



Candidate Pack for CEO

Welcome

Dear Candidate,

Since joining the Board in 2019, I've seen first-hand the extraordinary impact our organisation has on people's lives. Every day, Transform provides stable housing and tailored support that helps thousands of homeless and vulnerable people rebuild their confidence, independence, and sense of belonging. It's no exaggeration to say that the work we do genuinely changes - and in many cases, saves lives.

What makes Transform so special is the commitment and compassion of our people. Our colleagues and trustees share a deep belief that everyone deserves a safe home and the opportunity to thrive, and that belief shapes every decision we make. We put our clients at the heart of everything we do; it's the defining feature of our culture and the reason for our continued success.

With our current CEO moving on after seven years, we are now looking for a new Chief Executive to lead Transform into its next exciting chapter. We are in good financial health, with strong assets and stable rental income, providing a solid foundation on which to build. We were thrilled to win the Housing Association of the Year Award in October, reflecting the dedication of our incredible colleagues and the strength of our clients, who inspire us every day. We are now looking for a new Chief Executive to lead Transform into its next chapter. We are seeking someone who will build on this strong foundation, bringing strategic vision, inclusive leadership, and a passion for innovation to help us strengthen our impact and navigate the evolving landscape of supported housing.

This role will suit an experienced leader, either an existing CEO or someone operating successfully at executive level in a larger, complex organisation, who combines strategic clarity with authenticity and heart. We are looking for someone who can define and deliver a compelling organisational vision and inspire and empower diverse teams to perform at their best. The new CEO will also build upon digital innovation with confidence and agility and continue to build trusted relationships with our partners, regulators, and stakeholders; and ensure sound governance, financial sustainability, and long-term resilience.

If you share our belief in the power of housing and support to transform lives, and if you are ready to lead an organisation where compassion and professionalism go hand in hand, we would be delighted to hear from you.

Thank you again for your interest in Transform Housing & Support. I hope you find this pack informative and inspiring, and that you will consider joining us on the next stage of our journey.



With best wishes,

Ollie Smedley
Chair of Trustees
Transform Housing & Support

About us

Since we launched in 1972, we've provided homes and support for more than 35,000 of the most vulnerable and socially excluded members of society. As a registered charity and a leading provider of social housing, our aim is simple: to transform lives. For more than half a century, we've been at the forefront of empowering individuals to move on from homelessness, offering a pathway to stability and independence.

At Transform, we understand that true transformation requires more than just a roof; it demands compassion, understanding and tailored support. That's why alongside providing homes for those who are homeless or at risk of homelessness, we offer excellent housing-related support services. From advice and life skills training to accessing education and employment opportunities, we equip our clients with the tools they need to rebuild their lives from the ground up.

As the largest provider of housing and support in Surrey, we are deeply rooted in our community and we take pride in our ability to make a tangible difference in the lives of those we serve. Join us in our mission to create a world where everyone has a place to call home and the opportunity to thrive. Together, we can continue to transform lives, one home and one person at a time.

