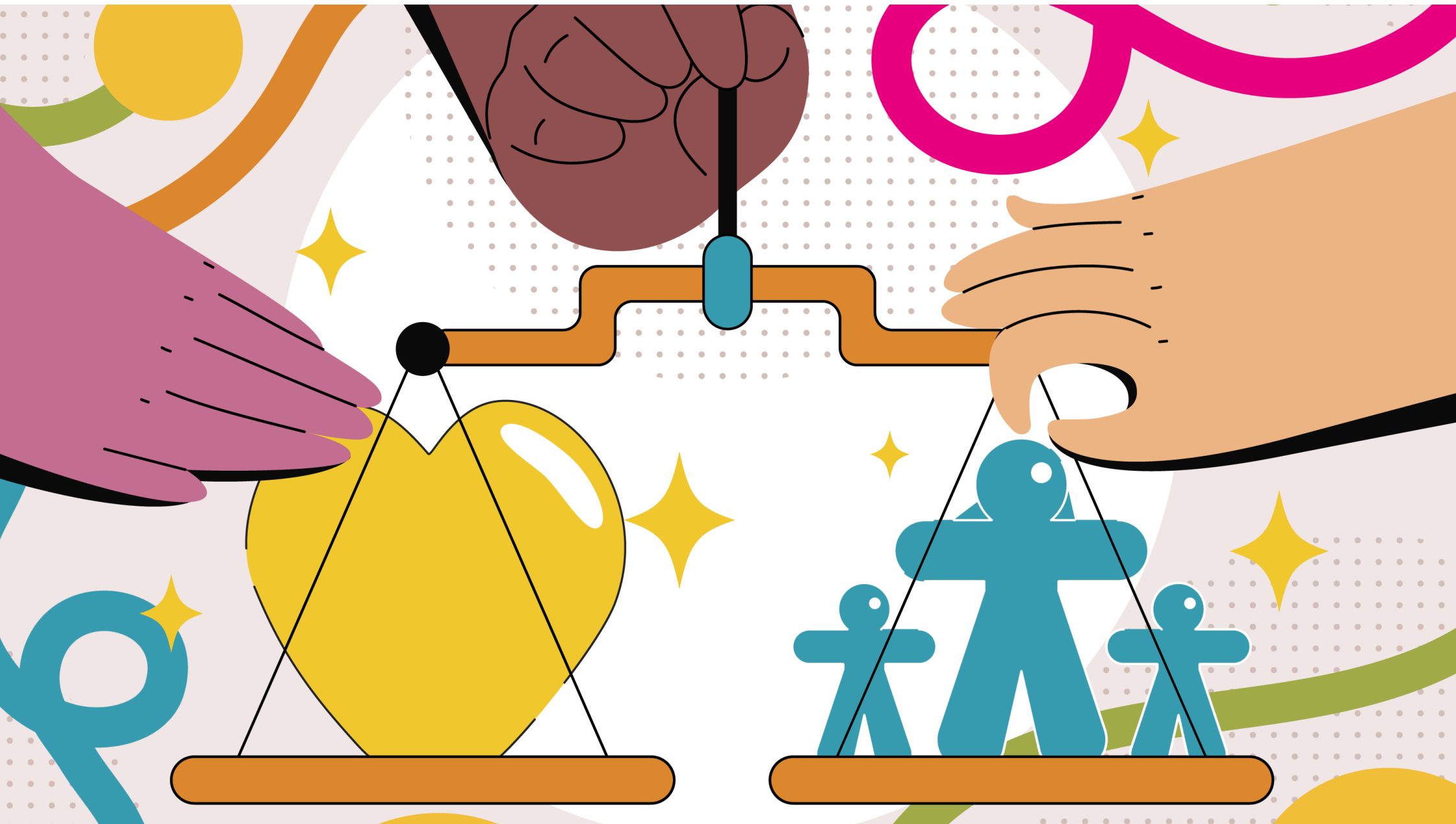


OUR MISSION 2030

catch
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Catch22 Business Strategy 2025 - 2030



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FORWARD LOOK

I'm immensely proud to share with you Catch22's new Mission 2030 strategy - a bold plan that sets out our ambitions over the next five years. This is more than just words on a page: it's our commitment to building stronger, fairer, and more resilient communities across the UK.

