

Youth Futures Foundation

Board Members candidate pack



Welcome

Thank you for your interest in Youth Futures Foundation.

Too many of our young people are prevented from finding a job they love by a lack of access to appropriate information, advice and connections; inadequate support to overcome multiple layers of disadvantage; or as a result of discrimination. Despite significant investment from governments across the world, this is a problem we are still struggling to overcome.

It is a symptom of deep social injustice that young people from marginalised backgrounds and particular ethnic minorities are disproportionately likely to be neither earning nor learning, or underemployed, and their outcomes vary significantly more by region. This has a negative effect on individual life chances that endures, imposing a high cost on society and our economy.

Youth Futures Foundation has the opportunity to create a profound change in the way this country supports young people from marginalised backgrounds into employment. Improving employment prospects for all young people is a crucial factor in achieving national productivity gains, reducing the benefits bill, and enhancing health and wellbeing in society.

In addition to equipping young people from marginalised backgrounds to access and progress in work, we are committed to removing structural and systemic barriers to employment and progression. We will take an evidence-led, structural and systems-based approach that recognises the importance of national learnings and local context, as well as promoting strong coordination and partnership working across government, funders, delivery organisations and employers is urgently needed.

As someone joining an organisation that launched in 2019, you will have the opportunity to shape Youth Futures Foundation as it grows past its launch phase, helping to bring its vision to life. Working with your Board colleagues and the staff team, you will help shape our long-term strategy, then hold the executive team to account for delivery. You will bring your experience and contacts to bear as an independent, critical, yet supportive friend to the staff team and an important ambassador for our work with external stakeholders. Crucially, you will help us develop governance systems that are appropriate for a £90 million grantmaking organisation.

If you share our passion and commitment to create a society where all young people have equitable access to good quality jobs, then I look forward to hearing from you.



Joe Montgomery
Chair of the Board

About Youth Futures Foundation

We are an independent, not-for-profit organisation established in December 2019 to improve employment outcomes for young people from marginalised backgrounds. The foundation launched with an initial endowment of £90 million from the Reclaim Fund.

There are over 750,000 young people not in education or employment in the UK. Young people are twice as likely to be unemployed than older adults in the labour market, especially young people from marginalised backgrounds. Our young people are bearing the brunt of this crisis.

We aim to ensure that future generations have access to fulfilling work, no matter what their background, as a result of our ability to identify and share learnings, provide a bridge between employers and practitioners, and influence decision-makers.

We are an ambitious organisation that wants to tackle the root causes of this issue. To do that, we will focus on the following three priorities:

1. Changing the youth employment system
2. Creating opportunities with employers
3. Building capacity with practitioners

This will take time and patience. It begins with understanding what does and doesn't work.



Anna Smee
CEO of Youth Futures Foundation



Our approach

Youth Futures Foundation is committed to uncovering and sharing effective approaches to getting young people into meaningful work in order to reduce youth unemployment. Our mission is to narrow the employment gap by identifying what works and why, investing in evidence generation and innovation, and igniting a movement for change.

Our approach is long-term and evidence-based. We will operate across England from Hubs in the North (Leeds), Midlands (Birmingham) and South (London), working in partnership with young people, local and national government, community and private sector partners to improve job outcomes for young people who face barriers to progression. By doing this, we aim to inspire others to transform the employment market for young people who face barriers to progression.

When Youth Futures Foundation launched in 2019, youth unemployment was already too high, particularly for young people facing disadvantage or discrimination. Following the pandemic, the challenges have grown even greater, with a significant risk that a generation's future will be blighted by the scarring effects of long-term unemployment.

