

youth futures FOUNDATION



Deputy Director Evidence & Evaluation Recruitment Pack

Date: May 2025

Welcome

Youth Futures Foundation was established in 2019 with the clear mandate to address the cycle of systemic employment disparities, discrimination and disadvantage that marginalised young people in England face. In our first five years we have built the evidence to better understand why these different employment outcomes exist, and their long-term impact on our young people. The stark reality remains, however, that a staggering 1 in 8 young people are not in education, employment or training (NEET), with those from marginalised backgrounds facing even greater barriers than their peers.

The challenge is big but so is the prize for getting it right, not only for young individuals but our society and economy at large. To get there our country needs clear ambition, which is why the heart of our new strategy sets the goal that England should aim to have the lowest NEET rate in the OECD by 2050; a statement of intent we hope others will join us in calling for.

As we look to the future, it is right we set direction for the unique and privileged role Youth Futures plays as the What Works Centre for youth employment. Not just in building the evidence base on the barriers and solutions to this persistent challenge; but in proactively influencing those who hold the levers of change in policy and practice to unlock a generation of talent.

Established as a small start-up with a big mission, Youth Futures' early years saw the organisation adapt swiftly and decisively. Less

than six months into operations, we – like so many others – were navigating a global pandemic that brought with it an unprecedented challenge for the labour market, young people and the front-line organisations supporting them. I am enormously proud of everything the team were able to learn and achieve during this period, and way they adapted to support those most in need at the time.

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

Who we are

Youth Futures Foundation is the national What Works Centre for youth employment, with a specific focus on marginalised young people. We are part of the national What Works Network of organisations committed to generating and collating the best evidence to identify, analyse and target the critical challenges facing our country.

What we do

Youth Futures Foundation is the What Works Centre for youth employment. At Youth Futures, we work directly with government, employers, civil society organisations and young people themselves to influence policy and practice. Alongside our partners, grantees and young people, we have put our collective efforts into identifying the most effective strategies and tools to get us moving in a better direction.

In 2023, our team grew across our three locations in London, Birmingham and Leeds, and we welcomed new board and committee members with a breadth of skills and experience. A second cohort of Future Voices Group Ambassadors have also joined us, bringing with them their lived experience and fresh perspectives so crucial to our success. We believe all of this puts us in a unique position to change the system that currently does not serve young people well.

One of our most important innovations in 2023, the Data Dashboard brings together the latest youth labour market data and our own research, combining the best evidence on youth employment from across the UK and internationally. It is our way of making the evidence visible to policy makers and influencers to help them make informed decisions for change.

In 2024, we are continuing to implement and evaluate interventions to deepen our understanding of what works to get young people into employment. As we do so, we will expand our investigation of the underlying, multi-faceted causes of youth unemployment and grow the evidence base for action. And we will continue to bring that evidence to the right people, in the right way, to help make change a reality.

Vision, Mission and 'North star' goals

Vision and Mission



A vision that speaks to our core beliefs and aspirations for all young people.

An action-orientated mission as a What Works centre focussing on young people facing marginalisation.

'North Star' goals



Two 'north star' goals to set long term ambition for us and others. They speak to the impact needed for the future to be different for a marginalised young person born today when entering working life.

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



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.

We are committed to showing salary information on all of the roles that we advertise both internally and externally, along with sharing our pay scale information internally.





2023 in numbers

£15m

additional Dormant Assets funding awarded for our Building Futures programme

20

new Future Voices Group ambassadors welcomed in the second cohort

811

employers representing SMEs*, public sector and large corporates engaged through our partnerships with DFN Project Search, Workwhile, Re:Generate and Youth Employment UK

£5.2m

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

8,640

visits to our Youth Employment Toolkit

3,250

ethnically minoritised young people surveyed on their experiences of learning and employment

2,149

views of our Data Dashboard

27

research and evaluation papers published

07

youth employment interventions featured in our Youth Employment Toolkit, bringing the best evidence to decision makers

25,301

cumulative total of young people engaged

02

grant schemes designed and launched, taking our evidence and putting it into action

01

employer engagement strategy developed in consultation with Employer Advisory Board members, the Youth Futures Foundation Board and the Future Voices Group

£29m

in cumulative grant funding awarded to 173 grantees

Unless otherwise stated, this report and these figures cover the period from January to December 2023.

