

Chief Transformation Officer

Shape How We Deliver
'Homes for Good'



December 2025



Welcome from our Chief Executive

I'm delighted you're interested in our new Chief Transformation Officer opportunity at what is a truly transformational time for our organisation.

We're two years into our 10-year strategic plan, 'What Good Looks Like in 2034'. Our vision is that everyone feels proud about the quality of our homes – this means homes that are well-maintained, services that are responsive, and an organisation that keeps its promises.

We're proud that the Regulator of Social Housing recently awarded us the highest possible grades for both governance and consumer standards – independent recognition that we're well-led and focused on the right priorities for our customers.

To build on these foundations, we've established a Programme Management Office to coordinate our strategic projects, appointed a Director of Technology to modernise our digital infrastructure, and strengthened our people development capability. These aren't separate initiatives – they're interconnected investments that enable better service delivery.

We're also restructuring our executive team from five roles to three broader, more strategic positions. This structure strengthens our capability at the most senior level, with each executive leading integrated portfolios that enable fast decision-making and clear accountability.

The Chief Transformation Officer role reflects our conviction that people capability, technology innovation and transformation must be integrated to deliver better outcomes for our customers. This isn't about one person owning transformation – you'll create the conditions and build the capabilities that enable every leader at Curo to drive change in their area.

Transformation succeeds when technology, people, and programme coordination work as one. This role aligns all three at executive level – modernising our technology infrastructure, building people capability to lead change, and coordinating our efforts to eliminate waste and deliver better services for customers and colleagues alike.

Appointing the right Chief Transformation Officer is critical to ensuring continuity and momentum through the next phase of Curo's evolution. You'll have strong Board support, clear strategic direction, and the opportunity to shape how transformation is led for years to come. If this opportunity resonates with you, I'd welcome your application.

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 Transformation Context

- **Programme Management Office:** established to coordinate strategic change across the organisation
- **Technology leadership:** Director of Technology appointed to modernise digital infrastructure
- **People capability:** HR and Organisational Development teams strengthened to build capability across the organisation
- **Communications function** positioned to support internal engagement and external stakeholder relationships
- **Regulatory validation:** G1 (Governance), V2 (Viability), and C1 (Consumer Standards) – demonstrating strong leadership, financial health, and customer focus
- **Strategic positioning:** ready for executive leadership across people, technology, communications, and transformation

The Challenge and Opportunity

Our transformation efforts need to work as one. Technology, people capability, communications, and programme coordination must align at the most senior level to deliver better outcomes for customers and colleagues alike.

The successful Chief Transformation Officer will:

- Integrate people, technology, communications, and transformation governance at executive level
- Create the conditions that enable every senior leader to lead change in their area
- Ensure the Programme Office delivers measurable value through coordinated transformation and strategic change management
- Eliminate waste in systems and processes to free colleagues for value-adding work
- Champion transformation that prioritises customers and communities, not just organisational efficiency

The Opportunity: A Transformation Moment

What Success Looks Like

In your first 12 months, you'll have:

- Established yourself as a trusted partner to the Board, CEO, and fellow executives
- Integrated people strategy, technology innovation, communications, and transformation governance into a coherent operating model
- Delivered measurable progress on the 'Purposeful Culture' strategic objective through improved engagement and capability
- Modernised technology infrastructure in ways that demonstrably improve customer service and colleague experience
- Built Programme Office capability that coordinates strategic change effectively across the organisation
- Created visible improvements in how Curo works – less waste, better coordination, stronger outcomes

Why Now?

This isn't about business as usual. We're restructuring from five Executive Directors to three Chief Officers, bringing technology, people, communications, and transformation together at the most senior level. This is a pivotal appointment that will define how we deliver our 10-year vision.

Role Profile/ Chief Transformation Officer

Reports To:	Chief Executive Officer
Member of:	Executive Leadership Team
Portfolio:	People, Technology, Programme Management Office, Communications
Direct Reports:	Five (5) Directors
Team Size:	Approximately forty (40) FTE
Location:	The Maltings, Bath
Working Model:	Hybrid with a minimum of three (3) office-based days

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 transformation by integrating people capability, technology innovation, and programme governance at executive level. This strategic leadership role drives organisational culture, digital transformation, and strategic change delivery, ensuring people, technology, and transformation strategies directly support Curo's strategic objectives and help build our human capability, culture, and new ways of working.



