

CANDIDATE JOB INFORMATION PACK



DIRECTOR OF PEOPLE & CULTURE

Application closing date: Monday 26th October

Interview period: 2nd-13th November

WELCOME FROM OUR CEO



Thank you for your interest in joining Catch22. We're delighted that you're considering applying for a role with us.

Catch22 is a charity and social business with over 235 years of history, delivering services across justice, education, children and families, employability, and communities.

Our vision is simple but powerful. We believe that everyone needs three things in order to thrive: a purpose in life, a safe place to live, and good people around them. All of our services work with the people we support to achieve at least one, if not all three, of these things.

We know there are complex challenges ahead – from economic pressures to evolving individual and community needs. But these challenges are matched by opportunities to reimagine, progress, and reform how public services are delivered.

Our Mission 2030 strategy sets out how we will seize those opportunities. It is grounded in Catch22's vision, mission, and values, and driven by the belief that everyone, given the right support, can thrive.

But it's not all about us. It's also about the impact on you. At Catch22, you'll find an inclusive culture where your contribution matters, your development is supported, and your work has real purpose and impact.

By joining us, you'll be contributing to work that builds resilience, aspiration, and prosperity in people and communities across the UK. Together with our colleagues, commissioners, and the communities we serve, we're determined to deliver this lasting change.

Naomi Hulston

Chief Executive Officer

Naomi started with Catch22 in 2001. During that time, she has held a total of 15 different positions, progressing from a volunteer to Chief Operating Officer in 2017, and Chief Executive Officer in June 2022.

PEOPLE & CULTURE AT CATCH22

catch
22



Thank you for your interest in joining Catch22 as our new Director of People and Culture. This is a pivotal role at an important point in our development. As we grow and evolve, we are placing greater emphasis on the quality of our leadership, our organisational culture and the experience of every colleague.

The impact we have on children, young people, families and communities starts with our people. We need excellent, dependable people services, but we also need the conditions in which colleagues can thrive, leaders can lead well and teams can work confidently across boundaries.

That is why this role has a deliberately broad remit. The Director will be equally accountable for safe, responsive and well-governed people operations, and for shaping culture, leadership, organisational development and colleague experience. They will bring these elements together into a clear and practical People and Culture strategy aligned to Mission 2030.

A significant part of the role will be leading behavioural and cultural change across Catch22. This means helping us translate our values into visible leadership expectations, consistent management practice and everyday behaviours.

It will require collaboration, curiosity and persistence, as well as an ability to use evidence and colleague insight to understand where change is taking hold and where more support is needed.

We are looking for a leader who can combine professional depth with warmth, judgement and a genuine passion for culture and change. Someone who can support and challenge senior leaders, develop a strong team, work collaboratively across a complex organisation and turn ambition into practical, sustainable progress.

What makes Catch22 special is the dedication, creativity and commitment of our people. If you are inspired by the opportunity to strengthen both the foundations and the future of our organisation, and to help colleagues flourish while contributing to meaningful social change, we would love to hear from you.

Melissa Milner

Chief Officer, Culture and Public Service Reform

WHY JOIN CATCH22?

At Catch22, we do work that matters. Our jobs provide an opportunity to create real impact and make a lasting difference.

For over 235 years, we have designed and delivered services that build resilience and aspiration in people and communities. This means we really understand what people need to thrive:



PURPOSE:

We are a purpose-driven organisation. We work together to tackle complex societal challenges head-on.



DEVELOPMENT:

We are committed to your continuous development and growth. We will provide you with the support and resources you need to expand your skills and advance your career.



FLEXIBILITY AND SUPPORT:

We understand the importance of maintaining a healthy work-life balance. Our people-centred policies prioritise your well-being and support a balanced and fulfilling life both inside and outside of work.



INCLUSIVITY AND VOICE:

We are inclusive by design, proactively working together to create a culture that is accessible and collaborative – where every voice is valued and respected.

