

Chief Operating Officer

Recruitment Pack

Salary:	c.£100,000 pa
Location:	London, Kent or Home-based
Closing date:	Monday 3 rd October 2022

Welcome message from our CEO

Thank you for your interest in the role of Chief Operating Officer at Catch22. We're delighted you're considering applying.

Catch22 is a charity and a social business. We have more than 100 services across England and Wales, delivering alternative public services in a range of areas; justice, education, children, families, communities, employability and skills. Underpinning all our services is our firm belief that in order to thrive, everyone needs good people around them, a safe place to live and a purpose in life.

We've been in existence for more than 230 years, and have never lost our focus of delivering high quality services to people facing challenges in their lives and using that experience to push for the reform of public services.

We are recruiting a Chief Operating Officer at a crucial moment in Catch22's history, as we transition to a new business strategy following the COVID-19 outbreak, a pandemic that none of us could have predicted. We weathered that storm, with many of our colleagues and services continuing undeterred throughout, and redoubling efforts in some areas such as schools or prisons in order to maintain support for some of the most vulnerable communities.

We have seen just how deeply COVID-19 affected children's social care, where thresholds for intervention were already rising; or how it impacted the children from poorer families who were digitally excluded or already behind on their education; or how it normalised locking down prisoners for 23 hours a day, inhibiting the prospects for purposeful activity and rehabilitation.

In many ways, the world will never be the same after that experience. We are faced with the long tail of the collective trauma our communities have lived through, the damage to mental and physical health (especially among the most vulnerable in society), and the acceleration of trends in the use of technology and the future of work.

As we stare down the next horizon, we do so with foresight and awareness of the challenges people and communities will face, and the threats that we might encounter as an organisation. But our resolve is stronger than ever, with the organisation in a solid position, well placed to deliver the mission of building resilience and aspiration in people and communities. Now, perhaps more than ever, Catch22 must use its platform to improve the life chances for people across the country.

Given our mission and its importance, there has never been a more exciting time to take on such a pivotal role at Catch22. This role will offer an unrivalled opportunity to have a positive impact on the lives of some of the most vulnerable in our society, through operational and strategic leadership of some of the best talent the industry has to offer.

Kind regards,
Naomi Hulston, CEO

Naomi has been with Catch22 for a total of 21 years, and during that time has held a total of 14 different positions, progressing from a volunteer to Chief Operating Officer in 2017, and Chief Executive Officer in June 2022.

Naomi has a wealth of experience in successfully overseeing the organisation's operational delivery, as well as huge passion for Catch22 and the work we do.



About Catch22

Our Mission

We design and deliver services that build resilience and aspiration in people of all ages and within communities across the UK. Through our strategy we aim to deepen our impact and increase our reach.

Our Vision

Our vision is a strong society where everyone has good people around them, a good place to live and a purpose in life. Our new strategy is designed to amplify our vision creating greater opportunities for a stronger society delivering even more social impact to the people who need it.



Our Values

- **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.

Our Hubs

We operate across three main strategic hubs:

- **Justice and Education**
- **Employability and Skills**
- **Children, Families and Communities**

We deliver more than 100 services country, supporting more than 160,000 people every year to thrive and fulfil their potential.

More information about our organisation can be found at www.catch-22.org.uk

You can read more about our recent achievements and impact in our [latest Annual Review](#).

Job description

The Chief Operating Officer (COO) leads and guides all Catch22 operations, ensuring the delivery of services which provide optimum benefit to our service users, in a safe and compliant manner. You will have oversight of all Operating Hubs, responsible for ensuring all are aligned to the priorities of Catch22.

You will be required to build an in-depth knowledge of the different Operational Hubs, and be the bridge between the various groups to ensure that they are all aligned on the priorities for the business and that there is cohesion across the different groups. You will use this system knowledge to ensure that Catch22 is maximising on opportunities to create multiple points of impact for service users, and working with operations and business development teams to develop the services we bid for and deliver.

As COO, you will be a central member of the Chief Officer team responsible for the strategic leadership, development and design of operational delivery across Catch22. You will work alongside the CEO to formulate, develop and deliver the business strategy and have the responsibility of delivering results across seven different operational hubs, ensuring there is cohesion and an absolute focus on quality and financial performance.

You will build and maintain an in-depth understanding of the industries in which Catch22 operates and will directly contribute towards the formulation and execution of commercial strategy for ensuring growth and sustainability. You will manage business performance against plan, providing regular updates to key stakeholders, such as the Chief Executive, the Senior Management team, the Board of Trustees as well as the wider Catch22 community.

Acting as ambassador for Catch22, you will work with colleagues to identify ways to promote our company culture and vision and build relationships with key stakeholders to drive the organisational agenda forward.



A summary of the roles and responsibilities of the COO role are listed below, but it is expected that a role of this seniority and complexity will involve evolving and changing the nature of some responsibilities to meet organisation demand.

