

CANDIDATE JOB INFORMATION PACK



DIRECTOR OF COMMUNICATIONS & EXTERNAL AFFAIRS

Application closing date: Monday, 26th October

Interview period: 2nd-13th November

WELCOME FROM OUR CEO

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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.

EXTERNAL AFFAIRS

AT CATCH22

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Thank you for your interest in joining Catch22 as our Director of Communications and External Affairs.

This is an exciting time for our organisation. As we work towards our Mission 2030 ambitions, we are increasingly focused on how we use our voice, influence and insight to drive positive change for children, young people, families and communities. Communications is central to that ambition, helping us tell our story, amplify lived experience, strengthen our reputation and shape the public service reform agenda that sits at the heart of our work.

This is much more than a communications role. As a member of our Leadership Team and Mission Delivery Group, the successful candidate will play an important part in shaping the direction of Catch22 as a whole. They will help translate strategy into action, build trusted relationships internally and externally, and ensure that communications, policy, research, insight and influencing activity support sustainable growth and social impact.

We're looking for someone who combines strategic thinking with strong operational leadership. Just as importantly, we're looking for a leader who is passionate about developing people and building high-performing teams.

The Communications and External Affairs function brings together a diverse range of disciplines and talented colleagues, and the ability to inspire, coach and organise teams around shared priorities will be critical to success. Creating clarity, accountability and a positive culture is every bit as important as delivering campaigns, influencing policy or managing reputation.

What makes Catch22 special is the passion, expertise and commitment of our people. Every day, colleagues work together to create opportunities and overcome barriers alongside those we support.

If you're excited by the opportunity to lead a talented team, influence national conversations and help shape the future of an ambitious and values-led organisation, we'd 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.

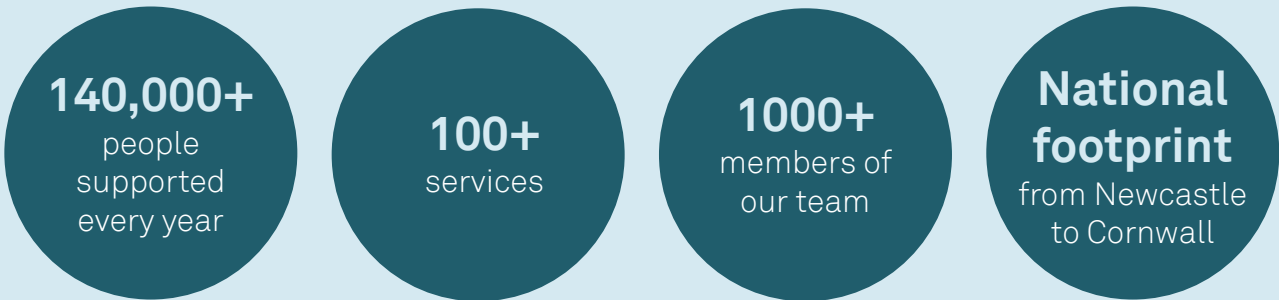
This work demands empathy, resilience, and commitment. But the rewards – both personal and professional – are real.

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.

