



Appointment of

Director of Impact

July 2024

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Contents

- 1 About
- 2 Theory of Change
- 3 The Role
- 4 Person Specification
- 5 Terms of Appointment
- 6 How to Apply



About

With an ambition to shift society from intervention to prevention, Cattanach is an independent Scottish Charitable Incorporated Organisation (SCIO) with an endowment of approximately £25 million and an annual spend of just over £2 million.

Research shows that it all starts with the early years as investments during these first years of life have the highest chances of building resilience and improving lifelong outcomes. We are on a journey to becoming an agile driver for systems change, working and learning with partners across the public, private, and voluntary sectors.

Strategy

In 2020, Cattanach started taking stock of its impact as well as its ambition going forward. A new strategy reflects the opportunities identified to maximise the charity's social impact across society and the way in which it believes this mission can be achieved. Early childhood as a framework for early preventative support remains at the core of this work: research has shown that nurturing relationships during the first years of life have the highest chances of building resilience and improving lifelong outcomes. Any investment made during the first years of a child's life will have the greatest impact – the strategic focus is therefore to support prevention over intervention, with the views and rights of young children and their carers at the heart of Cattanach's work.

Alongside the strategic work, a new theory of change is evolving, based on **four strategic building blocks** – *Early Relationships, Parents, Rights, Workforce* – that will underpin Cattanach's work going forward. Cattanach is clear on asking the right questions and being willing to take risks to support systems change. We are now exploring potential answers to a range of questions in close partnership with those across sectors who are on a similar mission. As an organisation, Cattanach is conscious of the privilege it has, and it is therefore determined to deploy its resources on the basis of sound data, and an unwavering commitment to reducing inequality among families and young children.

Alongside the iterative strategic review, an external partner has been engaged to work with us on framing and positioning as well as a rebrand to reflect the new level of ambition and reach and support us in building new networks and partnerships.

For all these reasons, it is an exciting time to join Cattanach and a unique opportunity for the right individual to actively shape an organisation and its mission to improve societal outcomes through prevention in the early years.

“Our mission starts with the truths we hold. We want to improve life for all by ensuring that systems of all kinds and levels (political, social, economic) are ever evolving to provide an optimal start for every child, and the scaffolding that is required to do so. Our particular interest is in identifying not (just) what works, but what it takes to make it work.”



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Theory of Change

Truths

Something Needs to Change

On a global scale, life has improved dramatically over the last few centuries - we live longer and healthier lives and there are fewer people living below subsistence levels than ever before. But this high-level good news story hides a need for change: There is a real risk that we are not progressing on a more enlightened path that sees everyone be better off; life is, in fact, looking significantly worse for many. We are facing the consequences of several economic and social crises globally, combined with the severe impacts of climate change, the lingering effects of the COVID-19 pandemic - inequality is costing us all in many different ways. Our health, wealth, and wellbeing are interconnected, and it is time to ask some hard questions about how we can be better for each other - directly and indirectly. We believe that everyone in the UK, and even beyond, will benefit from a fairer social contract that is fit for the 21st century.

Our Brains Matter

The way we see the world doesn't just lie in the beholder, it's in our brains. The way our brain develops shapes how we relate - to ourselves, the ones we do and want to love, people in the workplace, and society itself. We believe that the key to many of our problems lies in making sure that our brains can develop in the best way possible so we, in turn, can build and nurture what makes us human - relationships. This requires a whole lot of scaffolding to be in place at the right time.

Prevention Over Intervention/Repair

We know it makes intuitive sense and we can back it up with data - it is always worse to repair when it is in our gift to prevent the break from happening. We believe that we need to shift our attention, thinking, incentives and spending towards prevention. This will save human and economic costs alike.

Early Childhood Matters (Most)

We know that the best time to start thinking about prevention is during those crucial early days of life. Science tells us that some factors that shape us are set even before conception and we are keen to understand more what this means for prevention. This is why the solutions we work with are focused on the early years, the period from pre-birth to about 8, when our brain architecture is established, and our brain develops fastest. There is always an opportunity to adapt our brains, but we want to champion a society where everyone has the best chances of developing in the way that's best for them from the very beginning.

