

Chief Officer of Culture and Public Service Reform

Recruitment Pack

Salary:	c.£115,000 pa
Location:	London, Pear Tree Street
Closing date:	Tuesday 1st September 2026

Welcome message from our CEO

Thank you for your interest in the role of Chief Officer of Culture and Public Service Reform at Catch22. We're delighted you are considering applying.

Catch22 is a charity that operates using the principles of a social business with a culture and way of working that harnesses the 'Heart of a Charity, with the mindset of a Business'. Our philosophy behind this ensures that we use our resources efficiently and effectively whilst placing human social impact, service delivery and whole-system evolution and reform at the center of everything we do. We have more than 100 services across England and Wales, delivering public services through an alternative complimentary independent organisation, in a range of areas including 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 whilst we have changed how we operate and have continued to evolve we have never lost our focus of delivering high-quality services with and for people facing challenges in their lives and using that experience to push for the reform of public services the next generation needs.

At Catch22, we are driven by a bold and enduring mission: to build a strong society where everyone has good people around them, a safe place to live and a purpose in life. Every year, our work reaches more than 160,000 people, creating opportunities, strengthening communities and helping people move towards brighter, more secure futures.

For more than two centuries, we have stood alongside people facing significant challenges, delivering high-quality services while using what we learn on the ground to influence, improve and reform public services. In today's climate, our mission has never been more bold, ambitious and exciting.

2026 marks a defining moment for Catch22. We are now in the process of embedding our ambitious new Mission 2030 strategy, with a bold commitment to deepen our impact on the systems and communities we serve, accelerate innovation and secure long-term sustainability.

This is a rare opportunity to join us at a pivotal point in our journey, as Catch22 moves from a functional, hub-based structure to a mission-aligned model organised around social prosperity.

Social prosperity sits at the heart of this next chapter. It is our ambition for a society in which people can access opportunity, build strong connections and live healthy, secure and fulfilling lives.

Our well-established 3Ps framework remains central to that ambition. We know that for people to thrive, they need:

- **Good people** around them
- A safe and stable **place** to live
- A sense of **purpose** in their lives

In this role, you will work at the center of our transformation journey, collaborating with our new business areas — Impact and Growth, Enabling Services and Sustainability — to lead our Culture and Public Service Reform portfolio and to shape the conditions for Catch22 to be an outstanding place to work, strengthen our organisational voice and brand, and play a visible role in driving change that matters.

If you are an ambitious, values-led leader who wants to make a lasting difference, this is an exceptional moment to bring your energy, insight and leadership to Catch22.

Join us and help shape the next chapter of an organisation with a powerful mission, a proud history and an exciting future. I warmly encourage you to apply.

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 business areas linked to our ambition of delivering social prosperity.

- **Impact and Growth**
- **Employability and Skills Enabling and Sustainability**
- **Culture and Public Service Reform**

We deliver over 100 services across Education and Colleges, Employability and Skills, Justice and building safer communities.

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

As Chief Officer of Culture and Public Service Reform (CCR), you will play a pivotal role in shaping the future of Catch22 as a high-performing, inclusive and purpose-led organisation.

A key member of the Chief Officer Group, working closely with the CEO, Board of Trustees and the People and Performance Committee, you will help ensure that our strategy, culture, leadership and influence reflect our values and strengthen our impact with and for the people and communities we serve.

You will provide executive leadership across People Operations and culture Communications and Marketing, and External Affairs, bringing these functions together to create a connected, value-driven and outward-looking organisation. This is a role for a leader who understands that strategy, culture, engagement, influence, and voice are central to achieving lasting change, with a clear ability to translate that belief into clear priorities, strong relationships and meaningful action.

Reporting to the CEO, you will be a trusted advisor and strategic leader, helping to shape the organisation's strategic direction, ensuring it is driven by social purpose, whilst strengthening performance and building confidence across Catch22. You will work with Chief Officer colleagues and external partners to ensure Catch22 remains a credible, compassionate and influential force for direct delivery and public service reform, while staying grounded in the values that define who we are and how we lead.