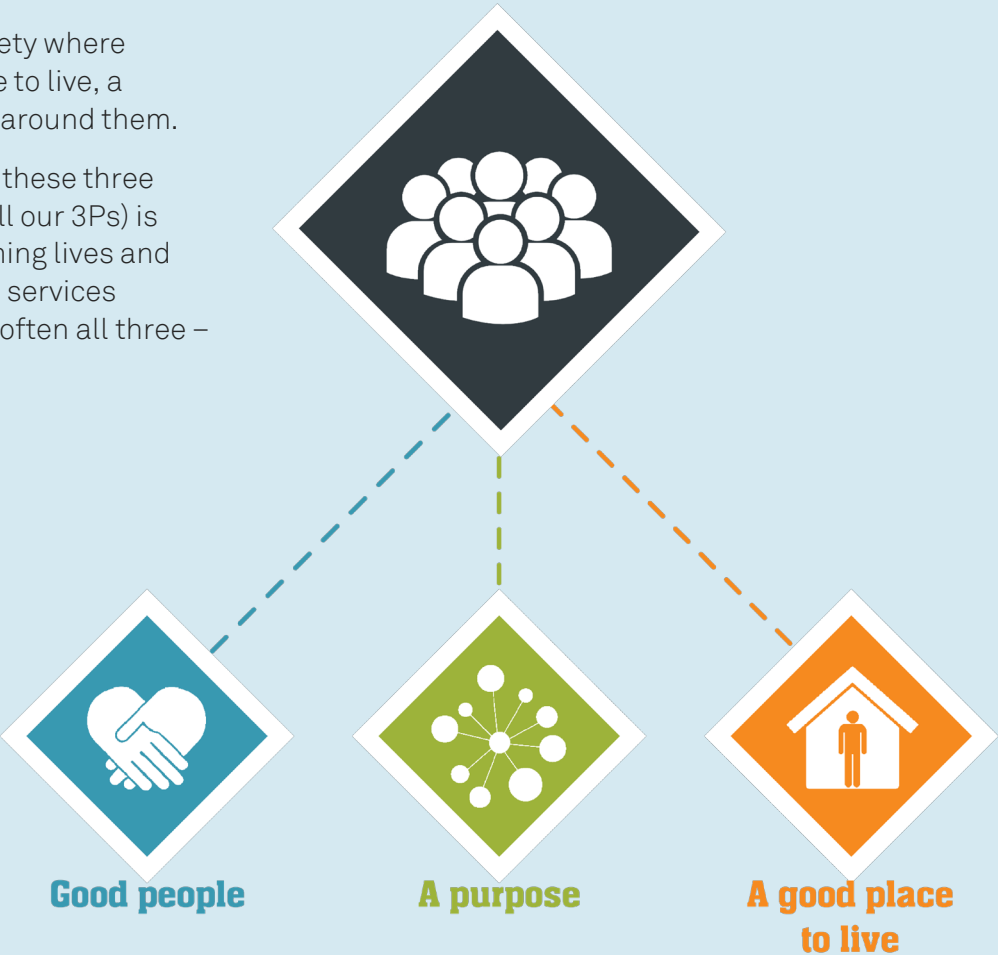
But we don't just stop at changing lives on the frontline. We take any surplus and the learning from our delivery, and funnel that into public service reform – investing in new structures and programmes that do things differently and change the system for good.



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 Communications & External Affairs
Working pattern:	Full-time (37 hours/week). Flexible working arrangements considered.
Contract type:	Permanent
Location:	Hybrid Working. Your main location will be based at 27 Pear Tree Street. London Office. 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/08077fa3-33bd-4d75-bcf1-6e45fd1656d6/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’ section 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.

JOB DESCRIPTION

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JOB TITLE	Director of Communications and External Affairs
PORTFOLIO	Organisational Culture and Public Service Reform
LOCATION	Hybrid, 24 Pear Tree Street, London and other national locations.
SALARY BAND	Director
HOURS & CONDITIONS	Catch22 Standard – 37 hours full time
RECORDS CHECK (DBS LEVEL)	This role requires a DBS check.

WHATWEARELOOKINGFOR

As part of the Catch22 leadership team, you will shape how we communicate, connect and influence, ensuring our culture of compassion, collaboration, curiosity and empowerment is reflected in everything we say and do.

You will set and lead our external engagement strategy, building trusted relationships and ensuring consistent, transparent communication across internal and external audiences. You will represent Catch22 with confidence, strengthening our reputation through a visible and credible external presence. Bringing together communications, insight and storytelling, you will grow Catch22’s influence and impact, turning lived experience from the people we support, colleagues, commissioners and partners into clear priorities for strategy, delivery and public service reform.

You will strengthen the Catch22 brand and extend our reach by building recognition, trust and credibility. You will draw on all this expertise to shape and reinforce our public service reform agenda, using insights from organisational best practice to champion innovation and change.

As a core member of the Mission Delivery Group (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 through organisational culture and reform.

As a member of the Catch22 Leadership Team and the Mission Delivery Group (MDG), the Director of Communications and External Affairs is accountable for how Catch22 communicates, connects and influences internally. The role strengthens organisational confidence, reputation and impact by ensuring our values, insight and lived experience shape national conversations, public policy and system reform in line with Mission 2030.

You will lead communications, external affairs, influencing and insight—turning complex delivery, funding and public service reform activity into clear, compelling narratives that demonstrate impact and support sustainable growth. You will protect and enhance the Catch22 brand, maintain grip on reputation, risk and scrutiny, and ensure activity is aligned to strategic delivery and reform priorities.