*SMEs are small-to-medium-sized enterprises

Role description

DEPUTY DIRECTOR OF EVIDENCE AND EVALUATION IMPACT AND EVIDENCE DIRECTORATE

Term: Permanent – Full Time – 37.5 hours per week

We offer flexible working and consider alternative patterns of work

Salary: £65,110 to £74,210 (pay banding increase received upon service anniversary each year)

Reporting to: Director of Impact & Evidence

Direct reports: x3 Heads of Evaluation and a Programme Support Officer

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 an overnight stay.

JOB DESCRIPTION

We are looking for an experienced leader to manage a growing Evidence and Evaluation Team and lead cross-functional programmes to drive systemic improvements in youth employment outcomes. As Deputy Director of Evidence and Evaluation, you will play a pivotal role in shaping the national evidence base on what works to improve youth employment. You will lead a high-performing team, influence external partners, and ensure the rigour and relevance of our programmes to drive real-world change for young people across the UK.

The role will be based within the Impact and Evidence Directorate, reporting to the Director, but with strategic responsibility for generating evidence through evaluation for maximum impact. You will be able to identify opportunities for high quality impact evaluations using a variety of methods and stay up to date on latest evaluation developments and how they intersect with the youth employment landscape.

You will work closely with the Senior Leadership Team to ensure a 'What Works' approach is and remains at the heart of Youth Futures. You will provide intellectual leadership and co-ordinate work across specialist teams, mainly in Impact and Evidence, but also from Programmes and Grants, Policy and External Affairs, Employer Engagement and Operations. The role will focus on leading and building new programmes, including working closely with external partners and internal colleagues.

Key responsibilities

Strategic leadership and organisational impact

- ❖ Strategic leadership and driving force of our evidence generation programmes, including with cross-functional teams, and creating innovative solutions.
- ❖ Support the Director in developing and leading coherent, high-impact programmes that enhances Youth Futures' visibility and influence.
- ❖ Contribute to overall Youth Futures strategy, especially in relation to the "What Works" agenda, and to the work plans of the Impact & Evidence Directorate.
- ❖ Share accountability with SLT on management and oversight of relevant corporate risks.

Programme and evaluation oversight

- ❖ Provide strategic oversight and deliver the evaluation component of Youth Futures' programme(s), ensuring projects are planned and executed to a high standard and in line with organisational goals, working through and with Heads of Evaluation and their teams.

- ❖ Proactively identify and respond to gaps in evidence as articulated by national and local commissioners, policymakers and employers.
- ❖ Chair or participate in advisory panels or expert groups to guide the strategic direction of Youth Futures' evidence generation activities.
- ❖ Design and manage research projects in relation to programme development and oversee the production and maintenance of high-quality processes, policies and guidance to support all our evaluation programmes.
- ❖ Keep up to date with the latest developments in policy, evaluation, research and practice related to young people, skills and employment, and on innovations in evaluation approaches, working with colleagues to disseminate this learning.

External relations and influencing

- ❖ Engage and influence high-level stakeholders with evidence and contribute to the integration of evaluation into the rollout of new policies, where possible.
- ❖ With colleagues from Policy, contribute towards positive working relationships with statutory and non-statutory delivery partners to generate high quality and compelling evidence through evaluation.
- ❖ Represent Youth Futures at events; chair and participate in advisory groups, committees, round tables and meetings to learn from and inform stakeholders.
- ❖ Actively contribute to national debates in the fields of evaluation, youth employment and training, including generating content in various forms (print, broadcast, online).
- ❖ Contribute to maintaining strong relationships with Youth Futures' Board by providing evidence-based updates and strategic advice on evaluation activity and impact.
- ❖ Support the pursuit of external funding opportunities that align with Youth Futures' priorities, including collaborating on funding proposals with academic and research partners.

Team leadership and development

- ❖ Lead a team of evaluation specialists and provide line management of Heads in Evidence and Evaluation, with subsequent responsibility for the planning, resourcing and culture of the rest of the team.
- ❖ Champion the continuous professional development of the Evidence and Evaluation team, ensuring skills, knowledge and career progression are actively supported.
- ❖ Embed a culture of evaluation literacy and learning across Youth Futures, increasing organisational understanding of evidence use and methods.
- ❖ Ensure insights and findings from programmes are understood and used within Youth Futures, across all our teams.