What are my Key Accountabilities

Strategic Leadership and Board Interface

- Provide corporate leadership as a member of the Executive Leadership Team, sharing accountability for the organisation's operational resilience and delivery of Curo's strategic objectives
 - Work closely with the Chief Executive, Board, and Committee Chairs to ensure the Board receives timely, accurate, and strategic information to make well-informed decisions
 - Act as a trusted adviser to the Chief Executive, Board, and senior colleagues, providing executive leadership on people, technology, and transformation to influence strategic decision-making and organisational priorities
-

Technology, Digital and Transformation

- Accountable for the organisation's technology and digital transformation strategy, ensuring systems and platforms are fit for purpose, secure, and aligned with strategic priorities
 - Ensure technology investments deliver measurable value and align with long-term goals
 - Ensure the Programme Office delivers a portfolio of strategic change and transformation projects that support Curo's objectives and deliver measurable benefits
-

People, Culture and Organisational Development

- Ensure Curo has a clear and forward-looking people strategy that attracts, retains, and develops the talent needed now and, in the future
 - Oversee the embedding of the Purposeful Culture strategic objective, creating a values-led, inclusive, and high-performing workplace
 - Ensure workforce planning, talent acquisition, and succession planning processes are in place for critical roles and leadership positions
-

Communications and Engagement

- Ensure internal communications keep colleagues informed, engaged, and aligned with Curo's purpose, strategy, and values
- Ensure effective stakeholder engagement systems and strategies are in place to build trust and collaboration with customers, regulators, partners, and communities
- Ensure customer insight and feedback drive service improvement and strategic decision-making

What Skills, Knowledge and Experience Do I Bring?

- Executive-level leadership in technology-enabled transformation and organisational change
- Proven track record delivering strategic change and cultural transformation in complex, multi-stakeholder organisations
- Experience leading technology strategy and digital transformation at scale
- Demonstrated ability to lead functions outside core expertise across people, organisational development, communications, and technology
- Experience working with and advising Boards, building trusted relationships with regulators and senior stakeholders
- Strong financial and commercial awareness with ability to manage budgets and resources at scale
- Degree-level education with professional experience
- Strategic thinker who translates vision into deliverable plans
- Exceptional leadership skills with ability to inspire and motivate teams
- Excellent communication and influencing skills at all levels
- High integrity, resilience, and emotional intelligence
- Committed to diversity, equity, and inclusion

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'.



Photo: Mulberry Park, our flagship development (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

Chief Transformation Officer

To review our Strategic Plan:

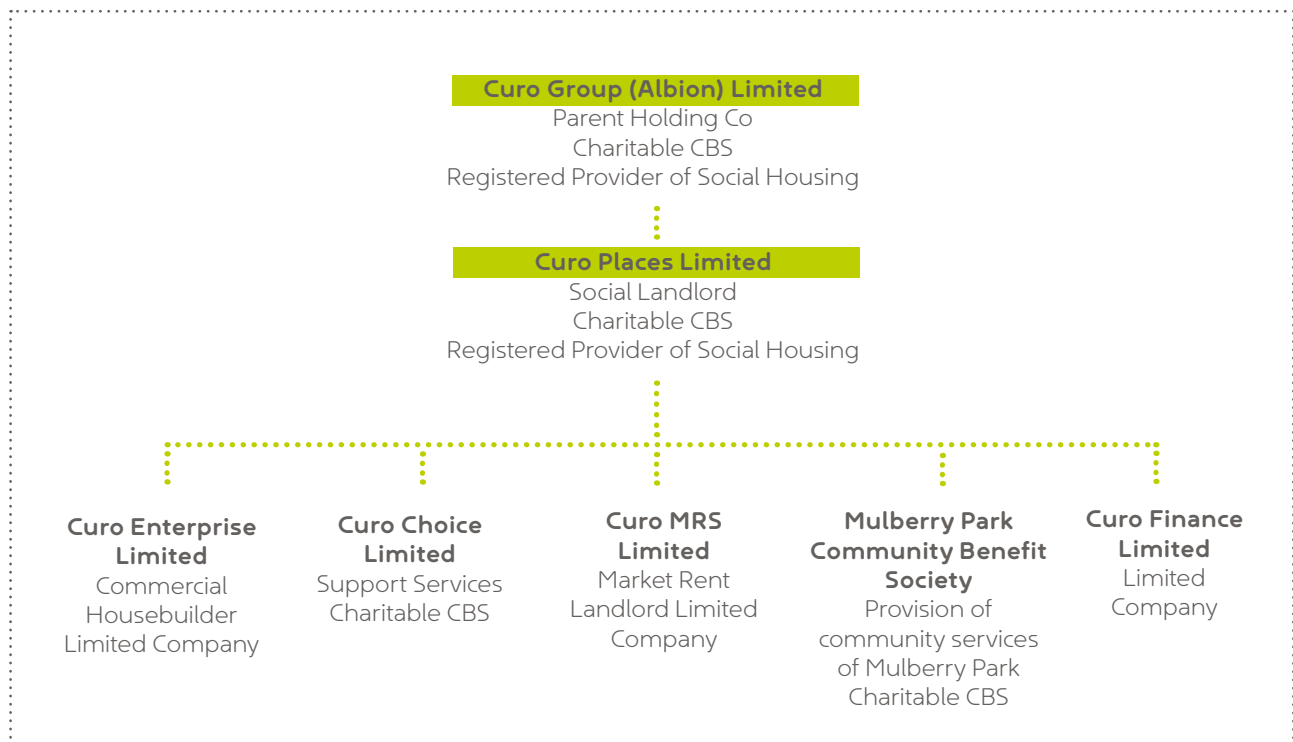
Scan QR code or visit: curo-group.co.uk/strategicplan