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

Organisational Culture and Leadership (Board KPI Ownership)

- To strategically lead the People agenda across Catch22
- Act as Executive lead for organisational culture, ensuring Catch22 is a values-led, inclusive and high-performing organisation.
- Embed consistent leadership behaviors aligned to the Target Operating Model.
- Lead cultural transformation programmes that strengthen engagement, accountability and collaboration.
- Ensure alignment between culture, strategy and delivery outcomes

Board Level KPI's include:

- Staff engagement and organisational culture measures
- Diversity, equity and inclusion outcomes
- Workforce retention, wellbeing and leadership capability

People Services and Workforce Strategy

- Provide executive oversight of the people and culture team, setting direction for people operations, workforce planning, organisational development, learning and talent.
- Ensure the workforce is skilled, values-aligned and capable of delivering both services and reform ambitions.
- Embed fair, consistent and compliant people practices across the organisation.
- Enhance employee relations and engagement by planning and implementing appropriate activities to facilitate communication and team cohesiveness.
- Align people strategy with the TOM to ensure clarity of roles, accountability and capability.

Communications, Marketing and Organisational Voice (Board KPI Ownership)

- Develop and execute marketing strategies that align with Catch22 vision and goals
- Lead a clear, compelling and consistent internal and external narrative for Catch22.
- Ensure communications and marketing support:
 - Organisational culture and engagement
 - Service delivery and growth
 - Public service reform and influence
- Strengthen Catch22's brand, profile and reputation across key markets and stakeholders.
- Oversee research and development and identify the synergy with showcasing Catch22's impact to enhance our organisational brand.
- Ensure there is a unified approach across Catch22 to how we promote and communicate.
- Ensure internal communications enable clarity, alignment and engagement across the organisation.

Board Level KPI's include:

- A strong, unified "One Catch22" culture
- A workforce aligned to purpose, values and delivery expectations
- A credible, confident and evidence-based external voice
- Effective influence on policy, commissioning and system change

Strategic Thinking and Vision

- Develop and implement strategies aligned to the vision set by the Board of Trustees, with robust management of risk ensuring the portfolio is robustly managed.
- Take full accountability for legal, regulatory, health and safety, and safeguarding responsibilities, maintaining exemplary standards of governance
- Develop high-quality business strategies and plans, ensuring alignment with short- and long-term organisational objectives
- Maintain a commercially astute approach to leadership, fostering a high-performing, engaged and values-led organisation

External Affairs and Public Service Reform (Board KPI Ownership)

- Lead Catch22's external affairs strategy, including public affairs, policy engagement and strategic partnerships
- Position Catch22 as a credible and influential voice in public service reform, rooted in delivery insight, evidence and lived experience
- Translate research, insight and lived experience into clear policy positions and external influence
- Build strong relationships with government, commissioners, partners and sector bodies to help shape reform agendas.

Board Level KPI's include:

- Influence on policy, commissioning and system design
- Strength and impact of strategic partnerships
- Alignment between delivery learning and reform activity

Target Operating Model (TOM) Stewardship and Organisational Alignment

- Act as a senior steward of the Target Operating Model across culture, people, communications and external affairs
- Ensure clarity of roles, accountability and decision-making across support functions
- Work closely with other Chief Officers to align culture, leadership behaviors, communication and influence with Mission 2030
- Provide assurance to the Executive Team and Board that organisational culture and capability are supporting strategy, performance and risk management
- Ensure Catch22 is in a position to achieve its ambition of delivering impactful, high-quality public services and using our experience, insight and scale to influence public service reform

Leadership and Culture

This role requires a leader who:

- Provides visible, values-led leadership across enabling functions.
- Builds high-performing, customer-focused teams that support the wider organisation.
- Promotes a culture of accountability, efficiency and continuous improvement.
- Champion collaboration and "One Catch22" ways of working across corporate and delivery functions.

Values and Leadership Expectations

This role requires a leader who:

- Brings financial discipline and strategic clarity
- Ensures infrastructure enables – not constrains – impact

- Leads with rigor, transparency and accountability
- Balances control with innovation and flexibility
- Decision-making is informed by robust data, insight and financial discipline
- Sees culture as a strategic driver of impact
- Support collective leadership across the Chief Officers Group, helping to align priorities, pace and decision-making.
- Play a leading role in ensuring strong organisational governance, accountability and strategic oversight.
- Oversee the effective development and operation of Board sub-committees, ensuring priorities are progressed and reported clearly to the Board.
- Work across Chief Officer portfolios to ensure organisational activity is joined up, well governed and aligned to strategic goals.
- Provide visible executive leadership during periods of change, risk or organisational priority.
- Ensures Catch22 speaks with a credible, confident, evidence-led voice.

