

Candidate brief for

# Director of Technology



Homes for Good



# Welcome from our Chief Executive

I'm delighted you're interested in our new Director of Technology opportunity at what is a truly exciting time for our organisation.

We're currently in year two of implementing our ambitious ten-year strategy, 'What Good Looks Like in 2034', with our bold vision of "Everyone feels proud about the quality of our homes." This vision was developed in collaboration with our customers and sits at the heart of everything we do, guided by our enduring purpose: Homes for Good.

Technology plays a central role in achieving this vision. We're at an exciting inflection point - having established solid foundations, we've made the strategic decision to accelerate our technology development significantly. We've already committed over a million pounds investment, with cybersecurity as our first priority showing measurable improvements. Our digital transformation journey is well underway, and we are ready to invest more to take us to the next level.

We believe that innovations in technology are changing the way we work for the better. Digital tools and data offer vital opportunities that enable our transformation. This is where you come in. We need a Director of Technology who can build on the foundations we've established, elevate our service standards, and ensure technology is truly integrated with our business priorities while keeping our customers and colleagues at the heart of what we do.

The role you're considering isn't about maintaining systems – it's about inspirational leadership for our technology roadmap and capabilities. You'll be joining an organisation that's committed to listening and learning, where your fingerprints will be on our purposeful culture going forward. We're looking for someone who can drive change while keeping colleagues onside, someone with the humility to learn and the resilience to lead through complexity. Most importantly, we need someone who shares our commitment to putting customers at the heart of everything we do. We are proud to be recognised in the top category of CI rating for the consumer standards, set by the Regulator of Social Housing and be part of the team that improves services for customers even more.

Our technology team has stepped up magnificently during a period of change, and they're ready for leadership that can build them up while challenging the organisation to embrace technology-enabled transformation. This is your opportunity to develop the delivery roadmap and help us deliver efficiencies and exceptional services to the communities we serve over the next decade.

I'm confident that the right person will find this both a challenging and hugely rewarding opportunity. We have the investment backing, the strategic clarity, and the organisational commitment to make real change happen.

Thank you for your interest, and I look forward to hearing how you could help us make our bold vision a reality.

Kind regards,  
**Victor da Cunha**  
Chief Executive Officer



# The Opportunity: A Transformation Moment

Having established solid foundations, we're now in year two of our ambitious 10-year strategy and accelerating our technology development with significant backing from leadership.

## Current Technology Context

- £1m+ technology investment already committed and delivered
- Cybersecurity priority: First focus area showing measurable improvements
- Digital transformation journey: In flight for 18-24 months with IT strategy foundations established
- Infrastructure foundation: Physical technology investments completed
- Strategic positioning: Ready to move to new technology

## The Challenge and Opportunity

Our technology function needs to move from a support function to a strategic enabler that puts service and customers at the heart of everything we do.

The successful Director of Technology will:

- Challenge and support the organisation to embrace technology-enabled change
- Champion technology benefits across Curo, growing communication and capability across Curo
- Drive the delivery of strategy implementation with inspirational leadership
- Set high standards within the proactive technology function
- Develop a "sense of service" - designing technology in service of customers

## What Success Looks Like

In your first 12 months, you'll have:

- Strengthened leadership visibility and presence across the organisation
- Developed closer alignment between technology and business priorities through active listening and collaboration
- Enabled technology to work seamlessly with colleagues, customers, and business processes
- Continued to build a culture of professionalism, pride, and delivery within the function
- Positioned Curo's technology strategy with strong foundations in preparation for the new technology

## Why Now?

This isn't about maintaining the status quo. We're looking for a technology leader who can help us position capabilities for future success. You'll have the investment backing, leadership support, and clear mandate to embed meaningful change.

This role will leave your fingerprints on every major technology decision we make going forward.

# Role Profile/ Director of Technology

Job Title:	Director of Technology
Reports To:	Executive Director
Level:	Leadership Group
Team:	Approximately 16 colleagues
Location:	The Maltings, River Place Lower Bristol Road Bath BA2 1EP
Working Model:	4 days onsite, 1 day home

*The following outlines the core responsibilities for this role. A comprehensive job description with full details will be provided to shortlisted candidates.*

## What's the Role Purpose

Lead Curo's transformative technology strategy to drive digital innovation and achieve transformative change. This strategic leadership role develops and implements comprehensive digital strategies that underpin our objectives while fostering a culture of innovation and excellence.



