



**Evidence &  
Evaluation Manager**

**Recruitment Pack**

Date: April 2024

# Welcome letter

**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. It is unacceptable that one in 10 young people in the UK are not in education, employment or training (NEET).**

Young people from marginalised backgrounds are disproportionately likely to be neither earning nor learning, or underemployed, and their outcomes vary significantly more by region. This has been compounded by the pandemic that caused significant economic and educational disruption. As the economy recovers, the benefits are not being felt equally as long-term youth unemployment remains higher than pre-pandemic. This is the core mission of Youth Futures – to support young people facing disadvantage into the record number of job opportunities that are now available.

Long-term youth unemployment causes long-term scarring effects on the individual and their ability to fulfil their potential in society. This is worsened by the current cost of living crisis that is hitting young people hard - they pay double on essentials like rent and bills, compared to the over-50s. Yet the personal and economic prize for addressing this issue is significant. Supporting young people to secure good quality jobs is a sustainable way to tackle the cost of living crisis. UK GDP could benefit by £38billion by lowering levels of young workers classed as NEETs to German levels, according to our recent research.

We have 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. As the What Works centre for youth employment we take an evidence-led, structural and systems-based approach that recognises the importance of national learnings and local context. In 2021 we launched our Youth Employment Evidence and Gap Map – the world's largest, quality-checked evidence base on youth employment – that shows the global evidence base on what works to improve youth skills, employment and job quality.

We promote strong coordination and partnership working across government, funders, delivery organisations and employers. Our flagship £16 million Connected Futures Fund aims to address the fragmentation of youth employment and skills delivery in the places that need it most, so that young people furthest from the job market receive consistent high-quality support to address complex needs.

We continue to strengthen our organisation and team as we grow and evolve and this role will play a crucial part in supporting the organisation in achieving its vision, mission and business goals. If you are passionate about creating a better future for young people, we look forward to hearing from you.

**Barry Fletcher, CEO**



# About us

Youth Futures Foundation is the What Works Centre for youth employment. We exist to address the significant disparities in youth employment for marginalised groups. We want to ensure that all young people can access and keep good quality jobs.

Youth Futures was founded in 2019 as an independent, not-for-profit organisation with funding from dormant assets to drive systemic change by:

- ❖ Giving grants to organisations that provide employment support to young people so that we can generate compelling evidence with high quality impact evaluation methodologies
- ❖ Driving evidence-based change in policy and working with employers and practitioners to improve practice. We help to connect and empower those who are commissioning and delivering youth employment services.

Our approach involves both the creation and curation of evidence. We create evidence by funding high-quality evaluations and programmes to understand whether interventions are effective. We curate evidence by gathering and presenting information from global studies into interventions that help young people into work.



## Our vision

To create a society where all young people have equitable access to good quality jobs.

This includes:

- equal employment outcomes for young people who face discrimination or disadvantage
- a reduced number of young people outside the labour market or in insecure work
- improved progression pathways for young people

## Our mission

To narrow the employment gap by identifying what works and why, investing in evidence generation and innovation, and igniting new ideas that change behaviour and practice.

Our primary beneficiaries are young people aged 14-24 who face at least one personal or systemic barrier to progressing into meaningful work, including:

- ethnic minorities, particularly those most at risk of facing disparities in the labour market (e.g. Pakistani; Bangladeshi; Black; Mixed; Gypsy, Roma and Traveller) And/or: young people legally defined as children in need
- young parents, or those who have a caring responsibility
- economic disadvantage (e.g. eligible for free school meals or living in an area of high deprivation)
- special educational needs or disabilities
- experience of offending
- school exclusion or alternative provision
- experience of homelessness
- a mental health or long-term health condition
- experience of problem substance use



# Our values

## We are bold

We want to disrupt the status quo and transform the youth-employment system

## We are always learning

We are evidence-driven, we innovate and we aren't afraid to fail

## We are inclusive

We embrace, celebrate and

champion diversity in all its forms – it's core to who we are

## We are collaborative

We build partnerships and share power to increase the collective impact

## We are determined

We are relentless in our pursuit of a better future for all young people

# Our strategic approach

We are an ambitious organisation that takes a systemic approach to supporting young people from marginalised backgrounds to move into good quality jobs.