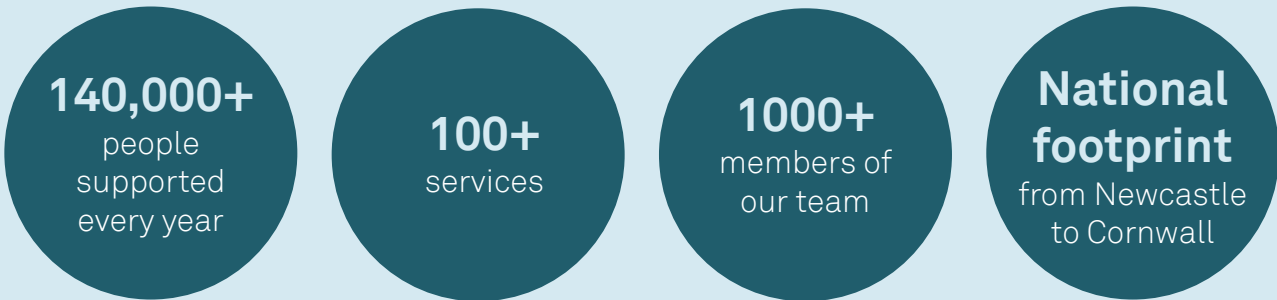
This work demands empathy, resilience, and commitment. But the rewards – both personal and professional – are real.

ABOUT US



Catch22 is a social business: a not-for-profit business with a social mission. We've been a charity for over 235 years, designing and delivering services that build resilience and aspiration in people of all ages and within communities across the UK.

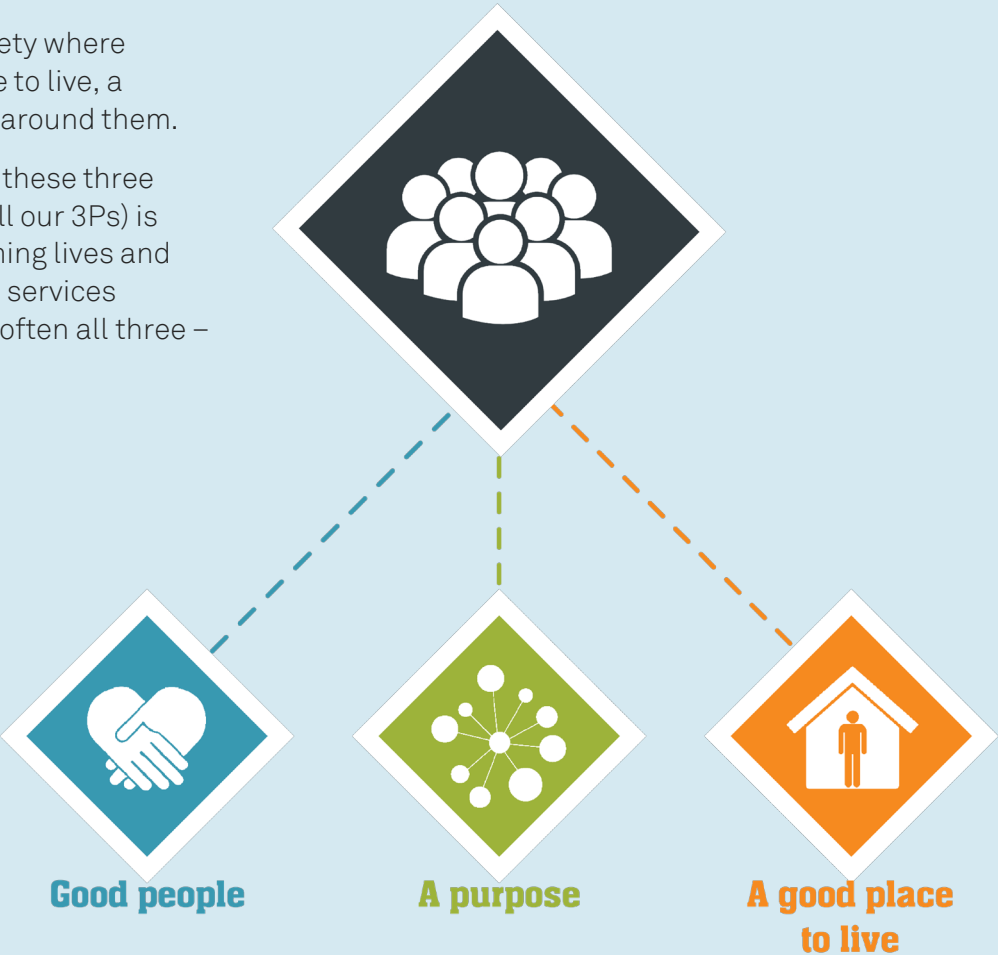
But we don't just stop at changing lives on the frontline. We take any surplus and the learning from our delivery, and funnel that into public service reform – investing in new structures and programmes that do things differently and change the system for good.



