

**BOARD
MEMBER**

Appointment Brief
June 2019

INTRODUCTION



Thank you for your interest in the Youth Futures Foundation.

Young people should not be missing out on the benefits of meaningful work due to barriers that we have the power to overcome. Employers across the country continue to need motivated employees to help their businesses grow. The Youth Futures Foundation (YFF) has the opportunity to create a profound change in the way this country supports disadvantaged and under-served young people into meaningful employment.

By focusing on those young people furthest from the labour market and by championing well-crafted solutions that have employers at their heart, we believe we can create a triple-win for society: meaningful employment for young people not in education, employment or training; engaged and motivated employees for businesses who care about their place in society as well as the bottom line; and a clear view on “what works” to help inform practitioners and policy makers concerned for those young people left behind by current approaches.

As one of our first Board members, you will have the opportunity to shape YFF in its infancy, helping to bring its vision to life. Working with your Board colleagues and the staff team, you will help shape YFF’s 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 YFF’s work with external stakeholders. Finally, you will help YFF develop governance systems that are appropriate for a £90m grantmaking organisation.

If you share our passionate commitment to helping young people furthest from the labour market overcome challenges and find meaningful work as the foundation for a better future for themselves and society, then I look forward to hearing from you.

Joe Montgomery
Chair



BACKGROUND



Nearly 500,000 young people are currently unemployed, and of these 79,000 have been out of work for more than 12 months. For young people from a BAME background, the unemployment rate is stubbornly nearly double the average.

The Government announced in January 2018 that more than £330 million from dormant bank and building society accounts would be made available for good causes over the next four years. Of this, £280m was allocated to initiatives in England, including £90m dedicated to youth employment initiatives.

Following an extensive consultation process involving the youth sector, employers, and with young people, in August 2018 the Government's Civil Society strategy announcement included the decision to allocate this £90m to a new organisation, with its own governance structure independent of government.

A separate organisation, outside the usual constraints of government funding, was chosen as it would be more free to consider bold approaches to investing in long-term solutions. It can properly test and evaluate

different interventions over time, leaving a legacy of increased youth employment in target areas, a decreased black and minority ethnic youth employment gap nationally, and a solid evidence base for targeted interventions supporting the most disadvantaged young people, including those at risk of serious violence.

The Youth Futures Foundation was established in February 2019, and Joe Montgomery announced as Chair in March 2019. The dormant assets funding and the creation of this new Foundation offers a really exciting and unique opportunity to deliver tangible impact for young people and to develop new ways of producing lasting change.

The new Foundation will address youth unemployment generally, as well as focusing on the disparities in youth unemployment revealed in the Government's Race Disparity Audit which highlighted that young people from ethnic minorities between the ages of 16 and 24 are almost twice as likely to be unemployed (23%) as their white peers (12%) – despite having similar qualifications.



The Youth Futures Foundation is a unique opportunity to support the most underserved young people into sustainable employment and improved life chances. The £90m in new funding will enable YFF to take a long-term approach, using data to identify and champion “what works” and create innovative partnerships with the employers.

As an independent organisation with a small core team, this is a real opportunity to demonstrate a new model of leadership in tackling entrenched social challenges, with the freedom to consider bold approaches and invest in long-term solutions. With a clear ambition and outline strategy in place, the Youth Futures Foundation is now looking to appoint its first Chief Executive to shape and develop the strategy, whilst also mobilising the organisation at speed to enable the distribution of funds to begin in late 2019.

“Young people should not be missing out on the benefits of meaningful work due to barriers that we have the power to overcome. I am excited about establishing a new organisation focused on bringing together employers, youth services and funders to address the needs of young people furthest from the employment market.”

- Joe Montgomery, Chair, Youth Futures Foundation

BACKGROUND

“The work of the Youth Futures Foundation will be vital in helping to further tackle youth unemployment and break down any barriers preventing young people from entering the world of work. I am delighted to support the creation of this organisation, using funds from dormant assets, as another innovative example of how we are helping to deliver real improvements for the most vulnerable in our society.”

- Mims Davies, Minister for Sport and Civil Society

PRIORITY AREAS



Directly supporting those already tackling these issues, particularly in areas of high youth unemployment in England



Engaging employers and business organisations across the country to create opportunities with appropriate support for young people



Developing and sharing evidence about how best to tackle youth unemployment and using this evidence to influence practice and policy



YOUTH

OUR MISSION

To support those young people furthest from the labour market into meaningful employment, helping them to reach their full potential. We will work to remove the barriers preventing such young people entering the labour market, including addressing the ethnic disparities in levels of youth employment.