You will embed learning from the people we support, colleagues, commissioners and partners into organisational strategy, decision-making and improvement. You will lead with clarity through change and external challenge, ensuring communications, influencing and campaigning are well governed, evidence-led and focused on outcomes.

As a business leader, you will role model our values-led approach, champion our Target Operating Model and provide accountable leadership that inspires colleagues. You will lead by influence, build capability across the organisation and strengthen a one-team One Catch22 culture.

Strategic Oversight

- As a business leader, act as a custodian of Catch22's operating model, culture and strategic direction, contributing to organisational leadership beyond the communications and external affairs portfolio.
- Set and deliver a strategic plan for Communications and External Affairs, aligned to Mission 2030, organisational priorities and agreed KPIs.
- Ensure all communications, policy, research, influencing and external affairs activity is explicitly aligned to Catch22's mission, values and strategic objectives.
- Contribute to organisational planning, decision-making and performance management, helping shape the future direction of Catch22.
- Horizon-scan policy, funding, system and societal changes, identifying risks and opportunities that strengthen organisational impact and sustainability.
- Balance short-term operational demands with long-term strategic priorities, ensuring resources are focused on areas of greatest organisational value and impact.

Operational Responsibilities

- Lead a high-quality, values-led communications and external affairs portfolio spanning internal and external communications, media, public affairs, policy, campaigns, content, digital and stakeholder engagement.
- Align research, evaluation and policy activity to operational delivery and public service reform priorities, ensuring evidence informs organisational strategy and influence.
- Lead Catch22's NLCBF portfolio, using insight, evidence and partnerships to demonstrate impact and influence policy and practice change.
- Lead high-risk and sensitive communications, providing timely, proportionate and well-judged advice to senior leaders and operational teams.
- Lead the effective planning, prioritisation and delivery of a diverse and complex portfolio of work, ensuring competing priorities are managed effectively and resources are deployed efficiently.
- Establish clear systems, processes and oversight mechanisms that support delivery, performance tracking and organisational accountability.
- Ensure communications and external affairs activity actively supports service delivery, growth, workforce engagement and organisational reputation.

Governance & Risk Assurance

- Maintain robust governance, assurance and decision-making processes across the communications and external affairs portfolio.
- Produce high-quality reports, papers and performance updates for the Executive Team, Board and relevant Board Committees, providing clear insight, assurance and recommendations.
- Support Trustees and senior leaders with timely intelligence, evidence and analysis to inform effective decision-making.
- Ensure compliance with organisational policies, regulatory requirements and external standards relevant to communications, media, digital and influencing activities.
- Identify, assess and actively manage reputational, information, legal and safeguarding risks, escalating issues appropriately and at pace.
- Ensure appropriate governance and oversight of major campaigns, partnerships, public positions and external engagement activities.
- Provide assurance to senior leadership and Trustees on portfolio performance, risks, controls and organisational reputation.

Performance & Impact

- Own performance across the portfolio, delivering agreed objectives, KPIs and quality standards.
- Use insight, data, evaluation and stakeholder feedback to prioritise activity and improve reach, impact and effectiveness.
- Embed an evidence-led approach, bringing together frontline insight, service outcomes, research and external intelligence.
- Monitor and evaluate the effectiveness of communications, policy and influencing activity, ensuring resources are focused on areas delivering the greatest strategic value.
- Translate organisational priorities into clear objectives, delivery plans and performance measures for teams and individuals.
- Horizon-scan risks, opportunities and emerging trends to support proactive, informed decision-making and continuous improvement.

People Leadership

- Lead, coach and develop high-performing, inclusive teams with clear expectations, accountability and succession planning.
- Create a high-support, high-challenge culture that encourages innovation, collaboration, learning and continuous improvement.
- Ensure effective workforce planning, resource allocation and capability development across the portfolio.
- Lead and manage multidisciplinary teams, ensuring colleagues are empowered, motivated and supported to deliver excellent outcomes.
- Build leadership capability through coaching, mentoring and development opportunities.
- Role model inclusive and compassionate leadership, strengthening a One Catch22 culture and embedding organisational values.
- Foster a culture of accountability, collaboration and shared ownership, ensuring colleagues understand how their work contributes to Mission 2030.
- Work effectively in a matrix environment, influencing across operational and corporate teams to deliver shared outcomes and organisational priorities.