OUR VISION

Our vision is a strong society where everyone has a good place to live, a purpose and good people around them.

We believe that access to these three basic things (which we call our 3Ps) is fundamental to transforming lives and communities. All Catch22 services deliver at least one – and often all three – of these outcomes.



WHO WE SUPPORT

Catch22 works at every stage of the social welfare cycle. This involves helping a wide range of people including (but not limited to):

- care experienced young people,
- young people who are not suited to mainstream education,
- people facing barriers to employment,
- individuals recovering from substance misuse,
- victims of crime,
- people with experience of the criminal justice system,
- victims of child exploitation, including County Lines, and
- families facing multiple disadvantage.

We believe that this breadth gives us a unique insight into what works, and the consequences of what happens when it doesn't. This makes us better at running public services, because we understand people's lives and the challenges they face.

EQUITY, DIVERSITY AND INCLUSION

We welcome and actively encourage applications from anyone who feels they'd be a good fit for our organisation, regardless of race, religion, colour, age, sex, national origin, sexual orientation, lived experience, gender identity, disability, lived experience, neurodiversity, or any other protected characteristic.

Any success that Catch22 has is down to our people. That's why we aim to build, develop and retain a talented workforce that represents a variety of backgrounds, skills, and experiences. We reflect the communities we work in, and we believe that having a team with different voices, perspectives, and knowledge working together enables us to deliver public services that change lives.

TERMS OF APPOINTMENT

Job title:	Director of People & Culture
Working pattern:	Full-time (37 hours/week). Flexible working arrangements considered.
Contract type:	Permanent
Location:	Hybrid Working. Main location will be either at 27 Pear Tree Street. London Office or Brasted Office, Kent. The role also involves travel to various service and office locations.
Salary range:	Up to £84,000 per annum, depending on skills and experience.

BENEFITS

As a large charitable organisation that truly values its employees, we recognise that a diversified reward package is about more than just money. We offer a range of benefits that give you the flexibility to choose what's right for you, in an environment where you feel valued.

These include :

- 33 days annual leave (in addition to the 8 public holidays),
- flexible working opportunities,
- learning and development opportunities, including external training and apprenticeships,
- mental health and wellbeing support including an EAP, Mental Health First Aiders and access to a 24/7 GP advice line,
- life insurance,
- employee voice panel and a variety of employee communities,
- retail discounts through Catch22 Rewards,
- and much more!

For more information on our benefits, please visit: <https://www.catch-22.org.uk/benefits/>

HOW TO APPLY

All applications for jobs at Catch22 must be made online via our jobs portal. Interested candidates should apply for this role through our website:

<https://www.smartrecruiters.com/app/jobs/details/73ca43ee-a277-46af-a282-a5b89c3f73ff/people>

To be considered for the job, you will need to complete our application form by clicking the “I’m Interested” button on the job advert. ***You can complete the application form manually, or use a CV, Indeed or LinkedIn profile to pre-populate the education and previous experience sections of the form.***

Use the “Message to the Hiring Manager” box to expand on how your qualifications, skills and previous experience make you suitable for the job you have applied to. ***Making specific reference to the criteria listed in the ‘we will need you to have this’ will greatly increase your chances of being shortlisted for the role.***

You will also be asked a few additional compliance questions, plus some diversity monitoring questions. ***Please rest assured that any responses you give to the diversity monitoring questions are anonymised and cannot be seen by anyone on the hiring team.***

We look forward to hearing from you.

For more information on our full recruitment process, please visit:

<https://www.catch-22.org.uk/recruitment-process/>

TIMELINE

Application closing date:	Monday 26 th October, 5pm
Interview period:	Screening interviews week of 2 nd November
	Second round interviews week of 9 th November

Appointments will be subject to satisfactory references and due diligence, including declaration of any relevant interests.