In October–December 2020, 14.4% of 16–24-year-olds were unemployed, compared with 11.3% the year before. Recent ONS statistics show under-25s make up almost two thirds of the total fall in employment during the pandemic, with those from ethnic minority backgrounds disproportionately affected. The fall in employment is four times higher for young Black people and nearly three times higher for young Asian people. Young people typically work in occupations that have been impacted most by the pandemic, such as hospitality and retail. Of people put on furlough, 47% are aged 16–24. Young people

Young people from marginalised backgrounds are undoubtedly the worst affected. Bleak predictions for the employment prospects of our most vulnerable young people make our work more urgent and vital than ever.

Despite the challenges, we have achieved a huge amount in 2020. Our grants programmes have supported an extremely diverse range of organisations across England, providing a total of £15.3 million in funding and evaluation commissioned. We co-founded the Youth Employment Group and have successfully influenced Government policy on Kickstart and Youth Hubs. We have published 10 Research Evaluation and policy papers, supported 140 grantees (21 Development and Impact Grants, 12 Infrastructure Grants and 107 Inspiring Futures Grants) and reached 6257 young people. We anticipate that our work will support some of the 750,000 young people not education, employment or training (NEET).

Looking forward, we're determined to keep on identifying what works, investing in innovation and great practice, and igniting a movement to drive long-term systemic change. We will be relentless in our pursuit of a better future for all young people.

Evidence, research, impact management and insight are critical to our work to make change happen – not just for the young people participating in the work we fund, but the hundreds of thousands of young people across England who are impacted by unemployment or underemployment every day. Going beyond building the evidence base to get our recommendations adopted in practice will be pivotal to our success.

This will contribute to our vision to create a society where all young people have equitable access to good quality jobs.

Role description

Job title: Board Members (2 roles)

Reporting to: Chair (non-exec)

Location: While we are still planning our post-lockdown meeting cadence, we expect Board meetings to rotate between our 3 hubs (Birmingham, Leeds and London) and most committee meetings to be virtual.

Time commitment: 12 – 13 days a year



Role of the Board:

The following six areas are a summary of the main areas of responsibility of the Board.

- 1. Culture:** to establish a culture for the Board and to promote that culture through the Executive Team and the rest of the organisation.
- 2. Aims and strategy:** to work with the Executive Team on the strategy to achieve the aims, providing an independent, “outside in” perspective and ultimate approval.
- 3. Governance:**
 - to oversee & support the performance of the Executive Team in delivering this strategy.
 - to ensure that Youth Futures Foundation complies with its legal and regulatory requirements.
 - to act as guardians of Youth Futures Foundation’s assets both tangible and intangible, ensuring that they are only used for the mission of the organisation.
- 4. Youth Futures Foundation is an independent organisation.** Youth Futures Foundation is a company limited by guarantee, with amended Articles of Association restricting its objects to supporting young people and preventing the distribution of profits to any members. At this stage, it is not certain whether Youth Futures Foundation will register as a charity with the Charities Commission, however prospective Board members should consider this as a possibility.
- 5. Critical friends:** to build a relationship with the Executive Team that promotes honesty, transparency and accountability.
- 6. Ambassadors:** to act as ambassadors representing the organisation to all stakeholders.

Culture

- Ensure that the values of Youth Futures Foundation are reflected throughout the organisation.
- Ensure ongoing focus on the aims of helping those young people furthest from the labour market to find meaningful employment.
- Act with integrity and in accordance with Youth Futures Foundation's values.
- Share a commitment to honest and transparent reporting on "what works".
- Involve and respond to the experiences and voices of young people.
- Explore ways of ensuring a meaningful insight from a youth perspective at governance level, including exploration of the establishment of a youth voice advisory panel.

Strategy

- Ensure that Youth Futures Foundation has a clear vision, mission and strategic plan that have been agreed by the Board and that there is a common understanding of these by the Board and staff.
- Ensure that the business, operational and other plans support the vision and mission and strategic priorities.
- Ensure that the CEO's annual and longer term objectives and targets support the achievement of this vision, mission and strategic objectives.
- Ensure there are effective mechanisms to review and respond to the external environment in which Youth Futures Foundation operates, as well as identify and listen to the views of current and future stakeholders and to reflect these in the ongoing development of strategic plans and priorities as appropriate.