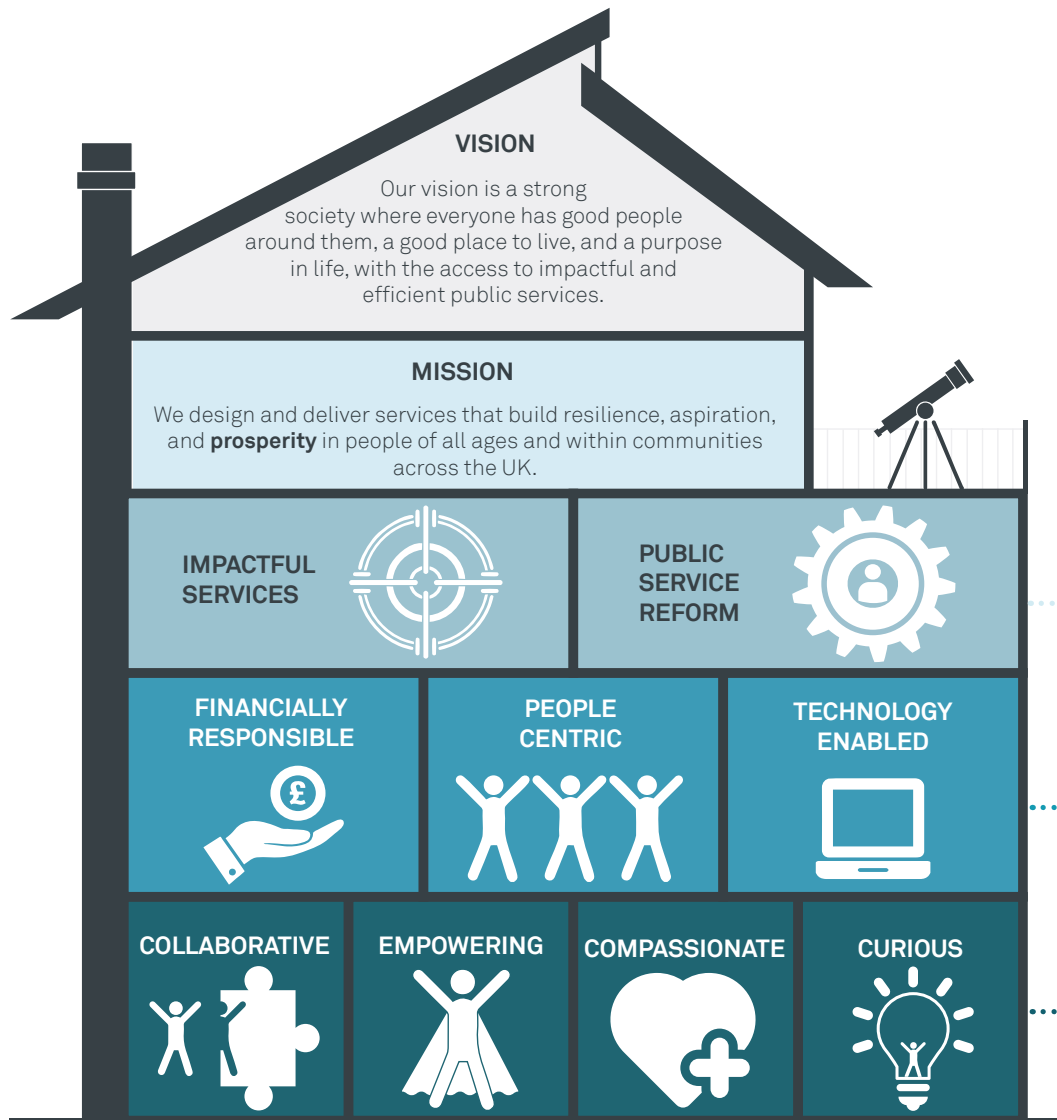
We know there are complex challenges ahead - from economic pressures to evolving community needs. But these challenges are matched by opportunities to reimagine, progress, and reform how public services are delivered. Mission 2030 sets out how we will seize those opportunities. It is grounded in Catch22's vision, mission, and values, and driven by the belief that everyone, given the right opportunities and support, can thrive.

Our guardrails, of delivering impactful services and driving public service evolution and reform, provide us with clarity and direction on how we will achieve our ambitions. Our strategic enablers - being financially responsible, people-centric, and technology-enabled - ensure we have the tools, culture, and capability to deliver. Together, they will allow us to deepen our impact and evidence our work, expand our reach, and remain agile.

This is an ambitious strategy. It's about recognising the need to adapt and evolve to the needs of the current world. It's about innovation, collaboration, and having a relentless focus on outcomes. It's about delivering impactful services, redefining systems, amplifying voice, and embedding a culture of continuous learning, progression, and productivity across our organisation. But above all, it's about working together - with our colleagues, partners, commissioners, and the communities we serve - to deliver lasting change. Our challenge over the next five years is to deliver this strategy, and deliver it well. I am confident that with the dedication of our people, their commitment to creating this strategy and the strength of our partnerships, Mission 2030 will turn this vision into reality.

Naomi Hulston
Chief Executive Officer

OUR BUSINESS STRATEGY



Our Business Strategy is modelled to provide clarity of purpose in an ever-changing external landscape over the next five years.

Alongside our existing **vision, mission, and values**, we have adopted our Mission 2030, alongside our **guardrails** and **strategic enablers** to guide us in our decision making, deployment of resource, and investment into the future.

Our Mission 2030 will be supported by our **ways of working** which talk to the behaviours we embody across the organisation through operational delivery and corporate services. These are the areas of focus that will best deliver the Mission 2030.

Our **guardrails** provide us with clarity and direction, ensuring that everything that we do will drive our organisational vision and mission through these two outcomes.

Our **strategic enablers** will drive us to achieve our Mission 2030. Relevant to the current strategic period, and informed by our current position and the external world, they guide us in critical decisions, our reporting, and investment.