GDPR AND DATA PRIVACY NOTICE

In line with GDPR, we are only able to process your Sensitive Personal Data with your explicit consent. You must also have the explicit prior consent of any referees whose contact information you are providing. You’ll be asked to complete a consent form during your application.

Please do not include any sensitive personal information in your CV. If you choose, you may include it in your covering letter.

catch
22

JOB DESCRIPTION

JOB TITLE	Director of People and Culture
PORTFOLIO	Culture & Public Service Reform
LOCATION	Hybrid, 24 Pear Tree Street, London or Brasted, Kent
SALARY BAND	Director
HOURS & CONDITIONS	Catch22 Standard – 37 hours full time
RECORDS CHECK (DBS LEVEL)	This role requires a DBS check.

WHATWEARELOOKINGFOR

As a business leader at Catch22, you will help our people do their best work—leading an ambitious, inclusive people strategy that strengthens wellbeing, builds capability and enables brilliant delivery. Working alongside senior leaders, you will shape a high-performing culture that supports sustainable growth and lasting organisational change.

You will bring together people activity across the organisation, so every colleague has a consistent, high-quality experience, from recruitment and onboarding to development, progression and recognition. With overall accountability for people, culture and wellbeing, you will embed frameworks and everyday practices that make Catch22 a place where people feel supported, included and empowered to perform at their best.

You will make sure our culture is lived, not just stated, rooted in compassion, collaboration, curiosity and empowerment. You will build a strong sense of shared purpose for staff and volunteers, connecting day-to-day work to Mission 2030 so people understand how they contribute and why it matters.

You will oversee the full colleague experience across Catch22, covering employees, sessional colleagues and volunteers, and put in place the frameworks and ways of working that help Catch22 be recognised as a great place to work.

As a core member of the Mission Delivery Group’s (MDG), you will work across the organisation to ensure that organisational priorities, growth ambitions and contractual commitments are translated into deliverable, sustainable change that supports Mission 2030. You will operate within a matrix model, combining direct portfolio accountability with shared leadership to strengthen organisational delivery assurance.



WHAT YOU WILL DO

Key duties: What you are accountable for:

Our operating model is designed to deliver our purpose through high-impact delivery and public service reform. You will play a central role in advancing our strategic ambitions and delivering social impact through our mission to build a prosperous society. You will work collaboratively with other business leaders to drive the organisation forward, ensuring we are recognised for having an exceptional organisational culture and can evidence our impact and amplify our voice to achieve public service reform.

As the Director of People and Culture, you are accountable for establishing a people centric approach and ensuring it directly enables our colleague experience to thrive. You will lead the team and influence our culture, through strong practice and frameworks that ensure Catch22 is recognised as a great place to work and an environment where people can develop the skills and capabilities aligned to the delivery of our Mission.

You will develop a forward-looking people strategy that ensures Catch22 has the right people, skills and structure to deliver our goals, now and for Mission 2030. You will put in place clear, practical frameworks that strengthen the colleague experience end-to-end: onboarding, development, wellbeing, inclusion and transition. You will also establish effective governance and leadership for transformation, enabling the organisation to manage change with confidence. You will champion a safe, healthy and supportive working environment with visible leadership on wellbeing and robust oversight so our policies, systems and everyday practice help Catch22 thrive.

As a member of the Mission Delivery Group, you hold collective responsibility for organisational performance, contributing to corporate strategy, prioritisation, Key Performance Indicators (KPI's) and decision-making. You will ensure our people related activity is well governed, transparent, deliverable and affordable. Focusing on clear assurance, effective risk management and strong alignment to organisational capacity and capability. Acting as a Senior Organisational Leader, you will role-model our values-led approach, you will champion our Target Operating Model, demonstrate clear accountable leadership, inspire and motivate our colleagues, act as an influencer and practice leader and overall contribute to a strong aligned One Catch22 culture.

