

**CENTRE
POINT**

**ENDING YOUTH
HOMELESSNESS**

**APPOINTMENT OF
EXECUTIVE DIRECTOR,
OPERATIONS**



2026

INTRODUCTION TO CENTREPOINT



Centrepoint was founded in 1969 with a simple but bold belief: that no young person should be left to sleep on the streets.

It was founded by Reverend Ken Leech and a small group of determined volunteers who, armed with just £30, cleared the basement of the vicarage at St Anne's in Soho and opened the doors to young people who had nowhere else to go. They called it 'Centrepoint', marking both its location in the centre of Soho and in an act of defiance against the empty Centre Point tower block that loomed over London while young people slept rough below. From those humble beginnings, our mission was born.

More than fifty years later, the need for that mission has only grown. Centrepoint's research estimates that a young person in the UK becomes homeless every four minutes. Rising living costs, soaring rents and deepening inequality have pushed hundreds of thousands into crisis. For young people, homelessness is not just the loss of a home. It is the loss of safety, stability and the chance to build a future. It disrupts education, damages mental and physical health, and closes doors that should be opening. In short, it robs potential from those who deserve the opportunity to thrive.

The cost is not only personal. Youth homelessness drains an estimated £8.5 billion from the UK economy each year. It is a national challenge that demands both moral courage and strategic action. Today we maintain the bold belief on which Centrepoint was founded - that no young person should be left without a home, and that youth homelessness is not inevitable.

That is why, in 2021, we committed to an extraordinary goal to end youth homelessness by 2037. We know we cannot eliminate the threat of youth homelessness entirely, but we do believe we can make it rare, brief and unrepeated. By 2037, we envisage a world in which far fewer young people ever reach crisis point; where those who do receive rapid, effective support; and affordable, sustainable housing ensures they never face homelessness again.

Achieving this vision requires an Executive Team that leads with conviction and imagination. We are seeking leaders who believe this mission is both possible and necessary - individuals with the expertise, courage and commitment to drive change, challenge assumptions and shape a future where every young person has a safe place to call home.

OUR VISION

Our vision is to end youth homelessness by 2037.

Youth homelessness is complex and has many triggers so the risk of it occurring can never be entirely removed. Therefore, ending youth homelessness means:

- Reducing the flow into homelessness by preventing it from happening in the first place, thereby making its occurrence **rare**.
- Ensuring there is exemplary support for those who still experience homelessness, thereby making that experience **brief**.
- Creating effective routes out of homelessness into independent living for young people who are ready, thereby making homelessness **unrepeated**.

Our journey to executing this vision unfolds in three phases:

2021-2027: Discovering and testing bold new solutions.

2027-2032: Identifying, evidencing and amplifying effective solutions.

2032-3037: Driving adoption of effective solutions across wider society.

This is a defining moment to join Centrepont as we prepare for the second strategic phase.

THE ORGANISATION

In order to execute our vision, Centrepoint is being reshaped to build the capability, clarity and courage needed to create lasting change for generations of young people.

The organisation will now be made up of the following four new divisions:



DISCOVERY



**AMPLIFICATION &
ORCHESTRATION**



OPERATIONS



PROGRESSION HOUSING

YOUR ROLE

EXECUTIVE DIRECTOR, OPERATIONS

The new Operations Division is being created primarily to oversee the services that enable the organisation to function successfully and be healthy, financially stable, prepared for the future, and comply with all its legal and regulatory obligations. This is a critical moment for our organisation. As we approach the end of the first phase of our vision delivery (2021-27), we are positioning ourselves for the critical middle phase that is so important for our overall success.

As Executive Director, you would be first and foremost a leader of the organisation, committed to the vision of ending youth homelessness by 2037, and reinforcing and promoting Centrepoin't's values personally, both internally and externally.



In addition, you will have executive responsibility for the Operations Division, leading on finance and financial operations; human resources; technology; business systems; corporate performance management; risk management; internal audit and assurance; regulatory and professional compliance; procurement; health and safety; contracts management; and facilities.