Operations

- Establish and analyse operational dashboards and reporting mechanisms for monitoring the organisation's impact and financial health, and for listening to the views of beneficiaries on the organisation's performance
- Ensure the organisation fulfils its legal, statutory and regulatory responsibilities, and have oversight of performance against contractual and commercial requirements, whilst ensuring our financial objectives are delivered
- Consistently produce a high standard of comprehensive operational proposals, recommendations and specifications including competitor and service user analysis
- Where necessary, support Catch22 growth and business development efforts, providing insight and analysis of target markets, sustainability and conflict of interest
- Help shape organisational design and lead high impact initiatives to reinforce a culture of excellence
- Track organisational performance, helping Catch22 withstand outside forces and progress towards its long-term goals

Strategy

- Contribute to the development of the company's corporate strategy and lead strategy development in all aspects of organisational operations to ensure that the company achieves its short and long-term objectives
- Translate Catch22's 2022-2025 Strategy into actionable goals for performance and growth
- Collaborate with the CEO and Chief Officer Group in setting and driving the organisational vision and building a high-performance culture. Acting as a role model to embed the company values

Stakeholder Engagement

- Build relationships and collaborate with the full range of Catch22 internal stakeholders to ensure effective operational delivery can be sustained and achieved
- Represent the organisation at external events and publicity opportunities
- Maintain awareness of risks, changes and opportunities in the external environment that affect the organisation, through healthy external networks across industry and commissioning groups
- Build an effective working relationship with the Catch22 Chair and Trustees, providing insight on performance of operational delivery

Culture

- Take a lead role in building a positive and productive culture in the workplace by listening to employee opinions, making adjustments, and recognising the team's accomplishments
- Communicate a vision for the company, and ensure that all staff and volunteers at all levels are bought into this vision and direction of travel, in line with Catch22 values
- Develop a strong performance culture and commitment to operational excellence with a focus on enhancing learning and developing pathways for reform
- Educate teammates and spread the transparency culture to speak up any violations of procedures, code of ethics, conflict of interests and any behaviour putting at risk our performance and compliance.
- Champion the Catch22 EDI agenda promoting the importance of individuals bring their whole self to work

Person specification

You will be assessed against the essential and desirable criteria listed below, throughout the shortlisting and interview processes (see pg9 for more information).

Experience within the charity/third sector is not required, applicants who can demonstrate transferable skills from other industries are welcomed.

Essential

- Experience managing large-scale operations, preferably gained within an environment that reflects the dynamism and flexibility associated with contract-based service delivery.
- A proven track record of designing and delivering data-led innovation and transformation, achieving efficiencies and maximising the potential of our operations.
- Experience of leadership in a service user/customer focused environment, capable of maximising the impact of our services and creating multiple points of impact for our service users.
- Strategic and commercial experience, with an ability to contribute beyond the operations function, and play a key role in shaping the strategic direction of Catch22.
- Experience in a senior leadership role, with a demonstrable track record of role modelling a positive leadership culture which reflects our values.
- Educated to masters level, or equivalent

Desirable

- Experience in an organisation delivering large contracts for public sector commissioning groups and customers
- An established network across the justice, education, employability and/or social care sectors

Other information

Salary & Benefits

- Circa. £100,000
- 30 days annual leave (plus 8 public holidays)
- Approved workplace pension scheme with a matching employer contribution of 4%
- 3 x salary life insurance
- Employee Assistance Programme & GP helpline

Location

You can be based either from home, or from our London or Kent offices. The role will also involve regular travel across our service and office locations.

Working Pattern

This is a full-time (37 hours per week) role, all flexible working arrangements will be considered.

Recruitment process



Application

We will stop accepting applications at midnight on **Monday 3rd October**, so please ensure that you have reviewed all information and completed your application by this time. Applications can be submitted via our jobs page - <https://smrtr.io/bwRVY>.

You will be asked some basic questions in order to build your candidate profile, as well as some diversity monitoring questions. If you do not wish to provide responses to the diversity monitoring questions, you may select 'Prefer not to disclose'. Your responses to the diversity monitoring questions remain confidential and are not seen by the hiring panel during this process, this information is only used by our People and Recruitment teams to ensure that we are attracting a diverse field of applicants to our roles, and that our recruitment and assessment processes do not discriminate.

Please submit a CV and cover letter as part of your application. Your CV should detail your previous roles, responsibilities and achievements, and you should provide a brief explanation for any significant gaps in employment. Your cover letter should outline your motivation for applying for this role with Catch22, and also detail why you believe your skills and experience make you a good fit against the criteria laid out in the person specification on page 6.

Shortlist and Interviews

Shortly after the closing date, the hiring manager and panel will select a shortlist of candidates based on suitability against the person specification.

All shortlisted staff will be invited to take the following assessments:

- **Staff Interview** – An informal interview with a selection of Catch22 staff, where you'll be discussing your leadership style, how you communicate with your teams, and what you might bring to Catch22.
- **Panel Interview** – An interview with the hiring manager and a selection of Catch22 leaders. This will commence with a brief presentation, followed by questions related to each candidate's skills and experience against the person specification.

Following these interviews, the preferred candidate/s will be invited to a final informal discussion with the CEO and Chair. The panel will make a decision on preferred candidates based on evidence and feedback gathered in the staff and panel interviews, as well as the final informal discussion.

Feedback

We will provide written feedback to all applicants, on request, and verbal feedback to all candidates invited to interview.

If you have any questions about the role, or would like to arrange a confidential discussion about it, please contact:

recruitment@catch-22.org.uk



www.catch-22.org.uk

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