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

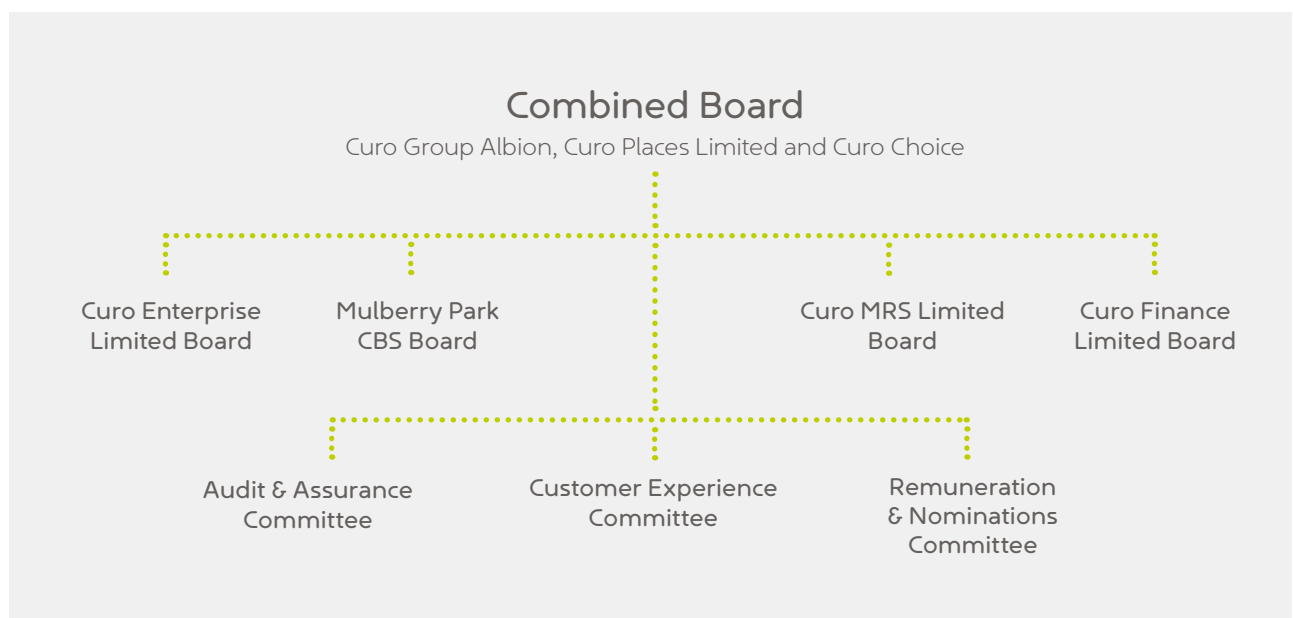


About Curo/At a glance

The legal structure of the group is as follows:



The Board and Committee structure of the group is as follows:



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

Correct as from November 2025

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



Feelat
Home



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 is a critical appointment for both Curo and you. You need confidence you're joining the right organisation with the right values. We need to ensure the right cultural and capability fit. Our approach balances rigour with efficiency, with clear stages and transparent expectations.