## What are my Key Accountabilities

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### Leadership & Team Management

- Provide inspiring, confident, and clear leadership to teams and the wider business, fostering culture of innovation, flexibility, and service excellence
  - Nurture and motivate a high-performing, values-driven team, empowering colleagues to deliver great services to our customers
  - Provide clear and informed updates to the Board and senior leadership team, ensuring transparency and confidence in technology investments, transformation progress and risk management
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### Digital & Technology Strategy

- Develop and implement a digital and technology strategy aligned with Curo's business objectives
  - Own and deliver a five-year platform and digital roadmap, ensuring phased adoption, minimal disruption, and measurable business benefits
  - Lead the identification and adoption of emerging technologies and trends such as artificial intelligence (AI) that will shape our future
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### Transformation & Change

- Lead and drive Curo's technology transformational business change program, delivering cultural change, efficiency gains, simplification, and improved outcomes
  - Champion a culture of change and innovation, fostering agility and adaptability to respond to evolving market dynamics and customer needs
  - Drive cultural readiness for digital change, ensuring colleagues across Curo understand and adopt new technology and processes
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### Digital & Technology - Delivery & Operations

- Oversee the development and implementation of technology solutions to transform business processes prioritising seamless customer experiences
- Ensure there is a robust, safe, and secure systems infrastructure, achieving agreed availability targets, all of which is properly documented with effective disaster recovery procedures in place
- Drive continuous improvement and operational excellence within the technology function

## Cyber & Information Security Management

- Leading the team in further improving robust cyber security strategies and frameworks to safeguard our organisation's data and systems
  - Ensure compliance with statutory and regulatory requirements related to cyber security and data protection
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## Communication & Stakeholder Engagement

- Ensure clear communication and alignment across teams and the wider business
  - Form strong, positive and pro-active working relationships with colleagues, customers, suppliers, and external partners
  - Act as a trusted partner to service leaders and teams, ensuring technology supports front-line services, customer experience and housing association regulatory requirements
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## What Skills, Knowledge and Experience Do I Bring?

- Senior technology leadership experience in organisations where technology is a strategic enabler
- Proven record of leading cloud-first strategies and migrations, with strong knowledge of cloud architecture, APIs, middleware, and governance
- Expertise in cyber and information security management, compliance, and data protection
- Strong strategic thinking, problem-solving, and financial acumen
- Excellent communication and influencing skills, with credibility from teams to Board level
- Leadership skills to inspire, motivate, and empower teams towards innovation and improvement
- Experience in managing third-party partners, contracts, and performance
- Commitment to continuous learning and awareness of emerging trends

# About Curo

Curo is one of the largest landlords in the South West of England, we manage more than 14,000 homes, with over 28,000 people living in them.

With a long-term development pipeline, we're also building hundreds of new homes each year, for rent and for sale. We pride ourselves on investing in neighbourhood services to make our communities thriving, sustainable places where people want to live and work.

Our main office is in Bath, but we operate across Bristol, Bath, Somerset, Gloucestershire, Wiltshire and the Mendips. We own and manage everything from starter homes to Grade 1 listed buildings, in locations from rural villages to city centres.

We provide award-winning support services to a wide range of residents, including homeless young people and families, older and disabled people, and those affected by mental health issues or memory loss. We support customers into education and work, and offer apprenticeships, training and graduate placement programmes.

As a housing association we have no paid shareholders. We create profit for purpose, reinvesting the surpluses from our commercial house-building business into our core social purpose 'Homes for Good'.

Homes for Good



Photo: Mulberry Park, Phase 4  
July 2024



# About Curo/At A Glance

88.3%

overall customer  
satisfaction in

► 2024/25



800 ► people  
work here



28,000

people live in our homes



£151m

turnover in 2024/25

£197m

total investment in  
existing properties  
over the next

► 5 years



Over 1,511

new homes being built  
in the next five years:



61%

of them affordable

To review our Strategic Plan:

Scan QR code or visit: [curo-group.co.uk/strategicplan](https://curo-group.co.uk/strategicplan)