Our **values** underpin how we operate, adopted by the organisation as the values we hold when operating as a business and providing support to people and communities.

MISSION 2030

Harnessing our capability and building on the significant contribution the sector has made to establishing, evolving, and delivering public service. We will continue to design and deliver services that build resilience, aspiration, and prosperity in people of all ages and within communities across the UK. Through this strategy, we aim to deepen our impact and increase our reach through:



PREVENTION AND EARLY INTERVENTION FOR THE PEOPLE WE WORK WITH

We empower the people we support to identify and address issues before they escalate. We achieve this by embedding proactive, strengths-based relational support into every service.



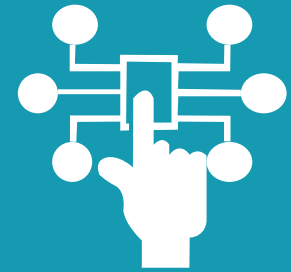
PROMOTING EQUITY AND SOCIAL JUSTICE IN COMMUNITIES

We are committed to challenging inequality and promoting fair access to support, protection, rehabilitation, education, health, and economic opportunities in all communities.



CREATING INTEGRATED PATHWAYS OF SUPPORT THROUGH SYSTEM CHANGE

We support and advocate for joined-up systems that enable people to access early, timely, coordinated, and person-centered support across sectors. Complex, disjointed, and disconnected systems exasperate complex lives.



GENERATING EVIDENCE AND INSIGHT TO INFLUENCE POLICY AND IMPACT

We use data, lived experience, evidence, and robust evaluation to identify the quality of our practice, inform what works, influence decision-makers, and drive continuous improvement.



PUBLIC SERVICE REFORM

Delivering outstanding services and programmes is the bedrock of what we do. This is deeply rooted in our history. We will capture examples of where we're improving delivery and innovating within existing frameworks in order to improve outcomes for the people we work with. Where appropriate, we'll pilot scaling this innovation beyond its initial intended area – whether within a different area of Catch22 or across the wider sector.

Catch22's Public Service Reform agenda is focused on three key elements: best practice delivery, pilots and innovation, and policy influencing.

Where we're confident these approaches are delivering the intended impact, we will look to build awareness and promote our approach to commissioners and policymakers. We'll build coalitions and work with others across various sectors to amplify our voice and add strength to our influencing power.

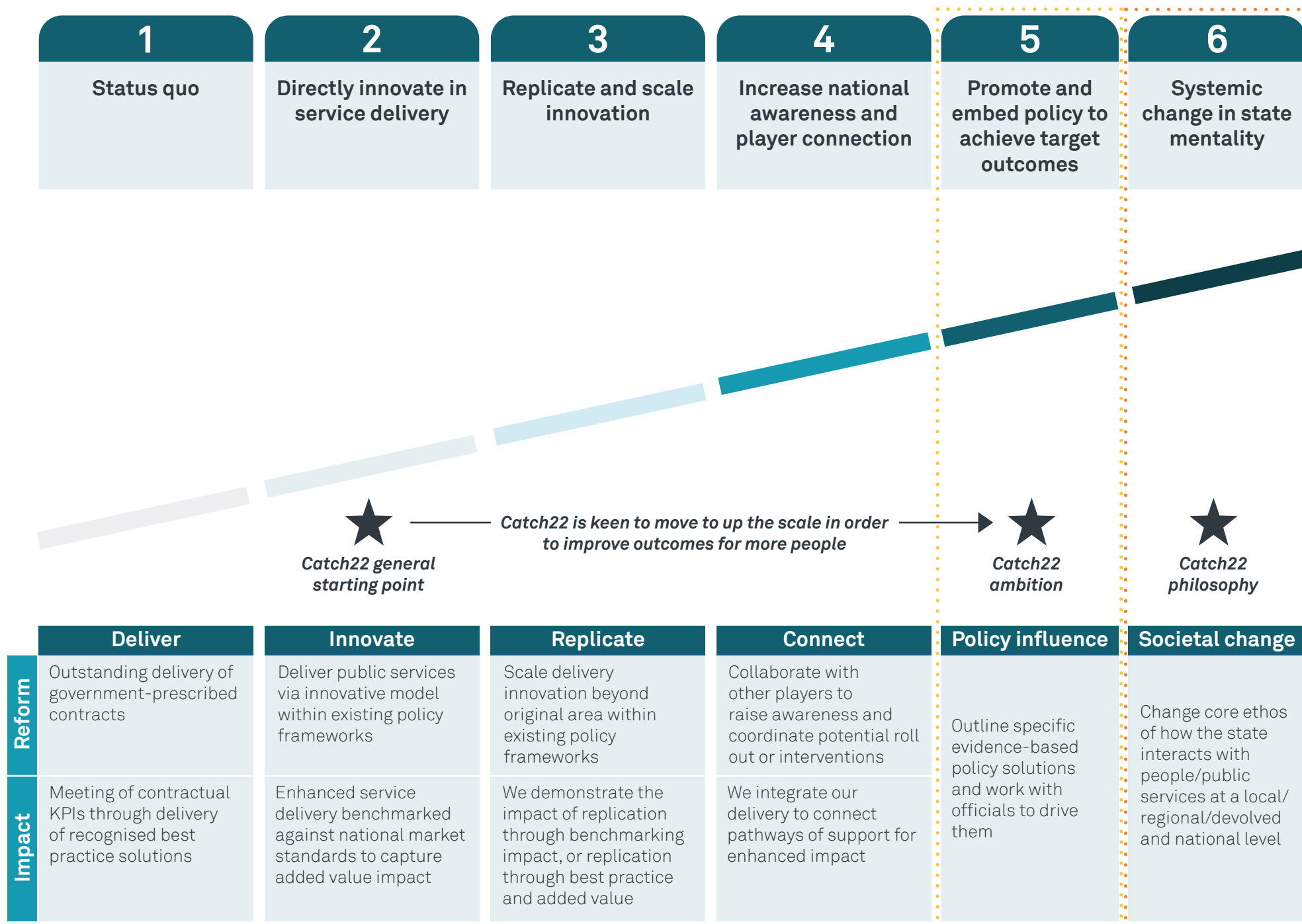
Catch22 can play a key role in convening and driving this change. Ultimately, our aim is to achieve systemic change: to reform public services in our areas of expertise, so they are efficient, effective, and deliver maximum impact in a rapidly-changing world.