From 2023–25 we will be focusing on four strategic priorities:

- 1 Building capacity** – Influence the commissioning and delivery of youth employment and training services to be routinely based on evidence of what works.
- 2 Systems change** – Use evidence, learning and practice, driven by young people, to mend a fragmented system and influence place-based policy.
- 3 Creating opportunities** – Develop evidence-based and practical business cases for employer behaviour change, based on best practice in recruiting and retaining young people from marginalised backgrounds, scaling up that learning to target places, expanded networks and key partnerships.
- 4 Organisational health** – Deliver a strong foundation for Youth Futures, based on a well-resourced, positive and financially stable environment in which our people thrive, risk is effectively managed and we deliver our mission.



# Equity, diversity and inclusion statement

**The young people we aim to serve - and the challenges they face - are all unique. We need to build a team that reflects this diversity, is highly skilled and committed. Our commitment to inclusion across all protected characteristics, experiences and socioeconomic background forms the cornerstone of our work.**

We work hard to ensure we have a diverse and inclusive workforce. We use identity-blind software for all our permanent recruitment campaigns to reduce unconscious bias during recruitment. We have flexible working policies which are kept under review and many of the more flexible working practices we adopted during lockdown have been retained. The recruitment of our team around our three hubs of Birmingham, Leeds and London has enabled us to attract a greater diversity of talent than simply focusing recruitment in one city.

In building the Board, the Future Voices Group, and making external appointments to the Grants Committee, we have also ensured our governance and advisory structures contain a broad diversity of background and experience.

We are committed to encouraging an open, collaborative, safe and inclusive working environment. We have an EDI committee, formed of a group of employees, with a senior leadership team lead, who have a keen interest or experience of EDI and work together on issues or concerns related to equity, diversity and inclusion at work. The committee address and implement proactive strategies relating to EDI, support policy reviews and revisions, be the employees voice to Senior Leadership Team members and share feedback for continual improvement on our organisational wide values and commitment to EDI.

We are Disability Confident and have committed to ensuring that we attract, recruit, retain, support and develop disabled people in the workplace. We aim to continually improve and develop our talent attraction and inclusive recruitment practices to be reflective of our organisational behaviours and culture.

We are committed to the charter as an employer positive about mental health in the workplace and are a Mindful Employer.

We are a Living Wage Employer, as we believe a hard day's work deserves a fair day's pay. Our base rate of hourly pay is in line with the London Living Wage.



2022 in numbers:

£20m

Additional Dormant Assets funding awarded

250,000

HR professionals reached with our evidence review aimed at employers, published in partnership with the Chartered Institute of Personnel and Development (CIPD)

1

Youth Employment Evidence and Gap Map updated

12

Pieces of content developed by our Future Voices Group

2

Large policy and engagement events, including our first parliamentary event

38%

Of organisations on our Infrastructure grant programme are led by an ethnic minority CEO or MD

3

Parliamentary mentions in the House of Lords related to the Dormant Assets Bill recognising the impact of our work

19,710

Cumulative total of young people reached

£25m

Cumulative grant funding awarded to 162 grantees

£4.9m

Cumulative total committed to the largest ever range of youth employment evaluations in England through our What Works programme

2,200

Black, Asian and minority ethnic young people were surveyed on their experiences of learning and employment



£7.5m

Cumulative total of match funding secured

14

Organisations recruited to our Employer Advisory Board

4

Policy papers produced

18

New grantees supported

3

Government submissions by Youth Futures

16

Research and evaluation papers produced

2

New grant schemes launched (Connected Futures and place-based programmes)



# Role description

## EVIDENCE & EVALUATION MANAGER IMPACT AND EVIDENCE DIRECTORATE

**Term:** Permanent - Full Time –37.5 hours per week

We offer flexible working and consider alternative patterns of work

**Salary:** £37,775 - £41,775 per annum

**Reporting to:** Head of Evaluation (Data Lead)

**Direct reports:** None

**Location:** This role can be based at any of our hubs located in London, Birmingham or Leeds. We currently operate a hybrid model of two-days per week in the office and three-days from home. You must also be prepared to travel to the other hubs and other locations as required for the purpose of this role, which may occasionally require overnight stays.

### Transforming youth employment

Youth Futures Foundation is the What Works Centre for youth employment. We exist to address the significant disparities in youth employment for marginalised groups. We want to ensure that all young people can access and keep good quality jobs.

Youth Futures was founded in 2019 as an independent, not-for-profit organisation with funding from dormant assets to drive systemic change by:

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- ❖ Driving evidence-based change in policy and working with employers and practitioners to improve practice. We help to connect and empower those who are commissioning and delivering youth employment services.