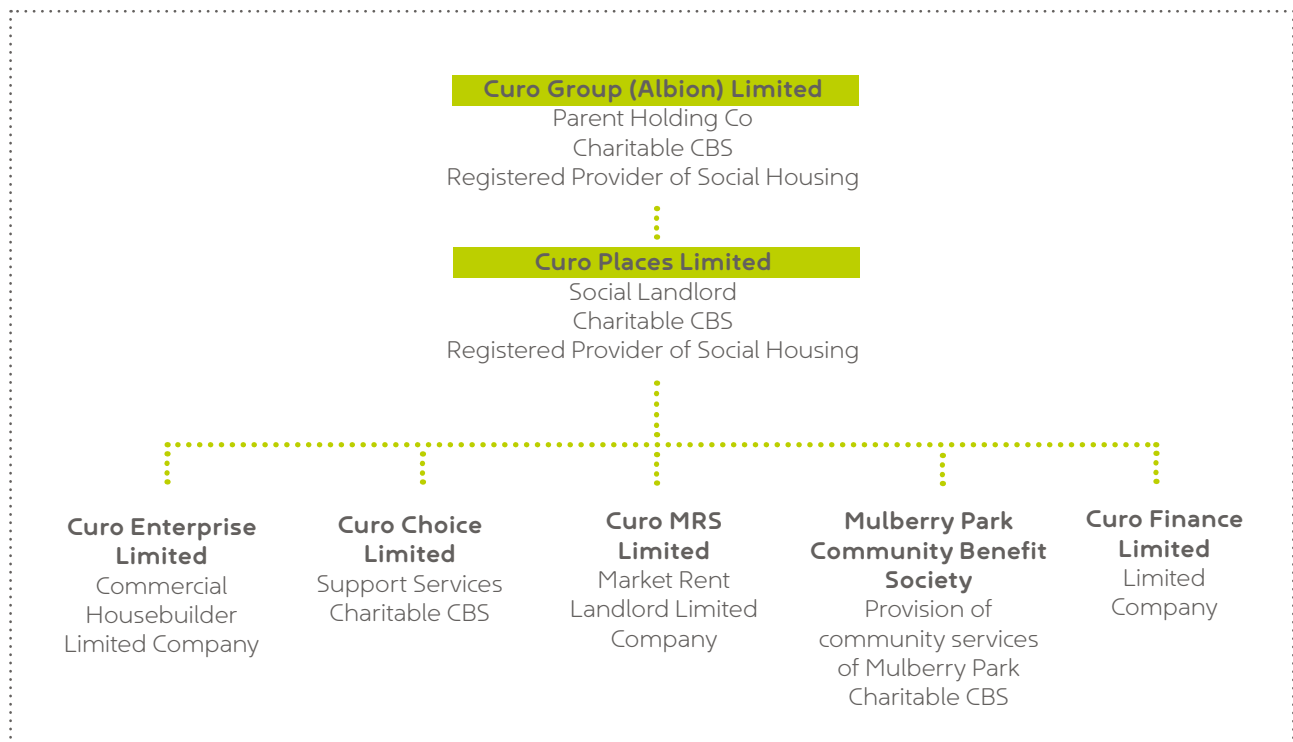
Scan QR code  
to view Our  
Strategic Plan  
'What Good Looks  
Like in 2034'



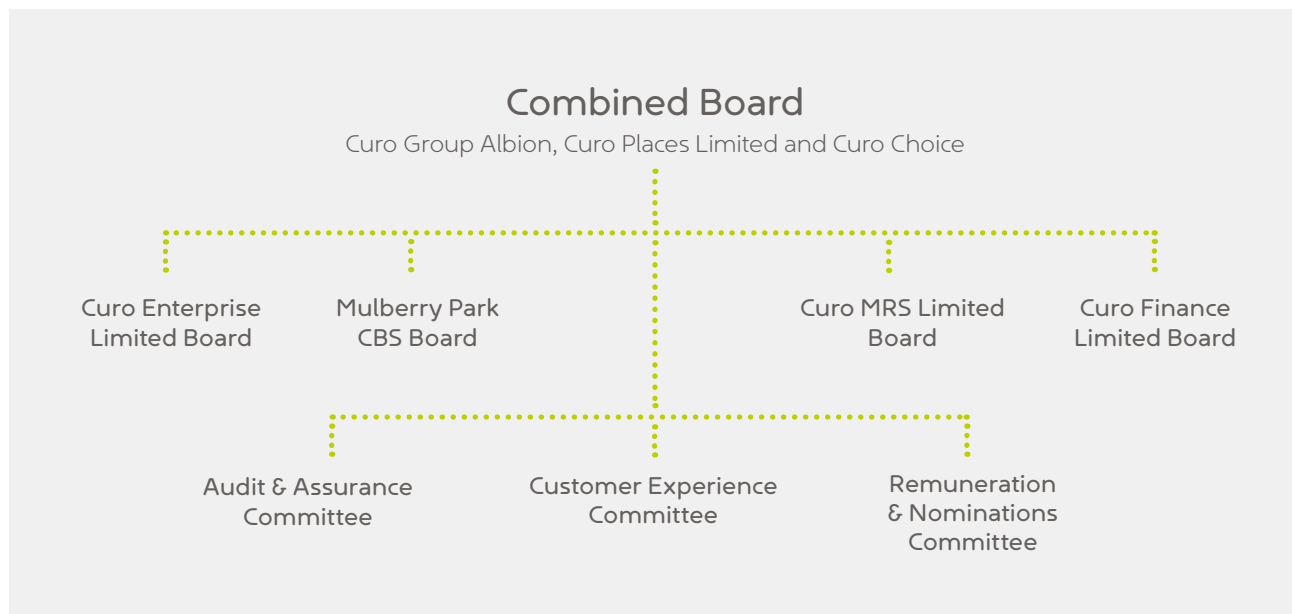


# About Curo/At a glance

The legal structure of the group is as follows:



The 'Combined Board' means the Boards of Curo Group (Albion), Curo Places Limited and Curo Choice.



# About Curo/Our Values

Our values are our moral backbone. They describe our style of leadership and the way our colleagues behave. They set standards which we apply directly to the way we run our business, recruit our colleagues, manage our performance and recognise and reward good work:

## CARING

- We care about delivering great customer services
- We treat people as people – warmly, politely and honestly
- We have a culture where people feel valued and are inspired to give their best

## RESPECTFUL

- We do the right thing ethically
- We treat people decently and consistently
- When we cannot do something, we are straightforward about it, and we explain why

## OPEN

- We listen to people and respect their differences
- We adjust our services, where possible, to take account of people's differences and preferences
- When we cannot do this, we explain why

## FAIR

- We care about delivering great customer services
- We treat people as people – warmly, politely and honestly
- We involve our customers, colleagues and partners so that they can contribute to our work and the plans we make

## TRUSTING

- We trust people to do their jobs properly
- We expect our customers, colleagues and partners to make decisions for good reasons, keep their word and act honestly - like we do

# About Curo/Inclusion and Belonging

Everyone is welcome at Curo, regardless of age, disability, gender, race, sexual orientation, religion or belief. Our “Feel at Home” commitment underpins everything we do.

We’re building an environment where everyone feels a sense of belonging. We want everyone to focus on meaningful behaviour and impactful outcomes. We’re building an environment where everyone has equal opportunity and feels genuinely valued with a true sense of belonging.

Our approach is built on six key commitments:

- **Living our CROFT values** - being caring, respectful, open, fair and trusting
- **Leadership** - championing inclusivity in daily practice
- **Listening** - ensuring everyone feels heard
- **Learning** - continuous growth and understanding
- **Data and insights** - using information to drive decision-making and
- **Encouraging everyone to be authentic**

We recognise that improving diversity leads to greater innovation and creativity. As a housing association, we have a responsibility to serve as a beacon for equity and inclusion. This is about making better decisions for our customers through diverse perspectives and creating a culture where high performance delivers exceptional outcomes.

## Our Commitments in Action

HouseProud/Stonewall Housing is a social housing LGBTQ+ pledge that asks us to demonstrate our commitment to LGBTQ+ resident equality and support. We have signed this pledge and are committed to listening closely to residents and undertaking a training programme with our colleagues.

SHARP, otherwise known as the Social Housing Anti-Racism pledge is working towards a zero tolerance regarding racism. Curo have signed up, this means we have pledged towards a social housing sector that has zero tolerance towards racism.

For more on our approach to equality, diversity and inclusion scan the QR code or visit:

[curo-group.co.uk/edi](https://curo-group.co.uk/edi)



Everyone is welcome at Curo, regardless of age, disability, gender, race, sexual orientation, religion or belief.

# Our Selection Process

Our selection process is designed for us to get to know each other. This appointment is critical to our services and its important for you to know you would be joining the right organisation, with the right purpose and values for you to belong and excel. Our approach is thorough but respectful of your time, with clear stages and transparent expectations.

## Assessment Stages

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1

**Application & Initial Screen** Your application form and CV should take no more than 30 minutes to complete. Selected candidates will be invited to record brief responses to three questions, allowing you to demonstrate your communication style and thinking approach before we select who to proceed.

2

### **First Interview - Online (45 minutes)**

A focused conversation with our Talent Acquisition Lead about your motivation, cultural alignment, and understanding of Curo's transformation journey. This is your opportunity to ask questions and explore mutual fit.

3

**Technical Deep Dive - In-Person, Bath (90 minutes)** You'll meet with our Interim Executive Director of Change and Interim Head of IT for an in-depth discussion of your technical leadership experience, transformation methodology, and strategic approach to technology challenges.

4

### **Leadership Assessment (2 hours virtual)**

An independent occupational psychologist will conduct a comprehensive evaluation against our Leadership Framework using psychometric assessments and a structured interview. This helps us understand your leadership style and development approach.