CENTRE
POINT

KEY RESPONSIBILITIES



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KEY RESPONSIBILITIES

Leadership

- Work with the CEO and other senior executives to formulate, develop, evolve and execute Centrepoint's strategy, bringing in external insights that are relevant, and taking shared responsibility for translating the corporate strategy into activities that deliver the required outcomes.
- Act internally and externally as a role model for Centrepoint, embodying the organisation's Leadership Principles and Values.
- Provide strategic and operational leadership that inspires and motivates staff across the organisation and especially within the Operations Division. This will include taking shared responsibility for maintaining organisational health both in the long and short term and articulating the vision and strategy in a way that creates excitement, enthusiasm, and commitment from colleagues as well as a pathway from the vision to outcomes.
- Build accountable and high performing teams to deliver required outcomes.
- Promote a culture that enables people to deliver, and the best of them to develop their careers within Centrepoint. Features of such a culture will include at least getting the job done, professionalism, collaboration, innovation, celebration of successes, and learning.
- Align the work of the organisation with the corporate strategy and vision, ensuring that the Operations Division's activities reinforce activities in all other areas of the organisation.

Relationships

- Establish, develop and maximise for Centrepoint's benefit, a range of external relationships that will support Centrepoint to discover solutions, amplify its programmes, and deliver systemic change by orchestrating adoption of successful programmes, locally, regionally and nationally.
 - Establish and develop strong interpersonal relationships with the Chief Executive, Deputy Chief Executive, other senior executives, and a wide range of internal stakeholders, negotiating with and influencing peers, other colleagues, and the CEO as required.
 - Under the CEO's leadership and direction, develop relationships with relevant members of Centrepoint's Board.
 - Foster an inclusive organisation, challenging discrimination and promoting equity, diversity, inclusion, and cohesion.
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KEY RESPONSIBILITIES



Impact & Risk

Overall Operations

- Ensure that all the different strategies in the Division are coordinated and point the organisation in the right direction.
- Actively foster the strategic development of the Division's capacity and capability, including forward and succession planning.

Human Resources

- Develop a People strategy that is aligned with the corporate strategy and enables the function to be strategic, insight-led, and customer-focused.
 - Support the strategy with strategic workforce planning that enables Centrepoint to have the right people in the right place with the right skills and at the right cost, especially through the development of an effective approach to talent management and development.
 - Promote and embed a high-performing culture across the organisation through leadership development, workforce engagement, active communication, and consistent performance management.
 - Champion equity, diversity and inclusion across Centrepoint and lead initiatives that build an inclusive and representative workforce at all levels.
 - Develop a Volunteer Policy which identifies the role that volunteers will play on the achievement of Centrepoint's strategic goals, and deliver structures, systems and procedures to support volunteers in line with the Policy. This is to include but is not limited to recruitment, induction, training, deployment, mentoring and quality assurance, performance and impact measurement, and communication with new and existing volunteers so that they feel involved and motivated to continue volunteering.
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KEY RESPONSIBILITIES

Impact & Risk

Finance

- Develop a financial strategy to support the corporate strategy and ensure that Centrepoint is financially strong in the short term and remains financially healthy in the medium and long terms.
- Lead development of objective setting, business planning, long-term financial planning and detailed annual budgeting for the entire organisation, ensuring that the process is coordinated and seamless.
- Take overall responsibility for treasury management, ensuring that a holistic approach is taken to managing Centrepoint's financial resources, including but not limited to cash flow forecasting, cash management, investment strategies and debt management.
- Review and confirm the financial feasibility of new initiatives, investment, projects and development schemes.

Corporate Services

- Develop strategies that are consistent with the corporate strategy for all corporate services.
 - Develop and implement effective processes for identifying, appraising, and managing risks across the organisation, in accordance with Centrepoint's culture and overall approach to risk, including risks to Centrepoint's reputation, brand, and finances. Take decisive action when reputation, financial or operational risks are identified.
 - Oversee internal audit and quality assurance processes and ensure that agreed remedial actions are implemented within agreed timeframes.
 - Develop and implement effective processes for procurement, including strategic sourcing, supplier management, cost control, compliance, and appropriate reporting.
 - Ensure all health and safety arrangements (people and buildings) are embedded in all processes and procedures.
 - Ensure the organisation is compliant with all regulatory and professional compliance requirements, remaining fully informed on relevant legislative and policy issues, and advising relevant directors of the implications of changes to legislation.
 - Ensure delivery of all hard and soft facilities management services across the organisation, to a high standard of quality that is fully compliant.
 - Oversee contracts management, ensuring the organisation's interests, reputation and resources are not put at undue risk.
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KEY RESPONSIBILITIES



Impact & Risk

Technology

- Develop a technology and business systems strategy that accelerates the delivery of the vision and strategy, enables efficiency and operational excellence, assures security and reduces risk, delivers strong user-experience, and evolves with technological advancements.
- Deliver technology and business systems infrastructure that enables the technology and business systems strategy to be effectively executed.