Stakeholder Engagement

- Represent Catch22 with commissioners, funders, partners, regulators, policymakers, influencers and sector leaders, building trusted relationships that strengthen organisational credibility and reputation.
- Provide strategic counsel and communications expertise to the Chief Executive, Executive Team, Trustees and senior operational leaders on matters relating to reputation, policy, public affairs and stakeholder engagement.
- Act as an ambassador for Catch22, championing the organisation's mission, expertise and impact across external forums, partnerships and networks.
- Bring external insight into internal decision-making, ensuring opportunities are aligned with operational realities and organisational priorities.
- Develop and maintain strategic partnerships that enhance organisational influence, learning, innovation and sustainability.

Key Decisions & Accountabilities

- Hold delegated authority for all communications and external affairs decisions within agreed governance and financial frameworks.
- Translate strategic intent into clear plans, priorities and measurable outcomes.
- Determine portfolio priorities and deployment of resources, balancing strategic ambition, operational need, risk and organisational capacity.
- Make timely, evidence-based decisions that balance opportunity, affordability, risk and delivery confidence.
- Lead performance, capability and risk management across the portfolio.
- Ensure effective coordination of activity across teams and functions, reducing duplication and maximising organisational impact.
- Maintain oversight of portfolio budgets, ensuring resources are managed effectively and deliver value for money.
- Ensure organisational reputation is proactively protected and enhanced through effective communications, stakeholder engagement and risk management.
- Ensure all activity is financially sustainable, well governed and aligned to Mission 2030 priorities and organisational outcomes.

Measures of Success

- Catch22 is recognised as a trusted, influential and high-impact organisation that shapes policy, practice and public service reform.
- The organisation has a clear and compelling narrative that is understood and used consistently across teams and stakeholders.
- Communications and external affairs activity demonstrably contributes to Mission 2030 priorities, organisational growth and service impact.
- Catch22 consistently influences policy and sector conversations, evidenced through partnerships, invitations, publications, media coverage and policy engagement.
- Strategic partnerships deliver tangible outcomes, including co-designed solutions, system change, shared learning and investment opportunities.
- Executive leaders, Trustees and key stakeholders have confidence in the quality, pace, judgement and impact of communications and external affairs activity.
- The Board receives timely, insightful and high-quality information that supports effective governance and strategic decision-making.
- Teams are high-performing, inclusive and engaged, with clear accountability, strong leadership and the capability to deliver now and in the future.
- Resources are effectively prioritised across a complex portfolio, ensuring delivery of organisational priorities despite competing demands.
- A values-led culture is evidenced through wellbeing, retention, engagement and continuous improvement. Matrix leadership is effective, enabling multidisciplinary teams to deliver shared priorities at pace without duplication, gaps or ambiguity.

WE WILL NEED YOU TO HAVE THIS



SKILLS & QUALIFICATIONS	WHY WE NEED YOU TO HAVE THIS
Educated to degree level with a relevant management qualification or equivalent	Ensures strategic rigour and credibility senior leadership.
Strong financial and commercial understanding, including assessment of value, risk and long-term sustainability	To assess value, risk and sustainability
A track record of successful political influencing work, including building cross-party support, through relationship-building, advocacy and media work.	To shape policy, build support and drive systemic change.
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.
Outstanding written and verbal communication skills, able to translate complex issue into clear, compelling narratives.	To deliver compelling messages with confidence and clarity.

EXPERIENCE & KNOWLEDGE	WHY WE NEED YOU TO HAVE THIS
Significant senior-level experience leading communications, policy, campaigning and/or external affairs functions.	To represent Catch22 with credibility and authority
Proven experience of political and system-level influencing, including working with government, commissioners, media and partners.	To lead complex, high-profile external affairs at scale.
Successful experience of leading, motivating and developing people at all levels	To build a high-performing, values-led team.
Strategic thinking around marketplaces, audiences, organisations and stakeholders	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.

WHERE THE ROLE FITS WITHIN CATCH22



Our structure

The Communications and External Affairs function sits within the portfolio of the Chief Officer responsible for Culture and Reform, to whom the Communications and External Affairs Director will report to.

The Director of Communications and External Affairs will be the business leader with overall responsibility for reporting on reform to the Board and internal engagement to the People Committee.

Key working relationships and stakeholders include the Catch22 Chair, Chair of People Committee and other trustees, Chief Officer Group, and other business leaders (particularly Operations Directors).