PUBLIC SERVICE REFORM

BEST PRACTICE
DELIVERY

PILOTS AND
INNOVATION

POLICY INFLUENCE
AND ADVOCACY





STRATEGIC OBJECTIVES, GUARDRAILS, AND STRATEGIC ENABLERS

Our **guardrails** provide us with clarity and direction on how we will achieve our ambitions. They guide and direct us in critical activities and decisions, including internal and external investments, programme design, employee development programmes, procurement, and new business development. They ensure that everything we do will drive our organisational vision and mission through these two outcomes.

Our **strategic enablers** will drive us to achieve our Mission 2030. They form the basis of our strategic activity over the period and are the critical enablers to our success.

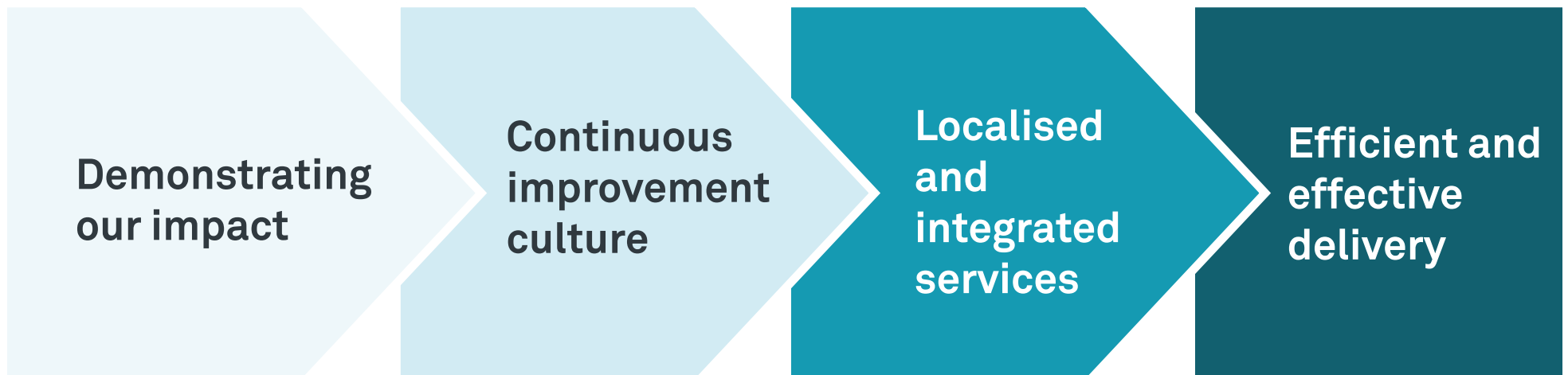
GUARDRAIL: IMPACTFUL SERVICES

By 2030, we will have evidence of Catch22's contribution to building stronger, resilient and prosperous communities by consistently delivering high-quality and impactful public services. We will capture data and insight to evidence our impact and validate our theories of change.

- We will continually evolve our evidence base used to design impactful interventions and services, ensuring all have a

delivery model underpinned by a theory of change and the tools to effectively capture meaningful impact data.

- We will embed our models of practice amongst our people, ensuring a clear understanding of their individual and collective impact, whilst driving our continuous learning culture for services and colleagues.
- We will be further embedded within communities, utilising place-based community insight to design and deliver integrated, impactful services which also support localised, positive system change.
- We will continue to invest in technology which supports the delivery of our services, enabling both our workforce to operate efficiently and effectively, while enhancing the experience of people accessing our services.



GUARDRAIL: PUBLIC SERVICE REFORM

By 2030, we will be an established force in driving public service reform, investing in innovation and piloting new models of practice, and utilising our data, evidence and insight to influence policy that drives positive change.