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### JOB DESCRIPTION

The Evidence & Evaluation Manager will work in a dedicated Impact and Evidence directorate, working at the heart of Youth Futures Foundation. You will be central to our ambition to create the largest repository of robust evidence and evaluations of what works to support young people into good jobs. In the directorate, you will support the Head of Evaluation (Data Lead), the Deputy Director and Director to ensure all Youth Futures' investments are designed to provide robust evidence of what works.

The postholder will design, commission and manage evaluations, working across our main priorities of 'Creating Opportunities (employer-focused interventions)', 'Building Capacity' (programmes and interventions supporting young people directly) and 'Systems Change' (place-based approaches). The Evidence & Evaluation Manager will manage impact evaluations and support impact evaluation methods (through a statistics or economics background) within the team.

Working closely with commissioned independent evaluators, programme staff, wider delivery partners and colleagues in our Grants and Investment directorate, you will support existing programmes to move towards undertaking an economic impact evaluation (often a Randomised Controlled Trial (RCT) or quasi-experimental designs). You will also work with colleagues to develop new programmes, which will improve the evidence base on supporting young people into good jobs by working with partners able to run larger-scale trials.

The Evidence & Evaluation Manager will also contribute to the development of our suite of 'evaluation architecture', enhancing our data infrastructure and administrative dataset access, as well as methodological guidance and standards. These will ensure that, as the What Works Centre for youth employment, our evidence is as credible and useful as possible.

You will additionally support other aspects of the Evidence and Evaluation team's commissioning. This may include developing policies and processes supporting effective evaluation methodology design, working closely with Youth Futures' Grants and Investment directorate. You will also work with our Policy & Communications and Employer Engagement directorates to ensure that all evaluation and evidence outputs are high quality and make clear, practical and impactful recommendations for practice and policy.

## Key responsibilities

### Evaluation

- ❖ Critically review evaluation proposals to ensure designs are high quality and cost effective and that the most suitable evaluators are commissioned
- ❖ Manage individual evaluations from design to commissioning to dissemination, including:
  - designing the call for proposals (e.g., deciding evaluation aims, objectives, and key research questions) in collaboration with relevant stakeholders
  - assessing the quality of submitted evaluation proposals
  - liaising with evaluators and grantees to develop effective research and evaluation tools, from evaluation mobilisation to final reporting
  - review feasibility studies for further evaluations and funding continuation, presenting to the Youth Futures' Grants & Evaluation Committee when necessary
  - support grantees in the first year set up/ development phases to understand their theory of change, programme fidelity, data requirements and so on
- ❖ Manage impact evaluation contracts and budgets
- ❖ Monitor delivery of evaluation plans and provide support as required
- ❖ Support on ad hoc projects that facilitate the development of our evaluation team's objectives and functioning
- ❖ Manage the development, design and implementation of economic impact evaluations progressing from initial pilot and development phases
- ❖ Training and supporting colleagues in economic evaluation and research/statistical methods

### Other responsibilities

- ❖ Work collaboratively with other Youth Futures' teams to carry out projects that achieve organisational goals, such as internal steering group and committees
- ❖ Contribute to Youth Futures' broader evidence requirements, youth participation strategy, and good practice toolkits

## PERSON SPECIFICATION

	Essential	Desirable
<b>Knowledge, experience and abilities</b>		
A high level of knowledge of and a strong interest in impact evaluation methods, gained within a commissioning or research setting	X	
Strong experience of critically appraising data, evidence and research literature	X	
An excellent track record in project-managing successful research and evaluation projects	X	
Experience in effectively communicating research and evaluation findings (both written and orally) to different audiences	X	
Experience of leading the design of impact evaluations		X
Proven ability to foster and sustain positive, collaborative relationships both internally and externally	X	
A track record of strategic planning for, as well as management and delivery of, complex projects to achieve change	X	



	Essential	Desirable
Able to establish priorities and manage a complex workload to meet tight deadlines	X	
Sound experience and understanding of MS Office 365 and other IT applications, Teams and SharePoint and ability to use online/remote working tools	X	
<b>Skills &amp; competencies</b>		
Analytical and methodical	X	
An excellent manager of impact evaluation projects (ideally within the commissioned research and evaluation field)	X	
Excellent econometric, quantitative, and/or statistical research skills	X	
A trouble-shooter, who can anticipate, identify project issues, and engage different internal and/or external people to productively resolve these	X	
A collaborative team member but also a person who understands when to take the initiative, be proactive and work independently	X	
Relevant qualification in an economic or statistical discipline	X	
Having a clear passion to improve employment outcomes for marginalised young people	X	
Excellent written and verbal communication skills, engaging at different levels and able to articulate complex concepts clearly and concisely	X	
A proactive learner	X	
Committed to the value of mixed methods approaches	X	
A flair for robust evaluation strategy and design		X
Strategic thinking and ability to assess long-term potential and evaluate risks and opportunities, considering a range of issues and dimensions		X
Creativity and ability to unlock solutions and encourage new ways of thinking and working	X	