Corporate leadership responsibilities

- ❖ Active member of the Joint Leadership Team (JLT) Steering Committee (with Deputy Director peers), which runs the Joint Leadership Team meetings (made up of SLT, DDs and Heads of functions).
- ❖ Responsible for the frequency, forward looking agenda and content of forum meetings.
- ❖ Active member of the Internal Comms & Staff Engagement steering group, supporting the Senior Audience Engagement Officer and the Head of People by contributing to and advising on leadership content and messaging across our internal communications drumbeat activities (monthly all staff meeting, newsletter, quarterly pulse and full company away days).
- ❖ Act as internal strategy and champion of effective cross-team collaboration, supporting the SLT to drive through necessary operational and cultural change across teams and the wider organisation.
- ❖ Attends SLT and Board meetings to support Directors as required.

PERSON SPECIFICATION

	Essential	Desirable
Knowledge, experience and abilities		
Extensive knowledge and practical experience of the theory, methods, design, leadership and management of successful impact evaluations, especially Randomised Controlled Trials.	X	
Experience of managing complex and large programme budgets.	X	
Able to use evidence to influence policy and practice at all levels, including locally, regionally and nationally.	X	
Experience of working with multidisciplinary teams in a 'matrix' structure.	X	

	Essential	Desirable
Managing and supporting organisational change in relation to evaluation design and management.	X	
Empathy with young people from marginalised backgrounds.	X	
Extensive knowledge of evidence on youth employment and/or training, the youth employment and training sector and related government policy making.	X	
Experience of developing or securing external funding through proposals or partnerships.		X
Experience working in or with What Works Centres, or similar evidence translation bodies.		X
Financial planning: ability to manage budgets and resources	X	
Skills & competencies		
As a leader in YFF, fully contribute to: <ul style="list-style-type: none"> developing our overall strategy and seeing the bigger picture creating a positive, supportive and inclusive culture organisational development; developing new roles and ways of working; recruiting and developing new team members establishing our reputation as the What Works Centre on Youth Employment 	X	
<i>Managing relationships</i> : an expert in building, managing and nurturing complex and senior relationships between partners and stakeholders across Youth Futures.	X	
<i>Analytical abilities</i> : ability to dissect complex challenges, understand entrenched problems and develop creative yet practical solutions and decisions. Extremely strong analytical and statistical skills, including the ability to interpret and make sound judgements about the implications of data and evaluation findings.	X	
<i>Execution</i> : strong programme management skills, adherence to deadlines, sense of responsibility and accountability and the ability to effectively multi-task and work with diverse colleagues across teams.	X	
<i>Leadership</i> : of the Evidence and Evaluation team and function in Youth Futures, including coaching and mentoring others to develop leadership capacity; possessing the highest professional integrity, comfortable with delivering tough messages, providing objective perspectives, and framing the important choices.	X	
<i>Communication</i> : excellent interpersonal communication abilities internally and externally; exceptional listening skills, excellent written, data analysis and verbal skills.	X	
<i>Strong IT skills</i> : including use of business software packages (email, spreadsheets, databases, etc.)	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 – 1st January to 31st 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, London, Birmingham or Leeds. 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).

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 25th of each month, where the 25th 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 AI software, before you start your application.

We expect thoughtful and personalised responses to our application questions, rather than generic AI-generated answers. Applications found to contain AI-generated content without meaningful personalisation will be flagged, and scores could be impacted.

You must ensure that you genuinely record the abilities, skills and experience that are verifiable. Remember, as the applicant, you are responsible for the entire content of your application, regardless of how it is generated.

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: 3 June 10am

Interviews: Round 1 w/c 9 June 2025

Round 2 w/c 16 June 2025

Please note: Due to receiving high volumes of interest in our opportunities, this vacancy may close earlier than the advertised deadline. To ensure your application is considered, please submit it as soon

If you require this document in an alternative format, or have any questions relating to this vacancy please contact our people team on opportunities@youthfuturesfoundation.org