Looking forward

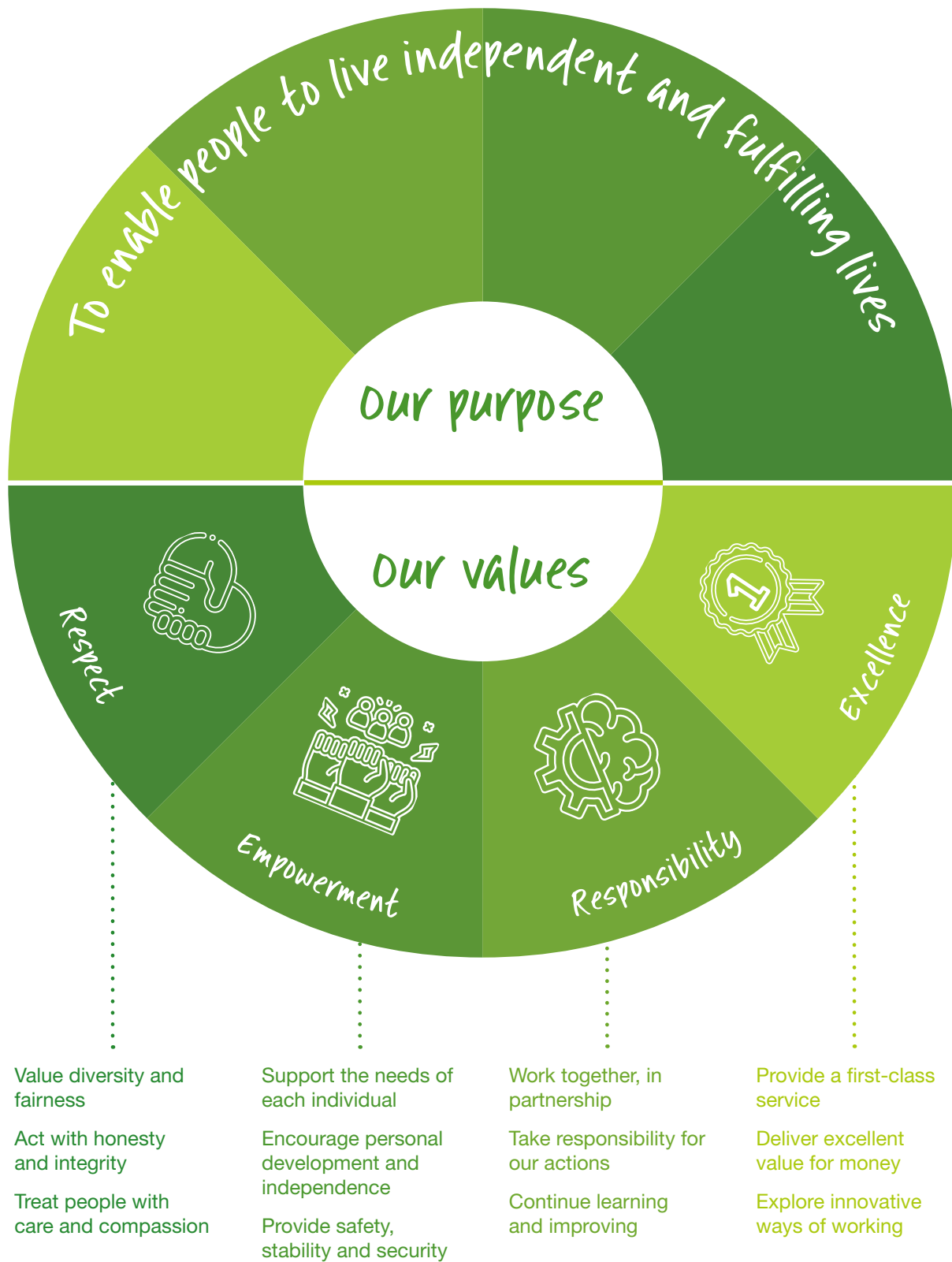
Transform will be needed as much in the future as we are today so we will continue to deliver excellent, trauma-informed services that meet the unique needs and aspirations of clients.

Research from the National Housing Federation shows that demand for supported housing will increase significantly over the next 20 years, with an additional 167,000 homes needed by 2040. In response we will actively seek sustainable opportunities to expand our reach.

Over the next five years we will invest in our properties to meet the Government's EPC C and Net Zero targets and have a three-year project, to retrofit 100 properties estimated to cost £2.06 million in total part funded by £1m from the Warm Homes Fund. This will enhance clients' living conditions as well as further reducing our carbon footprint. This will be the next step in Transform's sustainability journey which received a major boost two years ago when we achieved carbon neutral status.

We will continue to invest in colleagues' wellbeing as well as their learning and professional development to enable them to consistently deliver quality services and to meet the new regulatory requirements for housing qualifications.