Early Childhood is Often Overlooked

The importance of early childhood is overlooked or even lost in the bigger picture of adult relationships, be it the family, the community, or the economy. There is a growing understanding of very young children's ability to communicate, and their capacity to be involved in identifying solutions, but there is a long way to go. We believe this is a key fact that needs to change to improve life for all.

Theory of Change

Mission

Our mission starts with the truths we hold. We want to improve life for all by ensuring that systems of all kinds and levels (political, social, economic) are ever evolving to provide an optimal start for every child, and the scaffolding that is required to do so. Our particular interest is in identifying not (just) what works, but what it takes to make it work.

Actions

Striving for a Holistic Understanding

We are investing in a full understanding of how prevention through the early years can benefit society and how we need to go about making this change real. This means that we are critically appraising and consolidating the latest research as much as we are drawing from what children and families are telling us. We make sure that we are always accessing the best and most appropriate expertise with a view of changing the world for the better, not just being right.

Sharing What We Know

In all we do, we want to make sure that others understand our truths and understanding of the early years in a way that is accessible and useful for their specific context. We invest in making knowledge accessible and usable - this is the only way to make sure that knowledge is followed by actions. For this purpose, we connect and partner across sectors, we share our expertise where this is useful and appropriate, and we amplify important messages, especially those directly from children and families.

Connecting Those Who Drive Change

Change is not for a one-man band but requires a whole orchestra. We partner where we can and make sure that we invest in bringing together old, new, and sometimes unexpected parties to facilitate connections that may make change real and sustainable. We are particularly keen to foster connections across sectors to make sure that change is supported from all sides.

Investing for Change

Whether it is our own portfolio or our approach to awarding grants, contracts, or entering partnership of different forms - we use our endowment to change systems towards prevention and a better life for all, from the very start. This means that we give as much consideration to our own investments as we help guide others in channeling theirs.

Inspiring Action in Others

Through our independence, expertise, and our learning on what it takes to make things work, we want to inspire and influence others - across sectors and civil society. We want to help them review their thinking and come on-board a change journey of prevention over intervention. We will inspire and influence through our own example and by being open about our learning, but also as consultants, ready to support partners within their own context.

Experimenting for Learning

Failure is not an absolute and there is so much learning even when we don't meet our ultimate goal. Our independence allows us to do things differently and to take risks. We will use this privileged position to take on crucial but potentially more speculative change elements and work through them - transparently and always sharing what we can all learn from these investments - why things do (not) work and what we can do better next time.

Theory of Change

Change

The change we want to see is that we don't just agree on the problem and the range of solutions but start the change process to prevention. We are clear that prevention will drive positive change across all of society, but that the levers we champion are rooted in the early years of a child. Therefore, we want to see social, political, and economic systems change to support the opportunity for every child to have the best start in life.

Outcomes

The ultimate outcome of our work is a social contract that prioritises preventing harm from occurring in the first place, with every child having the opportunity and being actively supported to develop to their own full potential to be happy, healthy, and safe throughout their life. We want to see this outcome fulfilled in our lifetime, but we are cognizant of the fact that change is difficult and does not run along a smooth linear line. Therefore, a second outcome we work towards is a society in which failure is met with curiosity and as the next step towards an answer.

Realised Vision

In a world where our vision is realised, children are equal members in our society, valued for the richness of their inner and outer lives. Their interests and prospects are key considerations, and everyone is clear on the value this generates for everyone. The UK is a place where children would want to grow up, and every part of the social, political, and economic system is continually evolving to keep it that way.

The Role

Purpose of the role

The Director of Impact (DoI) brings a deep expertise in data, including the development of statistical/economic models, metrics/evaluation and creative, and evidence-based communications strategies to Cattanach. Through their work, the DoI will ensure Cattanach's positive impact on societal outcomes through preventative, early years-based investments and activities. The DoI will establish a new in-house data/evaluation function that can serve as a learning partner internally and to other organisations, while building Cattanach's existing programmatic functions across policy & communications. In particular, Cattanach are looking to add value by strengthening the quantitative/economic dimension of evidencing the impact of early years investments. The DoI will ensure that Cattanach is operating as a thought-leader when it comes to evidencing impact and understanding what it takes to make things work.

This is a newly formed role. The role reports to the Chief Executive and is part of the Executive Team.

The role is set at 1 FTE with no set hours/days as required by the demands of the role.