- We will have evidenced how our insights and expertise have directly influenced future public services' design, commissioning, and delivery to improve outcomes for people and communities.
- We will invest a percentage of our annual surplus for innovation and pioneering capabilities, driving forward positive change in public service delivery and impact for those who access it.
- We have built a long-term campaign/commission which convenes cross-sector evidence and insight to advocate for and influence a clear policy change, highlighted by our evidence and insight from delivering public services.
- Public service reform becomes embedded within Catch22's cultural paradigm, with our workforce recognising their contribution to our organisational mission and vision.



ENABLER: FINANCIALLY RESPONSIBLE

By 2030, we will further strengthen our financial sustainability by evolving our operating models with innovation, driven by operational excellence and scalable, mission-aligned revenue streams.

- We will have grown our revenue, above inflation and in-line with our corporate overheads target, to retain our existing capabilities.
- We will be generating a re-investable surplus for the organisation, with a balanced return across services based on risk, investment, and longevity.
- We will have utilised our strong balance sheet for impact, whilst operating within our reserves policy, and explored alternative ways of investing our reserves.
- We will have diversified our income through both broadening our public sector funders and growing our share of revenue of unrestricted funds from commercial streams.



ENABLER: PEOPLE CENTRIC

By 2030, Catch22 will be known for creating the conditions people need to thrive. We will have a future-ready workforce that is adaptable, resilient, and empowered by a culture that embraces change and continuous learning.

- We will implement a framework to support our people to develop resilience, strengthen their skills for the future, and navigate change.
- We will adopt a fit-for-purpose target operating model to best achieve our Business Strategy for 2025-2030, aligned to the current financial, delivery, and development operating environments.
- We will drive continuous learning and growth across our managers and leaders, ensuring they have the skills to thrive in their roles.
- We will be embodying our co-designed culture, seamlessly weaving the golden thread of Catch22 into everything we do.



ENABLER: TECHNOLOGY ENABLED

By 2030, Catch22 will be a recognised digitally-enhanced public service provider, with seamlessly-integrated advanced technology and people expertise to the benefit of our mission.

- We will use technology to deliver more impactful and efficient public services utilising automation, AI and digital tools, underpinned by future-proofed case management systems (CMS).
- We will continue to build our infrastructure, with ongoing 'make or buy' assessments for IT delivery and support, to ensure efficiency and agility to meet changing business needs.
- We will build a high-trust, high-use data culture across the business, increasing capability in data literacy, including the understanding of digital tools and predictive modelling for decision making.
- We will develop innovative digital solutions to community challenges, using emerging technology to stay ahead of the curve, test and learn, and be a leader in digitally-enabled public services.



**Use of
digital tools,
automation
and AI**

**Robust
support and
infrastructure**

**Grow and
utilise
our data
capability**

**Develop
innovative
tech-based
solutions**

OPERATIONAL STRATEGY

Our operational strategy outlines our approach to delivering a diverse portfolio of public services. Our ambition is to utilise the data, evidence, and insight we gain to deliver added value for commissioners and a better experience and impact for our service users.

WHAT WE DO

We design and deliver services that build resilience and aspiration in people of all ages and within communities across the UK.

Our service users tell us that public services are too often single-issue-focused and present barriers to accessing support.

Our diverse portfolio of service allows us a unique, holistic view of the current and emerging challenges individuals and communities are facing.

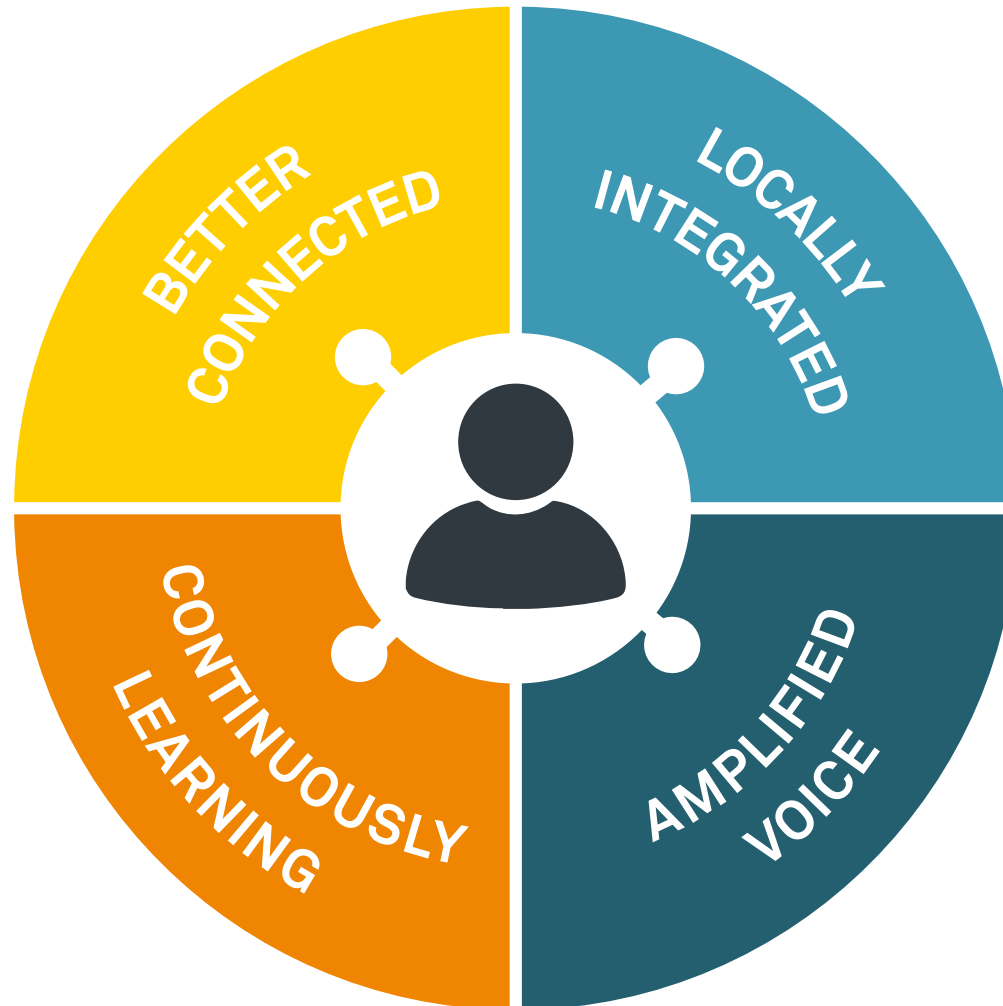
Our theories of change reflect this holistic understanding of need, and underpin each of our services, tailored to the communities in which we work.