Strategic Oversight

- As a business leader, you will be a custodian of the organisational operating model and delivery of strategic ambition beyond your function.
- You will be a practice leader and influencer, continually improving our organisational approach and knowledge in line with the external world and evidence-based practice.
- You will be accountable for building and delivering a strategic plan for the function, aligned to our Strategy 2030 and related KPIs.
- Work effectively within a matrix leadership model, leading and influencing multi-disciplinary teams to maximise organisational capacity, capability and delivery across shared priorities

Operational Responsibilities

- Lead the design and delivery of an effective, efficient and consistent people centric operating model across Catch22.
- Oversee end-to-end HR operations including recruitment, onboarding, talent management and succession, employee relations, performance management, reward and compliance to ensure consistent and effective people processes allowing for scope for learning/continuous improvement.
- Lead the delivery of core people systems and services to ensure there is a positive customer experience and people-related data, insight and foresight is shared across the business. Ensure compliant policies, processes and systems are in place to support high-quality, timely and assured business development activity.
- Work collaboratively with business leaders to ensure employee wellbeing, learning and development are at the forefront of Catch22 delivery.
- Lead a clear Employee Value Proposition and employer brand that attracts talent.
- Oversee the definition of career paths, succession planning, objective setting and career conversations, and a consistent onboarding experience that makes effective use of digital opportunities.
- Lead a transparent reward approach, including regular benchmarking, clear pay bands linked to career paths, a total reward approach and recognition programmes.
- Oversee the organisation-wide upskilling programme in core capabilities such as management, AI and digital, and practice skills.
- Support effective knowledge management and a wider behavioural change programme.
- Oversee employee voice forums, regular pulse and engagement surveys with clear action plans, and wellbeing and flexible working initiatives.
- Oversee the further development of people systems and analytics that provide accurate, timely workforce data, insight and foresight, enabling data-driven decisions on workforce planning, performance, retention and colleague experience.
- Oversee EDI strategy, with best-practice policy and workforce analytics.
- Lead a transparent reward approach, including regular benchmarking, clear pay bands linked to career paths, a total reward approach and recognition programmes.

Governance & Risk Assurance

- Ensure robust governance and assurance arrangements across all people activity are aligned to organisational requirements and risk appetite.
- Identify, assess and manage strategic, financial, delivery and reputational risks, ensuring appropriate controls and mitigations are in place.
- Provide high-quality reporting to executive leadership, Board and committees, offering clear insight, assurance and recommendations

Performance & Impact

- Own performance across the people function, delivering against agreed KPIs, customer service levels, quality standards and timescales.
- Use data, insight and feedback to inform evidence-based decision-making and continuous improvement.
- Monitor external trends, policies and legislative changes to ensure Catch22 remains safe, legal and can continuously provide competitive advantage.

People Leadership

- Lead, inspire and develop a high-performing, values-led People team, setting clear direction, expectations and accountability.
- Build capability and succession across the portfolio, ensuring the right skills, capacity and leadership are in place to support current and future priorities.
- Create a strong team culture that role-models Catch22 values and high professional standards
- Support and challenge senior leaders to strengthen leadership capability and confidence across the organisation
- Work effectively within a matrix leadership environment, collaborating with operational and corporate leaders to deliver collective outcomes.

Stakeholder Engagement

- Act as a senior external representative for Catch22 with stakeholders and influencers.
- Represent organisational priorities externally, ensuring insight from the external landscape informs internal strategy and decision-making.
- Work collaboratively with internal stakeholders to align external opportunities with operational reality and organisational ambition.

Key Decisions & Accountabilities

- Hold delegated authority for people and culture related decisions within agreed governance and financial frameworks.
- Translate strategic intent into clear plans, priorities and measurable outcomes.
- Make timely, evidence-based decisions that balance ambition, affordability, risk and delivery confidence.
- Lead performance, capability and risk across the people and culture portfolio.
- Ensure all activity is financially sustainable, well governed and aligned to organisational priorities

Measure of Success

- Delivery of an effective People and Culture strategy on time, to quality standards, and within budget
- Strong assurance, risk management and governance outcomes across the people portfolio
- Improved organisational performance, leadership capability and colleague experience
- Evidence-based improvement in workforce sustainability, retention and resilience
- Financially sustainable delivery, with effective budget management and forecasting
- A strong, values-led culture with clear ownership, accountability and confidence in delivery
- Multi-disciplinary teams operate effectively within a matrix model, with clear accountability, strong collaboration and increased organisational capacity to deliver shared priorities
- High levels of confidence from executive leadership, Board and stakeholders in delivery and decision-making.
- Evidence of a values-led, inclusive culture that supports high performance, wellbeing and continuous improvement.
- Work collaboratively within a matrix leadership model, leading and influencing multi-disciplinary teams to maximise organisational capacity, capability and delivery across shared priorities.