Performance Management & Insight

- Continuously monitor performance against the strategic and financial plans, spotting early warning signs of deviation, animating remedial action, and following through to ensure such actions are successfully executed.
- Utilising performance monitoring to undertake analysis and gather insight to inform decision making.
- Lead the effective integration of the financial and other support functions of any new organisations joining Centrepoint.

Governance

- Actively prepare for, attend and report to Centrepoint Board meetings, Board Committee meetings, and relevant executive meetings including but not limited to the Executive Board.
- Adhere to relevant codes of conducts and ensure all activities are compliant with relevant legal, regulatory, and ethical standards.
- Carry out other duties as may be required by the Chief Executive.

Discretion

- Work proactively and on own initiative, not waiting for instruction and requiring minimal supervision and direction as should be expected of such a senior role.
 - Keep matters that come to attention through internal meetings and meetings of Board Committees and the Board confidential, unless it has been previously decided that confidentiality is unnecessary.
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PERSON SPECIFICATION

**CENTRE
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PERSON SPECIFICATION

Skills, Knowledge and Experience

Stakeholder Engagement

- Significant gravitas and an excellent networker, communicator and influencer who is at ease and skilled in representing and promoting an organisation with different audiences, at different levels and in different contexts. Able to command respect externally and internally.
- Ability to act as a confident spokesperson, able to advocate for youth homelessness and Centrepoint at local, regional, national and international levels.
- Strong diplomacy, communication, and advocacy skills with the flexibility to adapt to different situations, cultures, and ways of working; at ease with collaborating with others, building relationships and partnerships.

Leadership and People

- Ability to spot and grow future leaders by inspiring, motivating, supporting, coaching, and developing people, especially within an environment of change.
 - A commitment to equity, diversity and inclusion, with experience in leading diverse teams.
 - Ability to lead change across a team that is geographically dispersed and managing, supporting, and developing staff in that context.
 - Ability to exercise discretion and make sound judgements.
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PERSON SPECIFICATION

Skills, Knowledge and Experience

Vision and Strategy

- Ability to focus relentlessly on the vision, spot and avoid distractions, balance effectively the trade-offs between long-term strategies and medium to short-term imperatives and identify and manage both opportunities and risks.
- Ability to dream big and create a vision that inspires and uplifts others and, at the same time, able to focus on detail to deliver.
- Commercially astute and strategic thinker with experience of developing and implementing strategic plans.
- At ease with promoting an insight led approach while supporting innovative ideas and translating broad goals into specific actions.
- Demonstrable experience of initiating, leading, and delivering change and transformation, including creating and shaping the right culture and/or leading culture change when necessary.

Delivery

- Energy, enthusiasm, and commitment to delivering ambitious outcomes, including working variable hours as needed and comfortable with being both hands-on and strategic.
- A good understanding of or ability quickly to grasp relevant regulatory framework in all areas of executive responsibility.
- Experience in overseeing large budgets and ensuring robust accountability.
- Experience of managing and delivering high level complex tasks to tight time deadlines and against agreed annual income and expenditure budgets.

Qualification

- Relevant professional qualification, supported by formal management learning appropriate to executive directorial level work.
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PERSON SPECIFICATION

Personal Characteristics

- Low ego and highly team-oriented personality that is inspired by others' success.
 - A generous spirit that seeks to help others be the best they can be and makes people feel involved, inspired, and invested.
 - Growth mindset that is curious, open, receptive to new ideas and constantly looking to learn and grow. Committed to own professional and personal development.
 - Comfortable with ambiguity; handling stakeholders with divergent viewpoints; working with diversity and difference; and adapting to different situations, cultures, and ways of working.
 - Understanding that relationships matter as much as strategy.
 - Politically astute, with high emotional maturity, self-awareness, and intellectual flexibility.
 - Open to admitting when things are not working, learning from mistakes, encouraging others in the same vein.
 - Purposeful, with high levels of integrity, energy, and self-motivation, and thus committed to achieving the best possible standards of work, being reflective yet pragmatic.
 - Have high expectations of yourself, and in turn those you work with, to deliver the best outcomes, at the right times, in service of the vision to end youth homelessness by 2037.
 - Willing to travel.
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HOW TO APPLY



Saxton Bampfylde Ltd is acting as an employment agency advisor to Centrepoint on this appointment

Candidates should apply for this role through our website at www.roles.saxbam.com using code **NBXVB**

The closing date for applications is noon on **Wednesday 18 March 2026**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



CENTREPOINT MISSION & STRUCTURE



DISCOVERY



The [Discovery Division](#) is being created to develop a Thinking Laboratory that will bring forward new ideas and solutions for ending youth homelessness and rapidly test these solutions to sift out those that could be effective and moved to a pilot phase. This division will also be responsible for piloting and evaluating approved potential solutions.