Expected outcomes & related experience

Data/Research

Outcome: Cattanach is able to identify, drive, and evidence the most high-impact opportunities to change systems based on the latest research and the use of data (in-house/via partners).

- Develop Cattanach's data strategy, including metrics, analysis, and capacity building/strategic partnerships.
- Build in-house capacity to drive standards for evidencing systems change for prevention through the early years.
- Ensure Cattanach is constantly horizon scanning to form an appraisal of the latest research across relevant fields.

Strategic

Outcome: Cattanach can maximise the public benefit it provides through the use of its endowment and any other income.

- Inform and support the formulation and continuous improvement of Cattanach's strategy, including its Theory of Change, and pertaining documents.
- Work with the Chief Executive to refine Cattanach's Unique Selling Proposition as part of operationalising Cattanach's strategy.
- Advise the Chief Executive on policy/communications, programmatic, and data/research matters.
- Develop and set the departmental strategies and operationalise them across teams.
- Constantly review and ensure Cattanach is at the forefront of impact and evidence through data, policy, and programmes.

Policy/Communications

Outcome: Cattanach is able to drive systems change by identifying the most opportune and effective levers across all levels of government and through key strategic relationships.

- Develop Cattanach's policy and communications strategies and operationalise them.
- Ensure Cattanach is constantly horizon scanning to understand

policy opportunities and threats, and exploit/mitigate them as required.

- With the Chief Executive
 - Represent Cattanach in relevant fora to increase Cattanach's profile where this is needed.
 - Nurture strong relationships with key stakeholders (public sector/government, private sector, think tanks/research, donors/partners, etc.)
 - Represent Cattanach in the media where appropriate.

Programmes & Partnerships

Outcome: Cattanach delivers maximum impact through strong relationships across different partnership models.

- Develop Cattanach's programmatic strategy, driven by data and policy considerations.
- Define and develop Cattanach's partnership models and systems to service them across different levels and teams.
- Ensure Cattanach is constantly horizon scanning to understand best practice and innovation in partnership formats.
- With the Director of Business Innovation, ensure that Cattanach has suitable processes in place to guarantee good governance and compliance across all partnerships.

People

Outcome: Cattanach can deliver on its ambitions by attracting and retaining outstanding talent in its own team and in associated roles (e.g., Fellows).

- Model organisational values and standards in their own behaviour, and ensure they are present within respective teams.
- Develop a sustainable talent strategy for their teams.
- Deliver a workforce plan for their teams.
- Line-manage relevant teams, such as Heads of Policy/Communications, Programmes, and Data.

Person Specification

	Essential	Desirable
Qualifications	First degree in a data-focused subject, such as Economics, Statistics, Data Science, etc.	Post-graduate degree in a data-focused subject, such as Economics, Statistics, Data Science, etc.
Knowledge and Experience	<p>Extensive experience (5+ years) in a variety of data analysis approaches and methodologies in a research or applied context.</p> <p>Proven track record in developing successful innovation initiatives within a complex system.</p> <p>Organisational development.</p> <p>People management experience at senior level, ideally in a hybrid set-up.</p> <p>Change management in complex environments.</p>	<p>Experience in managing policy and communications functions.</p> <p>Leading systems change work across different sectors.</p>
Skills and Abilities	<p>Excellent communications and presentation skills, across diverse audiences.</p> <p>Networking and relationship management skills.</p>	
Person Attributes	<p>Strong motivation to drive systems change.</p> <p>Clear focus on evidence-led decision-making.</p> <p>Ability to disrupt in a constructive and positive way.</p> <p>Willingness to make a difference for children and society.</p>	



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Terms of Appointment

Location: Edinburgh

Salary: approx. £100,000–120,000, depending on experience.

Benefits

- Competitive salary and benefits package.
- Opportunities for professional development and growth.
- Collaborative and dynamic work environment.
- The chance to make a significant impact on social change.

Process

Interviews will take place in person in Edinburgh during the weeks commencing the 16th of September and the 23rd of September with the following interview panel:

- Steven Murray, Chair, Cattanach
- Sophie Flemig, CEO, Cattanach
- Alex Hutchinson, Director, Data for Children Collaborative (external panel member)

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.

How to Apply

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

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **DBPLB**. Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Wednesday 14th August 2024**.

* 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.



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