We will continue to operate with a portfolio of public service delivery but focus on how best we can integrate these services to improve access, enhance experience, and most importantly, increase impact.



WAYS OF WORKING

Our 'Ways of Working' talk to the behaviours we embody across the organisation through operational delivery and corporate services. These are the areas of focus that will best deliver the Mission 2030. They are cross-cutting themes which we will embed across operational delivery and corporate support to ensure we are able to achieve our Mission 2030.

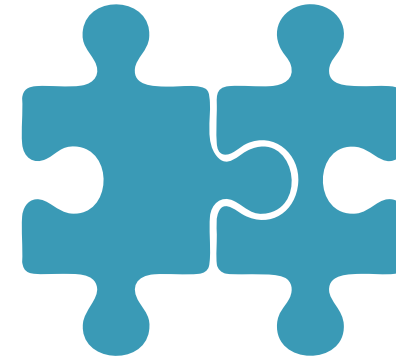




WAYS OF WORKING: BETTER CONNECTED

OBJECTIVE: By 2030, Catch22 will be a connected environment, where our people are united by our mission and vision, and we develop clusters of integrated services to reinforce our position.

- We will see increased engagement with organisational life, demonstrated through our colleague pulse surveys and data on the uptake key activities.
- We will increase our focus on regional connectivity with place-based plans for colleagues and stakeholders to support local development aligned to need.
- We will further build our communities of practice and forums to ensure our diverse employee voice is present and heard within the organisation.
- We will utilise technology to create platforms for collaboration, sharing, and learning, bringing together areas of similarity and difference to enhance knowledge and understanding.



WAYS OF WORKING: LOCALLY INTEGRATED

OBJECTIVE: By 2030, Catch22 will deliver place-based, holistic support comprising of multiple, integrated services, forming pathways of support communities and people.

- We will research and develop integrated services which are tailored to place-based need within communities, while addressing systems change through their design.
- We will act as a convener within the public service delivery community, implementing collaborations and partnerships which enhance impact and efficiency.
- We will build a diverse workforce, reflective of the communities in which we work, with lived experience and local knowledge that enhances our integrated delivery.
- We will use technology to integrate communities, enhancing connectivity of services and workforce to deliver impact and drive collaboration.



WAYS OF WORKING: CONTINUOUS LEARNING

OBJECTIVE: By 2030, Catch22 will be recognised as a dynamic, innovative, learning-centred organisation, that responds positively to change and embeds good practice from its learning.

- We will build organisational understanding and capability in system thinking, rooted in co-production and service user voice, to enhance our ability to meet changing demand and embed impact and public service reform in our delivery.
- We will co-create strategic and operational processes with service users and stakeholders to maximise opportunity for impact on people and the communities in which we operate.
- We will create a culture of continuous learning in all areas of practice, utilising formal and informal learning opportunities to ensure our service delivery is rooted in best practice and our corporate support is as efficient and effective as possible.
- We will be bold in the application and sharing of our learning, through pilots and innovation, underpinned by research and evaluated to inform wider use.



WAYS OF WORKING: AMPLIFIED VOICE

OBJECTIVE: By 2030, we use our voice to establish Catch22 as a thought leader and innovator within our areas of public service reform, driven by our evidence and insight, whilst amplifying our wider impact on people and communities.

