leadership level, builds trust, navigates competing priorities, challenges constructively and secures visible sponsorship, decisions and ownership across the organisation.	**E**	Application Form; Interview
Facilitation and communication: makes complex change clear, facilitates high-impact discussions with executive, senior leadership and operational audiences, and adapts messages and interventions to influence decisions, understanding and action.	**E**	Application Form; Interview
Learning and capability: identifies change-related capability needs and works with leaders, managers, subject matter experts	**E**	Application Form; Interview

and the Digital Learning Specialist to coordinate practical guidance, coaching and transition support.		
Line management and coordination: provides direction, support, coaching and mentoring where required, helping colleagues and specialist roles deliver agreed outcomes within the wider change approach.	**D**	Application Form; Interview TBC
Evidence and evaluation: defines useful readiness, adoption and benefit measures, interprets feedback and adoption data, and adjusts the change approach based on evidence.	**E**	Application Form; Interview
Collaboration and delivery: works effectively across squads and business areas, balancing pace, pragmatism and thoroughness.	**E**	Application Form; Interview
Resilience and judgement: remains credible in complex and politically sensitive environments, uses sound judgement when advising and challenging senior and executive stakeholders, and keeps focus on sustainable organisational outcomes.	**E**	Interview
Behaviours		
Care about the basics: you put effective change foundations in place and use resources responsibly.	—	Interview
Work well together: you create clarity, connect teams and build shared ownership for change.	—	Interview
Achieve great results: you focus on adoption, confidence and measurable outcomes, not activity alone.	—	Interview
Keep improving: you use learning and feedback to strengthen delivery and sustain change.	—	Interview
Be at our best: you act with integrity, empathy, courage and professional judgement.	—	Interview
Make a positive difference: you keep customers and colleagues at the centre of change.	—	Interview

WORKING RESPONSIBLY AT BELIEVE HOUSING

- Manage health and safety responsibilities in line with the relevant sections of the Health and Safety Policy.
- Comply with business confidentiality, information security, UK GDPR and relevant legislation.

- Live believe housing's values and behaviours, doing the right thing for customers, the business and colleagues.
- Use resources responsibly, seeking value for money and opportunities to increase social value.
- Promote equality, diversity, inclusion and collaboration in all change activity.