



Appointment of

Director of Business Innovation

July 2024

Ref Code: DBPLA

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.”



Cattanach

Better starts | Better futures

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 Business Innovation (DoBI) leads on all matters related to consolidating and developing Cattanach's business activities. The DoBI will develop Cattanach's opportunities to identify, attract, and secure external investment for programmatic work and innovation initiatives, while building strong operations and finance functions. At the same time, the DoBI will work with the Chief Executive to develop an innovation unit, building and managing the emerging team.

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/hours as required by the demands of the role.

Expected outcomes & related experience

Business Innovation & Innovation Unit

Outcome: Cattanach is using both sides of its balance sheet to further its strategic objectives and mission.

- Proactively develop, in association with the Director of Impact, opportunities to attract external funding (high net worth individuals, foundations, social impact investors, etc.) to support Cattanach's programmatic work.
- Resource mobilisation:
 - Identify and secure funding opportunities to support innovation initiatives.
 - Develop proposals and pitch innovative projects to potential donors and partners.
- Build and develop, together with the CE, an innovation unit that seeks to a) identify suitable investment options that can be replicated and scaled, and b) develop sustainable business models to support these investments, and c) incubate their organisational development with external investments.
- With the CE:
 - Support the Investment Committee in aligning the use of the portfolio in line with income needs as well as charity law (e.g., around ESG factors and exclusions/screening).

Strategic

Outcome: Cattanach can maximise the public benefit it provides through efficient operations and the use of its endowment as well as 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 (CE) to refine Cattanach's Unique Selling Proposition as part of operationalising Cattanach's strategy.
- Advise the Chief Executive on business development and

operational matters.

- Develop and set departmental strategies and operationalise them across teams.

Operations

Outcome: Continuous improvement in Cattanach's back-office functions to create a strong foundation for Cattanach's programmatic work.

- Build and oversee the Operations Team and Programmes Team.
- Report to the CE and other relevant internal stakeholders on current spend, and oversee the preparation of quarterly management accounts and the annual audit.
- Technology and Data Utilisation:
 - Leverage technology and data analytics to drive innovation in program delivery and organisational operations.
 - Identify and implement technological solutions that enhance efficiency and effectiveness.
 - Ensure data-driven decision-making processes are integrated into program and strategic planning.
- Within the team, offer day to day support for the Finance and Audit Committee.
- With the CE:
 - Develop an annual budget and 5-year outlook to inform the Board in its decisions.
 - Identify, build, and manage opportunities for income generation as they arise.
- With the Director of Impact, ensure that Cattanach has suitable processes in place to guarantee good governance and compliance across all partnerships/awards.

Expected outcomes & related experience

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.
- Foster a culture of innovation and continuous improvement across the organisation.
- Develop a sustainable talent strategy for their teams.
- Deliver a workforce plan for their teams.
- Build and line-manage the Finance & Operations Team.

Governance

Outcome: *Cattanach's governance delivers best organisational outcomes through the right level of constructive scrutiny, transparency, and compliance.*

- Advise the CE to ensure that Cattanach is always compliant with relevant financial and investment regulations.

Person Specification

	Essential	Desirable
Qualifications	First degree in a business related subject, such as business administration, economics, management, etc.	Post-graduate or professional qualification in a business related subject.
Knowledge and Experience	<p>5+ years of experience in assessing, scoping and developing business propositions.</p> <p>Proven track record of developing and leading successful innovation initiatives and programmes.</p> <p>Good grasp of data and evidence.</p> <p>Evidence of success in developing and presenting viable business propositions.</p> <p>People management.</p>	<p>Investment banking, private equity or similar background.</p> <p>Prior experience working with high-net worth individuals.</p> <p>Experience of successfully incubating organisations (for profit or not-for-profit).</p>
Skills and Abilities	<p>Business development.</p> <p>Financial management.</p> <p>Presentation skills.</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>	



Cattanach

Better starts | Better futures

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 in mid- to late October (exact dates tbc) with the following interview panel:

- Rory Marsh, Vice-Chair and Finance & Audit Committee Chair, Cattanach
- Dr Sophie Flemig, Chief Executive, Cattanach
- Scott Ferguson, Trustee, Cattanach

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 **DBPLA**. 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 **Friday 30th 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.



Saxton Bampfylde



Cattanach

Better starts | Better futures