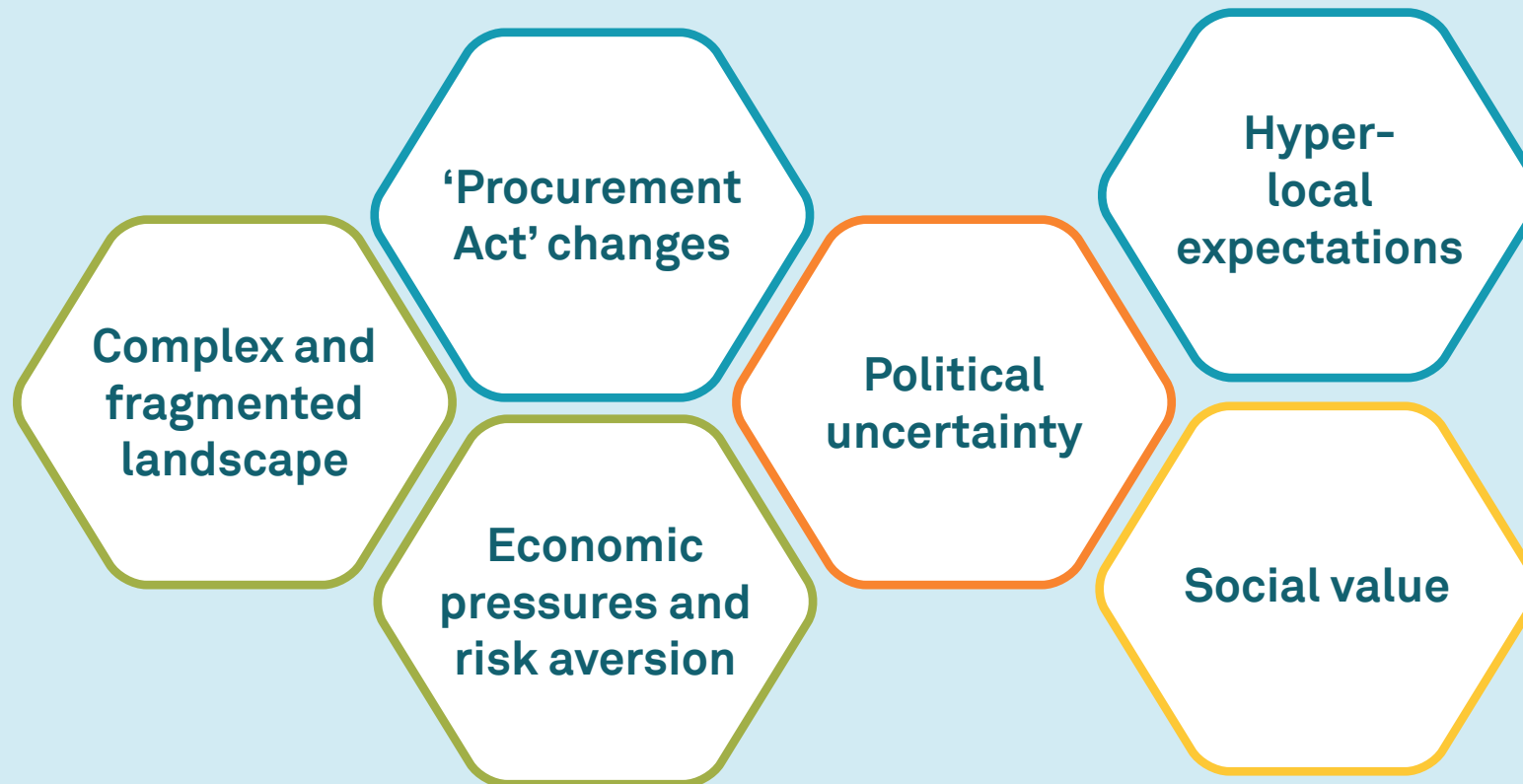
- We will embed thematic impact areas (product/place) for communication, aligned with public service reform and business growth. These will drive consistent messaging and campaigns that amplify our voice.
- We will build an evidence base from data, research, and service user voices, aligned to our themes, to demonstrate impact and strengthen our message.
- We will grow a network of trusted partners, colleagues, and service users to extend reach, broaden evidence, and enhance public service reform impact and brand awareness.
- We will advance digital communications through campaigns and storytelling, ensuring consistent, high-quality engagement aligned with our brand and audiences.

BUSINESS DEVELOPMENT AND GROWTH STRATEGY

Our ambition is to continuously evolve our offering of public service to meet the changing need in communities. Through public procurement, we will grow our market penetration in core product areas, while also utilising our experience and capabilities to provide new and innovative solutions to neighbouring markets.

CONTEXT FOR GROWTH

The ability for any organisation to grow its reach and impact through public services has many external influencing factors to which we must be aware, consider, and overcome to find success. The external landscape over this strategy period will be changeable, but it is likely to be influenced by some of these current challenges which have therefore been considered in building our high-level growth strategy.



Recognising the changeable procurement environment we are operating within, a diverse growth strategy not only recognises the breath of public services we are able to deliver impact for, but also the differing needs of localised communities and the various pathways to funding.

We are optimistic about improvements to Procurement Legislation and the opportunity that devolution brings to co-design and deliver impactful services which meet local need and deliver social value back to these communities.