WE WILL NEED YOU TO HAVE THIS

SKILLS & QUALIFICATIONS	WHY WE NEED YOU TO HAVE THIS
Chartered CIPD qualified (or equivalent experience) with up-to-date professional knowledge, including employment law.	To provide credible, compliant and trusted people advice.
Strong financial and commercial understanding, including assessment of value, risk and long-term sustainability	To ensure credible, strategic leadership.
Strong understanding of people best practice, organisational development and change management.	To manage risk and protect service users and the organisation
Clear knowledge of safeguarding and safer recruitment requirements, with experience operating in a regulated or high-risk environment.	To manage risk and protect service users and the organisation.
Exemplary influencing skills at all levels of an organisation, with the ability to maintain and extend stakeholder and customer relationships and to analyse and provide advice on complex issues	To navigate complexity and manage high-risk decisions
Able to communicate clearly, logically and effectively both orally and in writing.	To deliver compelling messages with confidence and clarity.
Ability to lead change collaboratively and deliver impact	To lead change collaboratively and deliver impact
EXPERIENCE & KNOWLEDGE	WHY WE NEED YOU TO HAVE THIS
Senior leadership experience leading a People/HR function in a complex organisation.	To operate effectively at the senior and board level.
Proven track record of delivering high-quality people services at scale and across multiple locations.	To deliver consistent, high-quality People services at scale.
Successful experience of leading, motivating and developing people at all levels	To build a high-performing, values-led team
Substantial employee relations experience, including trade unions, TUPE, employment tribunals and complex casework	To manage complex employee relations confidently and lawfully.
Strategic thinking around marketplaces, audiences, organisations and stakeholders to effectively engage with	To act as a trusted external representative.
Demonstrable experience of setting organisational direction, navigating ambiguity and advancing organisational culture and performance.	To act as an organisational custodian, shaping direction and ensuring teams are aligned to Catch22's mission.
Commercial awareness alongside a commitment to continuous learning and developing others	Commercial awareness alongside a commitment to continuous learning and developing others

WHERE THE ROLE FITS WITHIN CATCH22

Our structure

The People and Culture function sits within our Business Delivery Services, within the portfolio of the Chief Officer responsible for Culture and Public Service Reform, to whom the Director of People and Culture will report to.

The Director of People and Culture will be the business leader with overall responsibility for reporting on People and Culture to the People and Performance Committee.

Key working relationships and stakeholders include the Chair of the People Committee and other trustees, Chief Officer Group, other business leaders (particularly Operations Directors).

The Director of People and Culture will have the following direct reports:

- Head of People Operations
- Head of Culture & Engagement
- Three Strategic People Partners