OUR CURRENT OBJECTIVES

- To use dormant assets money to support those already tackling youth unemployment issues to scale their impact.
- To form an authoritative and independent voice for “what works” in the youth employment arena using informed, reasonable and credible insights to promote best practice and evidence based solutions.
- To ensure the £90m of new funding is used effectively to influence wider mainstream policies and support youth unemployment practitioners across all English regions, through the provision of vital infrastructure and funding to implement best practice.
- To convene key stakeholders across the youth sector, government, grant makers, public bodies, young people and employers to establish partnerships that can deliver a meaningful impact to youth employment at grassroots level.

GOVERNANCE

Youth Futures Foundation is an independent organisation. Having recently appointed a Chair, a full Board is now being appointed and appropriate governance structures put in place to oversee the development and delivery of its mission.

YFF 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 YFF will register as a charity with the Charities Commission, however prospective Board members should consider this as a possibility.

FUTURE



ROLE DESCRIPTION

Job title:	Board Member
Reporting to:	Chair (non-exec)
Location:	London
Time commitment:	12 - 13 days a year

ROLE OF THE BOARD

The following 5 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 & 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:**
 - a.** to oversee & support the performance of the Executive Team in delivering this strategy.
 - b.** to ensure that YFF complies with its legal and regulatory requirements.
 - c.** to act as guardians of YFF’s assets both tangible and intangible, ensuring that they are only used for the mission of the organisation.
- 4. Critical friends:** to build a relationship with the Executive Team that promotes honesty, transparency and accountability.
- 5. Ambassadors:** to act as ambassadors representing the organisation to all stakeholders.

KEY TASKS

CULTURE

- Ensure that the values of YFF 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 YFF'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 YFF 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 YFF 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 YFF 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.

Guardians of YFF assets

- Ensure that YFF 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.

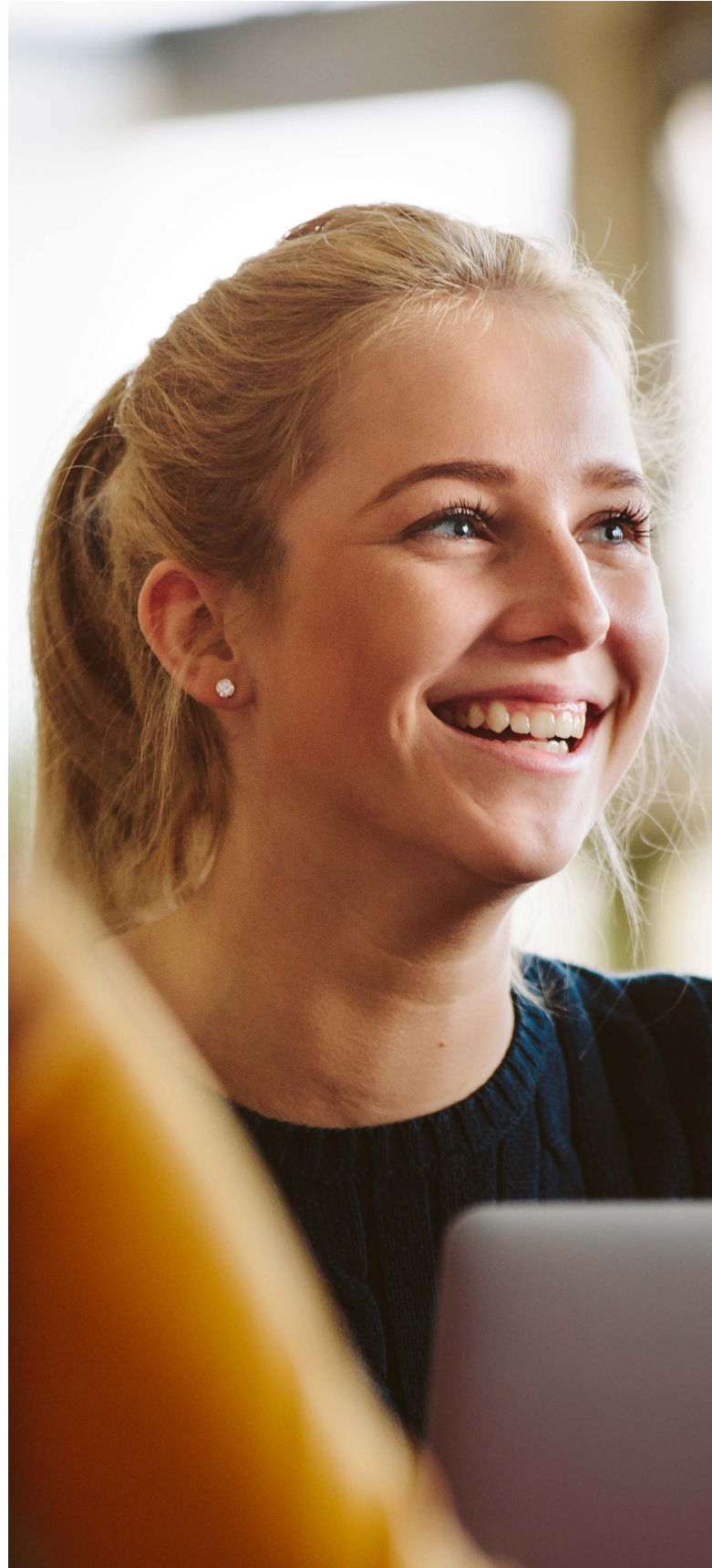
- Ensure that major risks to which YFF is exposed are identified, regularly reviewed and systems established to mitigate or minimise the risks.
- Ensure that monies and property are applied for the purposes set out in the governing documents and for no other purpose.
- Act reasonably, prudently and collectively in all matters relating to YFF and to always act in the best interest of YFF and its strategic objectives.