The Communications and External Affairs Director will have the following direct reports:

- Head of External Communications & Marketing
- Head of Policy, Research and Impact
- Head of Creative
- NLCBF Manager

REPORTS TO

Chief Officer – Culture and Public Service Reform

LINE MANAGEMENT RESPONSIBILITY

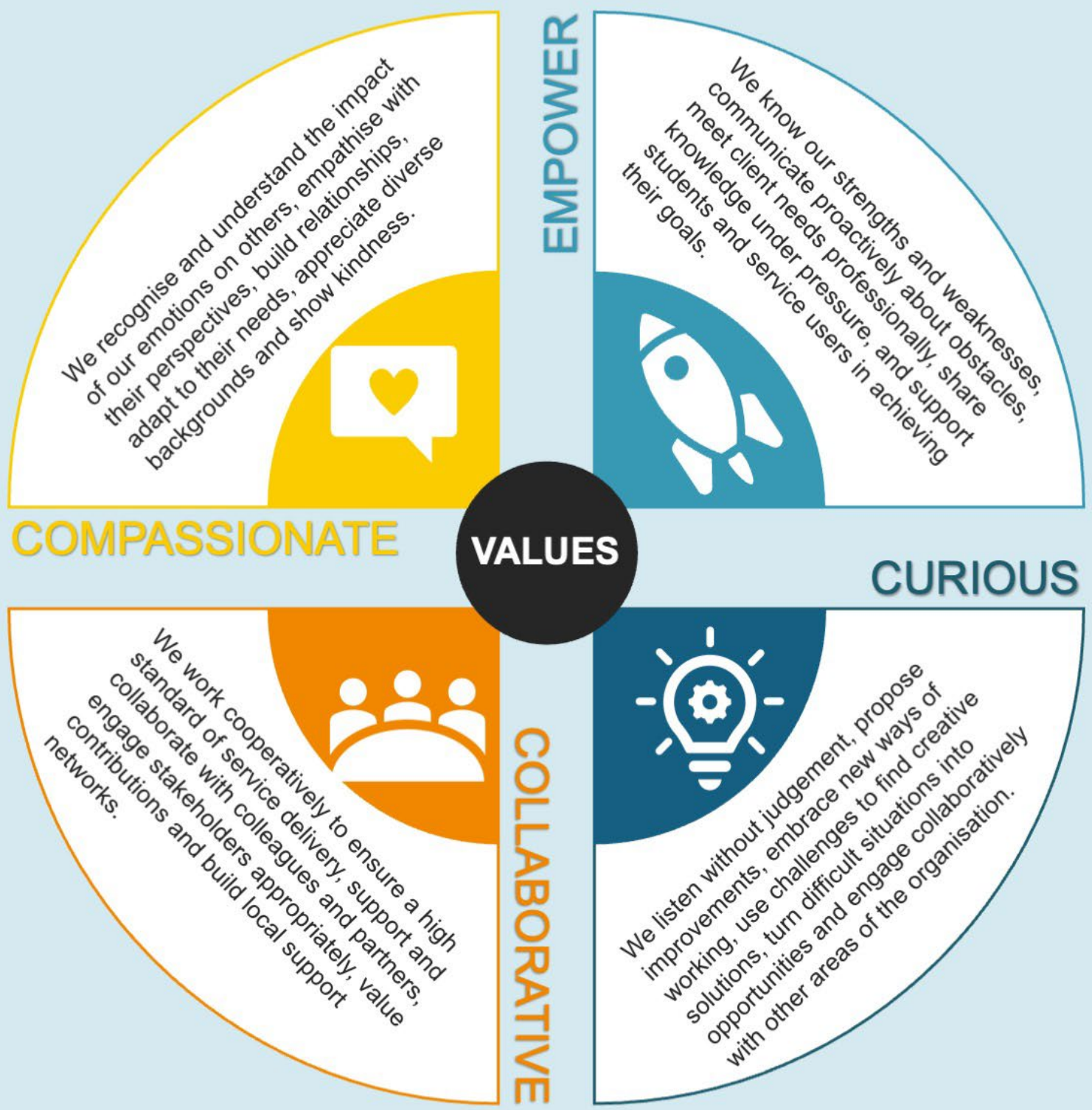
3 direct reports – with expectation for matrix management of members of partnering teams as and when required.

BUDGET RESPONSIBILITY

£0.5 - £0.7 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.