## MINDSET

- ❖ a genuine personal commitment to Youth Futures mission, vision and values
- ❖ a willingness to collaborate internally and externally to achieve our mission and apply commitment to Youth Futures Foundation values to everyday working
- ❖ to thrive when operating in a growing and evolving organisation
- ❖ a proactive and flexible approach
- ❖ a positive and can-do attitude, willing to roll sleeves up to get into details where necessary
- ❖ demonstrate inclusiveness, collaboration and respect
- ❖ a commitment to equity, diversity and inclusion
- ❖ to contribute to and help build a strong team culture
- ❖ follow internal policies, processes and practices

## THINGS TO KNOW

As part of Youth Futures Foundation's safeguarding policy, all employees are subject to a basic Disclosure and Barring Service (DBS) check

*The young people we aim to serve – and the challenges they face - are all unique. We are looking to build a team that reflects this diversity. Our commitment to inclusion across race, gender, age, class, religion, identity, and experience forms the cornerstone of our work. We are an equal opportunities employer, welcoming applications from all sections of the community.*

*We are particularly keen to encourage people with lived experience of the challenges facing young people in the labour market, and committed to supporting you in your application. Please contact us if you require any additional support.*

*Internally, we encourage an open, collaborative and inclusive working environment.*

# Summary of benefits and general T&C's

**Probationary Period** - all offers of employment are subject to a six month probationary period. Regular reviews will be undertaken during this period.

**Holiday Year** – 1<sup>st</sup> January to 31<sup>st</sup> December.

**Holiday entitlement** – holiday is issued in hours 210 per year equivalent to 28 days holiday, plus 8 statutory bank holidays. Entitlement is pro-rata for part-time employees. Holiday can be requested via the HRIS BreatheHR system. We are also flexible for employees to work on occasional public holidays (except Christmas, Boxing or New Year's Day) in lieu of taking a day off to celebrate an alternative significant religious day. Please discuss this further with line manager or Head of People.

**Hours of work** – are as specified within individual contracts of employment. Our standard working hours are 37.5 per week, standard working hours are 9:00am – 5:30pm including one hour lunch.

**Lunch break** – lunch breaks are a minimum of 30-minutes. Refreshment facilities are provided in each of our hub locations.

**Flexible working** – we offer a range of different working patterns such as variable start / finish times, part-time or compressed hours. Please speak with your line manager or Head of People to discuss any variation to working pattern or hours. Requests for flexible working can be made informally or formally.

**Location** – each employee will be given a hub location as their place of work, however there is a requirement to visit or work from other hub locations as necessary, including to attend the periodic face to face, all staff away days (which involve an overnight stay). The hub locations are London, Birmingham and Leeds.

**Hybrid working** – we currently offer an arrangement that allows you to work three days per week from home. However, if your home working situation or general working preference means that you prefer to work in an office, there is no upper limit to the number of days working in the office. We provide all relevant home office equipment to ensure you are properly equipped to work effectively from home. A catalogue of equipment is offered for you to select the required equipment.

**Volunteering days** – we offer three paid volunteering days per year, pro-rata for part time employees, unless otherwise agreed at our discretion each year (January to December) to allow employees to undertake voluntary/charitable work. This time can be split into half days. Volunteering time is recorded on the HRIS BreatheHR system.

**Personal/professional training allowance** – a personal training allowance of £750 is allocated to each employee per year to use in a variety of methods such as conferences, events, books, journals, professional subscriptions/memberships, contribution to qualifications, coaching, to support with CPD, and £250 per head for functional teams to pool and engage in collective training.

**Salaries** – salaries are paid via BACS direct into bank accounts on the 25<sup>th</sup> of each month, where the 25<sup>th</sup> falls on a weekend, payment will be made the Friday before. Payslips are issued electronically via Xero.

**Pay structure** – we have a nine point incremental pay structure, which enables an employee to move annually up the scale each service anniversary.

**Enhanced Maternity, Adoption and Shared Parental Leave Pay** - weeks 1 to 26 on full pay, weeks 27 to 39 on Standard Maternity Pay (SMP), weeks 40 to 52 unpaid (eligible at 6 months service).