CRITICAL FRIENDS

- 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 YFF at meetings and events as appropriate.



PERSON SPECIFICATION

As we recruit to three Board Member positions we seek candidates who bring a strong background in some of the following areas:

SKILLS AND EXPERIENCE

- Knowledge and experience of corporate governance.
- A knowledge of, or background in, youth sector funders and providers.
- A track record of engaging employers in social initiatives or implementing them within employers.
- Experience of effective grant-making.
- Research and evidence of youth and employment programmes and race disparity.
- Knowledge and experience of employment support.
- Addressing gaps in outcomes of different ethnic groups.
- Strategy development and direction.
- Investment Strategy.
- Stakeholder management and effective presentation of organisations to the media and external environment.
- Change management in a complex environment.
- Knowledge and experience of finance including an understanding of budgeting and financial modelling.
- Resource Management.
- Risk Management.
- Campaigning, influencing and stakeholder management.
- Use of digital tools to maximise efficiency, increase engagement, spread knowledge & insight and communicate widely with stakeholders and beneficiaries.
- HR and employment knowledge.
- Legal knowledge – Tax; Data protection regulation; Employment law; Charity law; Company law.
- Government/public bodies.
- Out of London/regional experience and exposure to low-employment/high poverty areas of the country.
- Programme management.
- Lived experience of on-the-ground delivery of youth support.
- Ability to operate at both strategic and detailed levels, deal with complexity and make strategic financial and business decisions.
- A commitment to the mission and purpose of YFF.

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 YFF.
- 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.

We are also exploring ways of ensuring a meaningful insight at governance level from a lived experience and a youth perspective. This could potentially include the establishment of some form of youth voice advisory panel.

HOW TO APPLY

To apply for this position, please upload a CV and a supporting statement onto our website. Your supporting statement should be no more than 2 sides of A4, and should address your suitability for the position and interest in Youth Futures Foundation.

We ask that you complete the equal opportunities information online when you submit your application via our website. The information collected will be treated as confidential, used for statistical purposes only, and will not be treated as part of your application.

Finally please ensure that you have included mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with the indicative timetable.

Applications should be made via the Prospectus website at:

<http://www.prospect-us.co.uk/executive/job/HQ00175044>

Youth Futures Foundation welcomes applications regardless of sex, gender, race, age, sexuality, belief or disability and particularly would like to encourage applications from ethnic minorities.

TIMETABLE

Closing date:

Sunday 30th June 2019

Initial interviews with Prospectus:

8th July 2019 - 19th July 2019

Panel interviews with Youth Futures Foundation:

w/c 29 July 2019

These dates may be subject to change and applicants will be advised in advance should this happen.

QUERIES

If you have any queries on any aspect of the appointment process, need additional information or would like to have an informal discussion, please email borge.andreassen@prospect-us.co.uk or jessica.stockford@prospect-us.co.uk or call 020 7691 1920.

YOUTH FUTURES FOUNDATION

**Created by the Prospectus
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