STRATEGY FOR GROWTH



LOCAL DEVELOPMENT

- Understanding our markets through effective stakeholder management and engagement.
- Shaping market solutions by supporting ideation of place-based solutions to community challenges alongside commissioners, partners, and stakeholders.



INNOVATION

- Digitally-enabled public service design focus which differentiates us from other providers.
- Incubation of new solutions and ventures to address existing social challenges within public service delivery



DIVERSIFICATION

- Responding to the changing need of communities by identifying and pursuing new and emerging opportunities for growth.
- Achieve a balanced portfolio of funders enabling us to manage financial risk and resilience.



COLLABORATION

- Building longer-term strategic partnerships with commissioners and delivery organisations, delivering stronger, integrated services and impact.
- Working collaboratively with prime contractors where our expertise can be utilised at scale or in new markets.



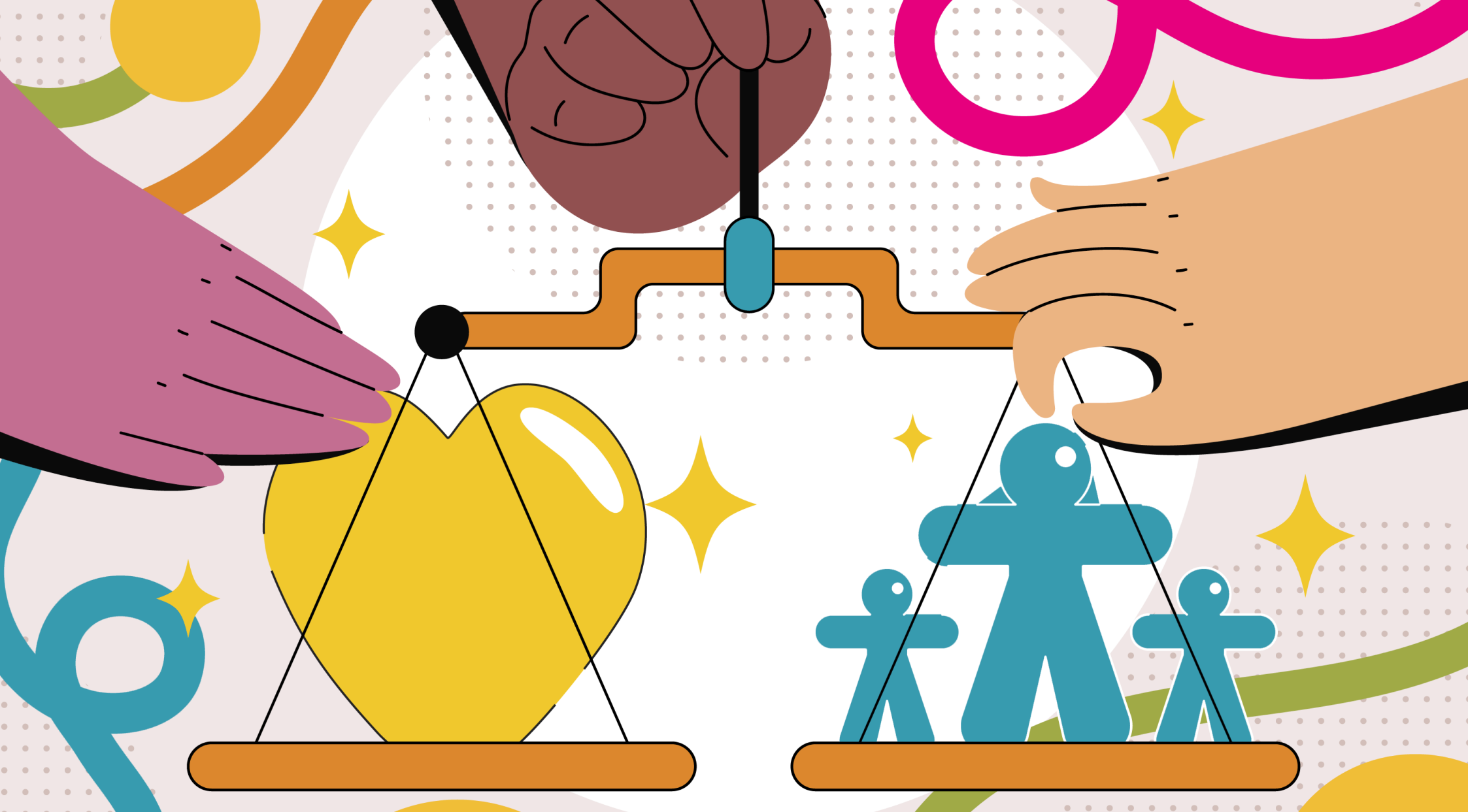
MERGER AND ACQUISITION

- Identifying and intentionally-adding complementary capabilities which enable entry and growth into new markets, widening our impact and, where viable, protecting community assets.
- Utilisation of our free reserves for positive impact and return on investment over time.



SOCIAL IMPACT PARTNERS

- Working with businesses to add value to our public service delivery and building new programmes to benefit our service users.
- Building our portfolio of social value partnerships to enhance our existing delivery.
- Exploring fundraising as an opportunity to add value to particular services and programmes.



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