**Enhanced Paternity/Partner leave** - three weeks at full pay.

**Absence reporting** – employees are expected to contact their line manager and/or Head of People to notify of any absence at your earliest possible opportunity and by no later than 10:00am. Absence is recorded on the HRIS BreatheHR system.

**Sickness absence payments** – for the first 6 months of service you will receive a maximum of four weeks full pay, after 6 months you may receive up to 12 weeks full pay. After this period the below income protection policy will then apply.

**Emergency leave** – up to 5 days of paid leave each year is available to enable an employee to deal with an emergency. These are not to be taken as consecutive days of absence, but to give the time to deal with a personal emergency and make any relevant alternative arrangements.

**Medical/Dental appointments** – reasonable paid time off is granted where such appointments are not able to be made outside of working hours.

**Income protection** – provides replacement income if an employee is absent from work through long-term illness or injury. After 13 weeks of absence, the income protection plan provides 75% of basic salary for a two-year period. Provided by AIG.

**WeCare** – through Canada Life you have access to similar health and wellbeing support through their WeCare programme which offers 24/7 online GP, mental health support and virtual wellbeing. <https://www.canadalife.co.uk/workplace-protection/support-services/wecare/>

**Employee Assistance Programme** – A 24-hour helpline with access to a range of legal, consultancy, 24/7 crisis assistance support and signposting. Provided by Assured Health.

**Health Cash Benefit** – a cash plan insurance policy that helps cover the cost of everyday health care, such as dental, optical and therapies. The plan reimburses some or all of the cost of routine and/or unforeseen healthcare costs and appointments. Full details of entitlements and support available will be issued to you direct from the provider Medicash. Totalling £995/year.

**Group Life Assurance** – a policy which enables employees to provide a tax-free lump sum benefit payment, and/or a longer-term income to their family and dependants in the event of death whilst in Service. Cover provided by Canada Life. Payment is based on 4 x basic salary.

**Season Ticket Loan** – An interest free loan for a 6 month or 12-month season ticket with monthly deductions from salary.

**Travel card loan** – the company can provide financial support to purchase travel cards. This is then deducted on a monthly basis from salary for an agreed time period.

**Pension** – There is an auto-enrolment pension scheme provided by People's Pension. If you meet the auto-enrolment criteria, you will automatically become a member of the scheme. Youth Futures Foundation pay an employer contribution of 6%, with an employee contribution of 5% of salary. An opt in to an additional 2% matched contribution can be made with a contribution totalling 15%. Membership details will be issued to you upon commencement. You can choose to opt out the scheme should you wish.

**Cycle to Work Scheme** – Provided through the Bike2Work Scheme.

<https://www.bike2workscheme.co.uk/> Allows you to buy commuter bikes and cycling accessories through us, so you spread the cost and making savings through a tax break. For more information on the scheme and to obtain our company pin to register please speak to our Head of People.

**Expenses** - Reasonable expenses incurred in line with the Travel & Expense Policy will be reimbursed against receipts. Expenses can be claimed back via the Zoho app.

**Dress Code** – dress for the day. We expect that you will dress appropriately for the work in which you are carrying out.

# How to apply

To apply for the role please visit [BeApplied](#)

Applied is our online recruitment platform.

Applied offers a more effective approach to hiring – removing any bias. Applications are anonymised for the shortlisting process and candidates are assessed on their answers to set questions that are skill-based relevant to the role.

Applied enables you to complete your application in stages before final submission.

Our application process requires you to answer a set number of questions approx. 5 per application. With a limit of 250 words per question. You will then be asked to submit your CV to accompany your application. One of the questions will ask you to summarise your suitability for the role.

**Please note:** you will be asked to confirm that you are answering the questions yourself and that answers are not plagiarised or automatically generated by any AI software before you start your application. **Use of ChatGPT or other similar software will be identified and scoring penalised.**

Your personal information, supplied for the purposes of recruitment will be held and processed by Youth Futures Foundation for this purpose only. For further details please view our privacy policy [Privacy Policy - Youth Futures Foundation.](#)

## Recruitment timetable

**Deadline for applications:** 12pm on 20 May 2024

**Interviews:** w/c 27 May 2024

If you require this document in an alternative format, please contact Lisa Metcalf, Head of People

[Lisa.metcalf@youthfuturesfoundation.org](mailto:Lisa.metcalf@youthfuturesfoundation.org)

## Queries

If you have any questions regarding this vacancy or would like to find out more, please contact Lisa Metcalf, Head of People

[Lisa.metcalf@youthfuturesfoundation.org](mailto:Lisa.metcalf@youthfuturesfoundation.org)