Governance

Performance of the Executive Team

- Agree the method for measuring objectively the progress of Youth Futures Foundation in relation to its vision, mission, and strategic objectives and to receive regular updates on performance.
- Appoint the CEO and agree their terms and conditions.
- Hold the CEO to account for the performance of YFF and receive regular reports on progress towards strategic priorities.
- Ensure the CEO has appropriate objectives set and there is an annual appraisal and remuneration review.

Compliance with legal and regulatory requirements

- Be aware of and ensure that YFF complies with all legal, regulatory and statutory requirements.
- Ensure that YFF complies with its governing instruments.
- Ensure YFF have appropriate systems and policies in place and actively monitored.
- Agree levels of delegated authority are accurately recorded in writing and built into terms of reference for sub-committees.

Strategy

- Support the Board, CEO and senior staff by offering expertise and experience in relevant areas, including participation in sub-committees as appropriate.
- Participate in developing the knowledge, capability and skills of the Board to enable it to discharge its responsibilities.
- Ensure that there are robust succession plans for the Chair, CEO and other senior management.
- Ambassadors
- Represent Youth Futures Foundation at meetings and events as appropriate.

Guardians of Youth Futures Foundation's assets

- Ensure that Youth Futures Foundation has appropriate control systems, policies and procedures over all monies, property and other assets.
- Ensure that monies are invested to maximum benefit within the constraints of the law and ethical and other policies laid down by the Board.
- Ensure that major risks to which Youth Futures Foundation is exposed are identified, regularly reviewed and systems established to mitigate or minimise the risks.
- Ensure that monies and property are applied for the purposes set out in the governing documents and for no other purpose.
- Act reasonably, prudently and collectively in all matters relating to Youth Futures Foundation and to always act in the best interest of Youth Futures Foundation and its strategic objectives.



Person specification

Experience

There are two vacancies on the Youth Futures Foundation Board. Whilst applications from a range of backgrounds are welcome, there is a particular interest in candidates with the following functional backgrounds:

1. **Finance: Qualified accountant (ACA, ACCA, CIMA, CIPFA or equivalent), ideally possessing current or recent experience as a charity or not-for-profit CFO**
2. **HR: senior level HR experience, ideally gained in the commercial or public sector**

Key attributes

- Good listening skills
- Ability to work as part of a team whilst contributing an independent perspective.
- Ability to be an effective ambassador and influencer for Youth Futures
- Ability to devote the necessary time to the role.
- Understanding and acceptance of the role and responsibilities of Board Member.
- Commitment to taking youth voice and participation seriously.
- Sound judgement.

Essential skills

- A commitment to the mission and purpose of Youth Futures.
- Experience of operating in a senior leadership role within finance, ideally gained in a complex, commercial setting
- Risk Management
- Knowledge and experience of finance including an understanding of budgeting and financial modelling
- Ability to operate at both strategic and detailed levels, deal with complexity and make strategic financial and business decisions

Desirable skills

- Out of London/regional experience and exposure to low employment/high poverty areas of the country
- Commitment to furthering social mobility
- Practical industry experience of engaging/employing young people
- Experience of working within a start-up setting
- Investment Strategy
- Programme Management
- Influencing and stakeholder management



How to apply

We believe that building different perspectives into our multidisciplinary team will both inform and enhance our work. This means we welcome and actively encourage applications from a broad range of backgrounds and experience.

Please complete your application through the BeApplied platform:

For candidates with finance expertise, please click here:
[Board Member \(Finance expertise\)](#)

For candidates with HR expertise, please click here:
[Board Member \(HR expertise\)](#)

If you want to know more about the role or selection process, please contact our Executive Search partners, Green Park on CharitiesandSocialEnterprise@green-park.co.uk and ask for Jon Morrison.



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