Purpose and Values



Key facts and Figures and Geographical reach

2024/25 figures



**1,668 clients
supported in
the past year**



**85.8%
average overall
client satisfaction**



**Turnover: £13.6m
Reserves: £31.1m
Surplus: £1.4m**



**911
properties**

Head of Housing and Support

1. Spelthorne Team

2. Runnymede Team

3. Elmbridge Team

4. Housing First Team

5. Reigate Sheltered
Housing Team

6. Wokingham Team

13. Bradmere House

01372 387100
Brook Way
Leatherhead
KT22 7NA

Head of Housing and Support

7. Woking –
Pound House Team

8. Woking –
The Crescent Team

9. Farnham Team

10. Sutton & Epsom Team

11. Reigate Team

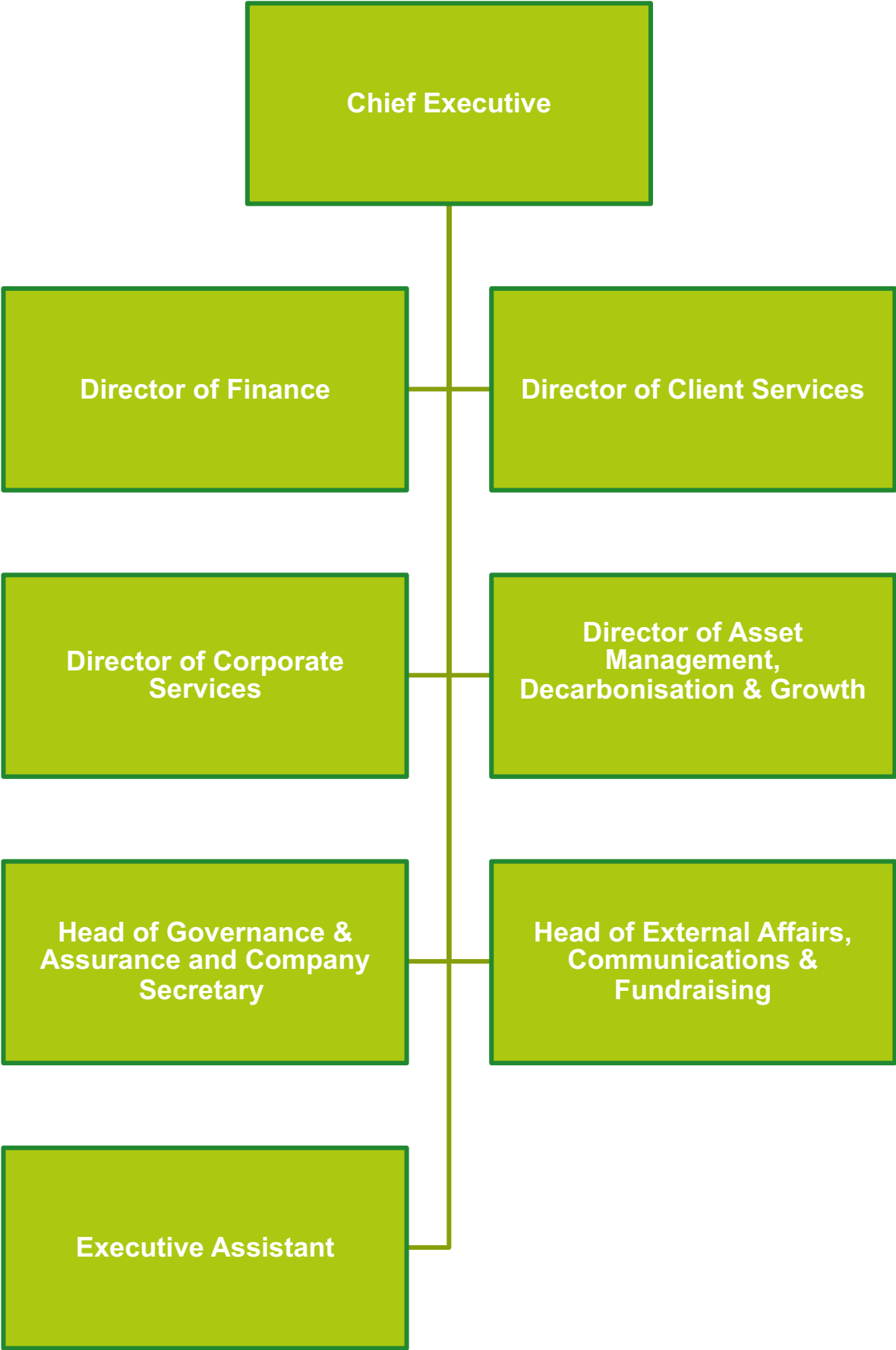
12. Guildford Team



To find out more about us, please [visit our website](#)

See here for our 2024/2025 [financial accounts](#)

Executive team



Job description

Job title:	Chief Executive
Reports to:	Chair
Direct reports:	Director of Client Services, Director of Asset Management, Decarbonisation and Growth, Director of Corporate Services, Director of Finance, Head of External Affairs, Communications & Fundraising, Head of Governance & Assurance; and Executive Assistant

Role summary

To provide strategic leadership and direction, reporting to the Board, which retains overall responsibility for Transform.

To successfully deliver Transform's mission, values, and strategic objectives while ensuring appropriate arrangements are in place which enable compliance with all regulatory, financial, and legal obligations.

Key responsibilities

Strategic leadership

- Work with the Board to define and deliver Transform's purpose, vision, values, and strategy.
- Translate strategic objectives into operational plans that deliver measurable results.
- Ensure robust governance and regulatory compliance, maintaining a productive relationship with the Regulator of Social Housing.