REPORTS TO

Chief Officer – Culture and Public Service Reform

LINE MANAGEMENT RESPONSIBILITY

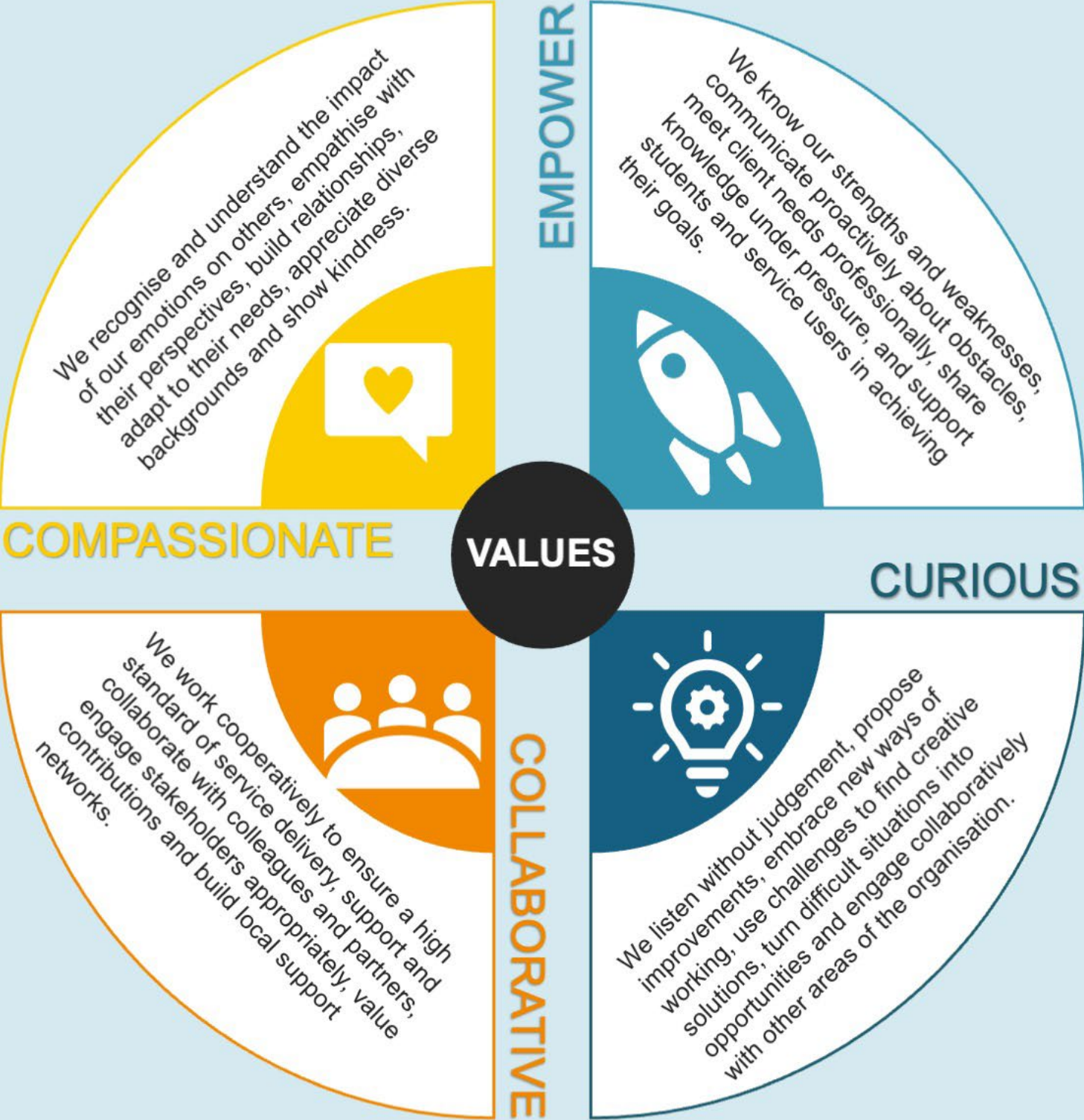
5 direct reports – with expectation for matrix management of members of partnering teams as and when required.

BUDGET RESPONSIBILITY

£1.2 - £1.5 million

OUR BEHAVIOURS

Who we are at Catch22 is determined by 'The How' (our behaviours) and 'The What' (our capabilities and skills). Our Behaviour Framework ('The How') guides how we work, make decisions, and engage with others. It is important because it ensures our values are reflected in everything we do, helping us build trust, deliver consistently high-quality outcomes, and create a positive, inclusive workplace.



OUR VALUES

Our values are at the heart of everything we do. They were created by colleagues across Catch22 and guide how we work together to support others.



We're compassionate

We care about people, supporting them to move forward.



We empower others

We give people the knowledge, skills, and opportunities to thrive.



We're collaborative

We do things with people, not to them.



We're curious

We explore, innovate, and challenge to improve what we do.

ADDITIONAL INFORMATION

The post holder will be required to comply with all policies and procedures issued by Catch22.

This job description cannot cover every issue or task that may arise within the post at various times and the post-holder will be expected to carry out other duties from time to time which are broadly consistent with those in this document.

This job description does not form part of the contract of employment.