Assessment Stages

1

Application and Initial Screening Your application includes CV upload, motivation statement, values alignment and self-assessment across key competencies. Selected candidates record brief responses (10 minutes total) to four questions, demonstrating your communication style and leadership presence.

2

Exploratory Interview (Virtual, 60 minutes) Your first conversation with our Talent Acquisition Lead exploring your motivation, experience, and cultural alignment. You'll understand Curo's transformation journey, strategic priorities and assess whether the role is right for you.

3

Meet our Leaders (Virtual) Meet functional leaders from across the CTO portfolio and wider organisation in 1-2 conversations (approximately 30 minutes each). We assess cross-functional thinking and delivery credibility; you gain insight into leaders' priorities and challenges.

4

Leadership Assessment and Assessment Day (Pre-work 1 hour, online) Complete psychometric assessments informing the assessment day panel (*Assessment Day, full day, in-person, Bath*). Structured day including informal conversations with executive peers and colleagues, case study presentation and panel interview. Presentation details provided one week ahead. Experience Curo's culture firsthand and assess fit.

5

Board Interview (In-person Bath) Final conversation with 3-4 Board Members. At this stage you're likely to be one of two preferred candidates. Discussion covers governance readiness, strategic capability, long-term vision alignment, and leadership philosophy. Gain direct insight into Board dynamics and strategic priorities.

Our Commitment to You

Clear feedback at each stage. Adjustments for accessibility available on request. Each stage builds naturally on the previous - you won't repeat the same conversations.

We respect senior candidates have significant commitments and will work flexibly on timing wherever we can.

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 an Executive team member, you’ll be expected to demonstrate executive 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.

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

1. Foundations Already Built

You won't be starting from scratch. We've established a Programme Management Office, appointed a Director of Technology, and strengthened our HR and Organisational Development capability. You'll inherit infrastructure and momentum – your role is to align and accelerate, not build from zero.

2. Regulatory Credibility

The Regulator of Social Housing awarded us G1 (Governance), V2 (Viability), and C1 (Consumer Standards) – the highest ratings for governance and consumer standards. You'll be joining a high-performing organisation, not fixing a failing one.

3. Leadership That Backs Transformation

Our Board is committed to our 10-year strategic plan. You'll have direct access to decision-makers who understand that people, technology, and transformation must work as one. This isn't lip service – we've restructured the entire executive team around this conviction.

4. Make a Lasting Impact

Your strategic decisions will improve outcomes for the 28,000 people who call our properties home and the 800 colleagues who serve them. You'll build the capabilities that enable Curo to achieve its vision that 'Everyone feels proud about the quality of our homes.'

5. Comprehensive Benefits Package

- Competitive salary
- Bonus scheme
- Private medical insurance
- Up to 10% matched pension contribution with 6x salary life assurance
- Comprehensive leadership development
- Professional membership reimbursement
- 26 days annual leave (plus bank holidays) rising to 29 days after 3 years
- Your birthday off as an extra holiday
- Hybrid working (minimum 3 days onsite)
- Access to our comprehensive employee benefits platform

Ready to Lead Transformation at Curo?

If you've led transformation in complex organisations and understand that the best transformation leaders create conditions for collective success, we want to hear from you.

Applying for the Role

Key dates *(subject to change)*

- Closing date: **16 January 2026** *(We may close the application process earlier if we receive a strong response. Early applications are encouraged)*
- **Stage 1 - Application and Video Screening:** Rolling review from 8 December 2025
- **Stage 2 - Exploratory Interviews:** Mid-January 2026
- **Stage 3 - Meet Our Leaders:** Late-January to Early February 2026
- **Stage 4 - Executive Assessment Day:** Mid-February 2026
- **Stage 5 - Board Interview:** End February 2026

How to apply

To apply visit [Chief Transformation Officer](#)
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

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recruitment@curo-group.co.uk

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.