Measures of Success

Success in this role will be demonstrated through:

- Impactful, high-quality services
- Sustainable growth and public service reform
- The organisation is financially resilient and investable
- Systems, processes and infrastructure support scale and consistency
- Evidence-based decision-making and transparency
- Clarity of accountability and leadership behavior's
- Embedding a "Do with, not to" engagement across staff, partners and communities
- One Catch22 – consistent culture and ways of working

Person specification

You will be assessed against the essential criteria listed below, throughout the shortlisting and interview processes (see pg12 for more information).

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

SKILLS & QUALIFICATIONS	WHY WE NEED YOU TO HAVE THIS
Postgraduate qualification or equivalent executive-level leadership experience in a relevant field.	To lead credibly and confidently at an executive level across a complex organisation.
A strong track record of strategic leadership within a regulated environment, with experience of managing performance, navigating complexity and delivering impact.	To demonstrate strategic foresight, identify emerging trends and use insight to shape future direction.
Strong commercial judgement and organisational awareness, with the ability to translate insight into effective strategic decisions.	To bring sound judgement, credibility and the ability to drive the organisation forward.
A visible and credible champion of inclusion, equity and belonging, with the ability to shape a culture in which people feel respected, supported and able to thrive.	To reflect Catch22's values and create an inclusive culture where people can do their best work.
Outstanding communication and stakeholder engagement skills, with the credibility to build strong relationships and influence across functions, services and external partnerships.	To build trusted relationships, align stakeholders and strengthen a One Catch22 culture across the organisation.
Digitally confident and data-literate, with the ability to use insight, technology and evidence to strengthen decision-making, performance and organisational impact.	To lead confidently through digital change and use evidence to improve performance and delivery.
High levels of adaptability, resilience and sound judgement, with the ability to respond effectively to changing organisational and workforce needs.	To provide steady, effective leadership through change, complexity and competing priorities.

EXPERIENCE & KNOWLEDGE	WHY WE NEED YOU TO HAVE THIS
Significant executive-level leadership experience in organisational culture, public service reform or wider organisational enabling functions.	To provide executive leadership that strengthens culture, capability and organisational impact.
A proven track record of strengthening organisational performance, delivering sustainable improvement and leading at scale.	To ensure strong organisational stewardship and long-term sustainability.
Substantial experience of leading governance, risk and assurance within complex organisations.	To ensure Catch22 remains resilient, well governed and able to deliver with confidence.
Strong strategic and commercial acumen, with the ability to balance mission impact, affordability and organisational risk.	To support sustainable growth while balancing ambition, affordability and risk.
Experience of shaping, implementing or operating within a clear organisational model aligned to strategic priorities and long-term ambition.	To help deliver the Target Operating Model and align ways of working with strategic ambition.
A strong personal commitment to Catch22's mission, values and belief in social justice and opportunity.	To lead in a way that is authentic to Catch22's purpose and values.
Willingness to travel across services and sites, and ability to meet any role-specific requirements where applicable.	To fulfil the practical requirements of the role across Catch22's locations and services.
Experience of influencing policy, shaping stakeholder agendas or driving system change at a senior level.	To represent Catch22 with credibility and influence internally, externally and across the wider system.

Other information

Salary & Benefits

- Circa. £115,000
- 33 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

Our Structure

The Chief Executive Office is the strategic center of the organisation, setting the vision, mission and values that enable Catch22 to deliver impact across the areas it serves. The Chief Officers' Group plays a central role in shaping organisational strategy and reporting clearly to the Board of Trustees.

This Chief Officer role ensures that Catch22:

- To be an active member of the relevant Senior Management Team and Mission Delivery groups and be accountable as a member of the team for the delivery of business targets.
- Working closely with other Heads of Function across the business to ensure service performance influences and is influenced by the strategic agenda for the organisation, and that good practice is shared.

Location

You will be based in our London office at Pear Tree Street. The role will also involve regular travel across our services and office locations.

Working Pattern

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

This role requires an enhanced DBS check.

Recruitment Process



Application

We will stop accepting applications at midnight on **Tuesday 1st September 2026**, so please ensure that you have reviewed all information and completed your application by this time. Please note that, if we receive an overwhelming number of applications, we reserve the right to bring the application deadline forward. We therefore encourage you to submit your application as early as possible to avoid missing out. Applications can be submitted via our jobs page - [Catch22 Chief of Culture and Public Service Reform | SmartRecruiters](#)

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 9.

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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