Centrepoint is already piloting some solutions which includes:

[Prevention: making youth homelessness rare](#)

[Upstream Pre-16 prevention](#): a programme based in secondary schools to identify 11-16 year olds who are at hidden risk of homelessness and signpost them to support in order significantly to reduce that risk.

[Support: making youth homelessness brief](#)

[Endeavour](#): an early-stage pilot seeking to work in partnership with a local authority to end youth homelessness in that borough.

[Routes Out: making youth homelessness unrepeated](#)

[Independent Living Programme](#): a programme focused on providing right sized stepping stone homes in which rent is capped at around one third of a young person's salary so that it is genuinely affordable and sustainable.



AMPLIFICATION & ORCHESTRATION

The **Amplification & Orchestration** Division is being created primarily to oversee the amplification and wider adoption of solutions that have been tested and proven to be effective. The focus will be on securing systemic change through embedding these solutions in mainstream provision throughout the youth homelessness ecosystem.

Thus, the Division will mobilise the public and government to tackle youth homelessness by campaigning, influencing local, regional and national governments, fundraising, and working in partnership with like-minded organisations and agencies.



OPERATIONS

The **Operations** Division will be responsible for the services that enable the organisation to function successfully and to be healthy, financially stable, prepared for the future, and compliant with all its legal and regulatory obligations.

This includes Finance, People, Technology & Data, and other corporate services such as Compliance, Internal Audit, Health & Safety, Procurement, Risk Management and Contract Management. The Division will also oversee our ongoing Digital Transformation Programme.



PROGRESSION HOUSING



The **Progression Housing** division is focused on supporting young people facing crisis today through direct service delivery. This includes:

Supported Housing: providing young people with safety and stability, and access to wraparound services to move them swiftly to a job and a home. Some of the wraparound services we offer are:

- **CP Works** – Supporting young people to engage in employment, education and training through Information, Advice and Guidance (IAG), Functional Skills, Traineeships, Bursary.
- **Therapeutic Services** – providing mental health support for young people that is tailored to their needs.
- **Life skills** – giving young people access to advice, information and money. This includes legal clinics, managing money (Moneywise), navigating life issues (Lifewise) or coping with hardship (the hardship fund).

Centrepont Helpline: helping young people in crisis to find their way through complex housing systems across the country providing advice on their housing situation, opportunities and rights..

Young People Involvement: through the Lived Experience Advisory Board, we put young people's voices at the heart of our work. This Board is made up of twenty former and current Centrepont residents whose voices directly influence our Board of Trustees' decisions, as well as other operational decisions.

OUR IMPACT

UPSTREAM PREVENTION

“Upstream Prevention flagged up students that we would never look at, because they’re very quiet, they just get on with what they’re supposed to do, they don’t cause any issues, so they don’t get our attention. We didn’t realise what was going on at home until they did the survey.”

School Staff

You can hear more about Upstream prevention [here](#).



PROGRESSION HOUSING

Chloe, 23, came to Centrepont when her mum was taken to hospital after suffering a stroke. Following a family breakdown, Chloe sofa surfed with a cousin until she was referred to Centrepont. After finding it initially hard to settle, Chloe developed a close relationship with her support and progression workers who helped her to engage with a range of different services provided by Centrepont, including Therapeutic Services and CP Works.

Chloe is now preparing for an apprenticeship with the local authority and is being supported by the CP Works team to complete her English Functional Skills Level 2. Along with a friend she met at Centrepont, they are looking for a new home of their own.

INDEPENDENT LIVING

Andrew was living with another supported housing provider. However, when he started working as an electrical apprentice, he struggled to pay his rent as his housing benefit was cut. Luckily, Andrew was referred to Centrepont’s Independent Living Programme, providing truly affordable housing for working young people experiencing or at risk of homelessness. For Andrew, it was life-changing.

“It was a stepping stone to the next stage of independence. I was able to save money for the first time and plan my future.”

Andrew has recently moved into his own property, completed his apprenticeship, and started his own business.

You can read more from the young people we support [here](#).



[centrepoin.org.uk](https://www.centrepoin.org.uk)
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