5

### **Strategic Leadership Interview - In-Person, Bath (2 hours)**

Building on your leadership assessment findings, you'll discuss your leadership philosophy and strategic thinking with our Chief People Officer and Chief Executive, focusing on how you drive cultural transformation.

## Our Commitment to You

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We'll provide clear feedback at each stage and keep you informed of progress. If you need any adjustments for accessibility or other requirements, please let us know. Each stage builds naturally on the previous one, so you won't repeat the same conversations.

We respect that exceptional candidates have choices and will work flexibly on timing where possible.

# Our Leadership Framework

We believe great leadership is essential to achieving our vision that “Everyone feels proud about the quality of our homes.” Our Leadership Framework defines the leadership behaviours we expect at different levels across the organisation.

As a Director, you’ll be expected to demonstrate leadership across nine key competencies, each reflecting our values and strategic priorities. This framework will guide your development and form the foundation of our assessment process.

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## The Nine Leadership Competencies for Directors:

### 1. Leading Self

- **Authentic and emotionally intelligent:** A leader who shows emotional intelligence and self-awareness, is ethical and values led, humble and shows compassion and care for others
- **Resilient and adaptable:** A resilient and adaptable leader is proactive and motivated in the face of challenge and is effective in times of ambiguity
- **Professional impact:** Achieving professional impact involves consistent behaviour, active listening, maintaining both internal and external best practices, demonstrating accountability, curiosity, and courage

### 2. Leading others

- **Starts with why:** Guides, inspires and coaches by linking to our values (CROFT) and vision (By 2034...Everyone feels proud about the quality of our homes) in a way that empowers and appreciates others
- **One team:** Improves effectiveness of Curo through cross-team working and external partnerships achieving alignment of effort
- **Learning:** Improves others potential and effectiveness in their role and plans for future talent and skill needs

### 3. Leading The Organisation

- **Customer focused:** Delivering quality outcomes for customers in a fair, consistent, and inclusive manner
- **Strategic and innovative:** Steering Curo to create a successful future generating new possibilities on how to realise ‘Home for Good’
- **Performance focus:** Shows understanding of a balanced set of performance drivers to improve outcomes

# Why Choose Curo

This is your opportunity to shape the digital future of an organisation genuinely committed to making a difference

## **1. Transform from Day One**

You'll join at the perfect moment – moving from underinvestment to accelerated development with £1m+ already committed and showing results. This is your chance to leave your fingerprints on every major technology decision for the next decade

## **2. Leadership That Backs You**

Our CEO, Executive team, and Board are personally invested in this transformation. You'll have direct access to decision-makers who understand technology is central to our vision that “Everyone feels proud about the quality of our homes.”

## **3. Values-Driven Culture**

We live by our CROFT values – Caring, Respectful, Open, Fair, and Trusting. You'll join a collaborative Leadership Group with comprehensive development opportunities and the chance to influence our organisational culture

## **4. Make a Real Difference**

Your strategic decisions will improve outcomes for 28,000 people who call our properties home. As a visible leader, you'll influence behaviours and build your reputation delivering transformation that truly matters

## **5. Comprehensive Benefits Package**

Competitive salary • Comprehensive leadership development • Private medical insurance • Bonus scheme • Up to 10% matched pension contribution with 6x salary life assurance • 26 days annual leave plus your birthday • Professional membership reimbursement • Employee benefits platform including health cash plan, cycle to work scheme, gym membership, holiday trading and thousands of discounts

## Ready to Transform Technology at Curo?

If you're an experienced technology leader who wants to drive meaningful change and use technology to improve people's lives, we want to hear from you.

# Applying for the Role

## Key dates *(subject to change)*

- Closing date: **17 October** *(we may close early subject to application volumes)*
- Application and Initial Screen: **From 22 September**
- First Interview: **From 29 September**
- Technical Deep Dive: **27 October, 29 October, 3 November**
- Leadership Assessment: **10 November, 12 November, 14 November**
- Strategic Leadership Interview: **25 November**

## How to apply

To apply visit [Director of Technology](#)  
or scan the QR code



**Accessibility Support:** We're committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact [recruitment@curo-group.co.uk](mailto:recruitment@curo-group.co.uk)

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*All candidates are invited to complete an optional demographic survey to help us understand the diversity of our candidate pool.*

*Your responses help us ensure our recruitment process is fair for everyone and support our public commitments to equality through pledges like SHARP and HouseProud. Your answers are completely separate from your application, will never affect hiring decisions, and are kept private and confidential.*

*Taking part is your choice, but your anonymous responses help us make Curo a place where everyone can feel at home.*