Operational excellence

- Leads high-performing Executive and Senior Leadership Teams, fostering a collaborative and accountable culture.
- Ensure the organisation's properties and resources are well managed and used effectively to support long-term stability and growth.
- Drive continuous improvement, innovation, and value for money across all services and functions.

Financial stewardship

- Maintain and strengthen Transform's financial health and long-term viability.
- Ensure sound financial management, risk mitigation, and adherence to budgetary targets.

Stakeholder engagement

- Represent Transform as a credible and trusted partner within the sector and with external stakeholders, including commissioners, regulators, funders, and partners.
- Promote Transform's reputation and influence policy where appropriate.

Governance and compliance

- Ensure compliance with legal, regulatory, and governance requirements.
- Provide the Board with timely, accurate, and transparent information to support decision-making.

General

- Embrace, model and promote Transform's vision, purpose, values, and culture by being a great team player who leads by example.
- Equality, diversity, and inclusion (EDI) – understand and embrace Transform's policy and strong commitment to EDI while carrying out all activities with clients, stakeholders, and colleagues.
- Learning and development – be responsible for keeping up to date and identifying and addressing your own learning and developing needs.
- Be compliant with Transform's code of conduct, and the professional standards and ethics required of the post.
- Undertake any other responsibilities commensurate with the role.



Person specification

Knowledge and experience

- Deep understanding of supported housing, government policy, and sector challenges, with the ability to anticipate and respond to strategic opportunities and risks.
- Demonstrated ability to define and deliver organisational purpose, vision, and strategy in complex, regulated environments.
- Proven track record of leading successful transformation programmes, including digital innovation and organisational change, with the agility to adapt strategy to shifting contexts while maintaining a clear long-term vision.
- Experienced at CEO or executive level in a large or complex organisation, with the ability to empower diverse teams, model inclusive values, and deliver measurable results.
- Experience steering organisations through structural, technological, and cultural shifts to strengthen resilience and impact.
- Experienced relationship builder, skilled at securing and maintaining trusted partnerships and representing the organisation with external stakeholders (e.g., regulators, funders, commissioners, partners), as well as constructive Board engagement.
- Strong financial acumen with experience managing substantial budgets, ensuring legal, regulatory, and governance compliance, and supporting long-term organisational sustainability.
- Demonstrated success in aligning resources, systems, and digital capabilities with strategic goals.
- Proven capacity to cope with ambiguity, complexity, and changing external conditions, maintaining confidence and sound judgment under pressure.



Skills and abilities

- Visionary, inclusive leadership with the ability to inspire and empower others.
- Skilled at creating a culture that embraces change, fosters innovation, and drives high performance.
- Strong communication, negotiation, and influencing skills.
- Demonstrates strategic dexterity, balancing long-term objectives with short-term demands in dynamic environments.
- Able to inspire confidence and bring people on the journey of transformation.
- Sound judgement, commercial insight, and personal integrity.
- Able to build trust, manage complexity, and maintain high standards.
- Able to act confidently as a spokesperson when required.

Values

- Commitment to modelling Transform's culture and values; Respect, Responsibility, Empowerment and Excellence at all times.
- Commitment to the principles of diversity and inclusion, treating everyone with respect in a non-discriminatory manner.
- Commitment to the belief that people can be supported to develop and achieve their goals.
- Commitment to efficiency and the need to make sure that every penny of Transform's spend is accounted for and justified.



Terms of appointment

Salary

The salary for this role is £132,000 per annum on a full-time permanent basis.

Location

Based at Leatherhead, with the ability to work from home where appropriate. Regular and frequent travel across Transform's operating footprint.

Willingness to work additional hours, attend evening meetings and evening and weekend work on occasions.

Additional benefits

Transform offers a Group Personal Pension Scheme with Royal London. Matched pension contributions up to 6%.

Life assurance cover of 4 times salary.

28 days annual leave entitlement + bank holidays, with option to buy or sell annual leave: every year you get the opportunity to either buy or sell up to a weeks' worth of leave. 1 day pa pro rata - Wellbeing Day.



How to apply

If you have any specific questions further to reading this brief please email info@starfishsearch.com

To make an application, please go to <https://starfishsearch.com/jobs/ths-ceo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: Sunday 16th November 2025

Preliminary interviews: w/c Monday 24th November 2025

Final Panel interviews: Monday 8th December 2025

