
Chief Executive

Recruitment pack

Help us to write our next chapter...



The Centre
for Education
& Youth





Thank you for considering applying for the role of CEO of the Centre for Education and Youth. The work that CfEY undertakes is urgent and important. We expect to appoint someone who appreciates that young people, particularly the most vulnerable, need advocates at every level of public work to make sure they get a fair crack at the whip.

We anticipate appointing someone who can develop CfEY's hardnosed insights into the limiting factors that compound disadvantage; someone who can identify the subtle but important levers that can be used to relieve some of these and someone who takes the voice and views of young people and the practitioners who work with them seriously.

The CfEY team are original thinkers and imaginative researchers. They care about their work. And they care about one another. We hope this sounds like the kind of set up you'd like to be part of.

Mary Myatt, Chair of the Board

What has struck me in the kind messages I've received since I announced that I was handing on the baton as CEO is how much people value CfEY.

Whether they are overstretched and hard-working practitioners, or policy makers grappling to make difficult decisions under competing pressures, they have been united in saying "I'm so glad CfEY exists".

Taking on the role of CEO at CfEY will be a deeply rewarding challenge and one which brings the privilege and responsibility of shaping change at scale. One of the wonderful things about it is that you will have the joy of working with a brilliant team, who impress me and make me laugh in equal measure every day.

I'm so glad you are considering the role and I hope this recruitment pack gives you a sense of what a wonderful organisation it is to lead. I've enjoyed (almost) every minute of it and I'm sure you will too.

Loic Menzies, Outgoing CEO



Who are we?

The Centre for Education and Youth (CfEY) is a **think and action-tank** that provides timely and accessible research, support and tools for policymakers and organisations as well as practitioners supporting young people.

With our team of former teachers, youth workers, academics and civil servants, CfEY sits at the intersection of research, policy and practice.

What do we do?

Our mission is to ensure all young people make a fulfilling transition to adulthood.

Our clients need clear information and evidence to ensure their organisations can have the greatest impact possible. Our work enables them to make informed decisions about policy and provision so that every young person can make a fulfilling transition to adulthood.

We spend time talking directly to young people and practitioners, which means our insights make a more meaningful difference to policy and practice in the sector, ultimately improving young people's lives.

Who do we work with?

We work with a wide range of clients across corporate, government and third sectors. We work hard to disseminate our insights as widely as possible to deliver impact at scale.



Our story so far...

CfEY began life back in 2009 as LKM Consulting, with Loic providing advisory services to schools and the youth sector.

As education policy entered a period of upheaval, and interest in data and research grew, we rapidly evolved into LKMco. We increasingly turned our attention to thought-leadership and data analysis, with the help of Laura McInerney and her crusading efforts to hold the DfE to account through her popular blogs and high profile book on Free Schools.

It soon became clear that fusing research, policy and expertise from across the education and youth sector, in a rigorous but accessible style, provided a valuable USP. Thus we found our niche as a 'think and action tank', a moniker we went on to trademark in 2018.

As our client base grew, so did the team, with Anna Trethewey coming on board and going on to become our Deputy Director. She is now Head of Strategy at Ofsted.

Our major study of London Schools proved a turning point, consolidating our research expertise and drawing front page media coverage, whilst allowing us to bring Dr Sam Baars (now Director of Research and Operations) and Eleanor Bernardes (now at Aspire AP) onboard.

Since then we have reinvested our income in growth and built our headcount to twelve.

In 2016 we also became a Community Interest Company (cic), locking in our social mission and purpose.

A period of sustained investment through our 2017-20 strategy involved a number of key milestones that have built our sustainability, and secured strong foundations for the future, including:

- introducing our strand-based organisational structure in 2018
- establishing a board and changing our name to CfEY in 2019
- reviewing our pricing and establishing a reserves policy in 2020
- publishing our book and recruiting our next CEO in 2021.



Our model...

As a social enterprise, we generate both our income and our impact through commissioned work.

Most of the time, potential clients approach us and ask us to submit proposals or tenders based on our track record and public profile. By writing and speaking about areas of interest we also send out strong signals about the issues we believe matter and that we want to work on. Sometimes we spot advertised tenders and go for these.

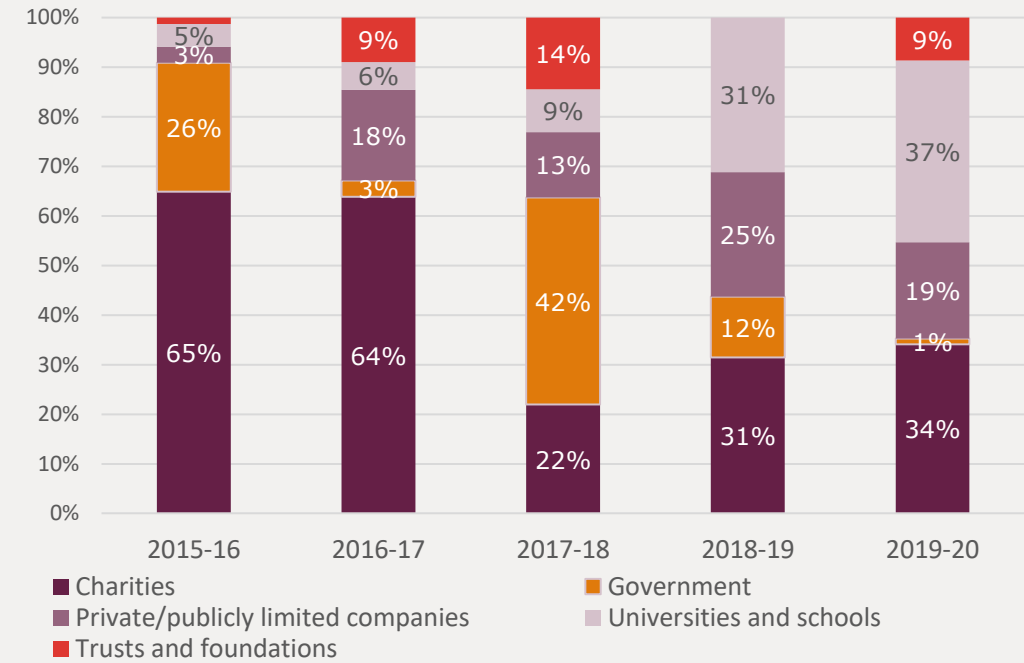
Occasionally we decide that a topic is so important, or that a quick, responsive piece of work is so needed, that we self-fund a small report, as we did in relation to summer schools after the 2020 lockdowns and as we have done in the past on youth mental health. In other cases, we have pitched ideas directly to funders but this is unusual (for now).

The majority of our projects involve evaluation and improvement planning, including helping organisations to develop and refine their theories of change. However, our public-facing research projects (for which we are best known) tend to be more substantial projects and therefore often make up a large chunk of our income. They are also key to our policy-level impact.

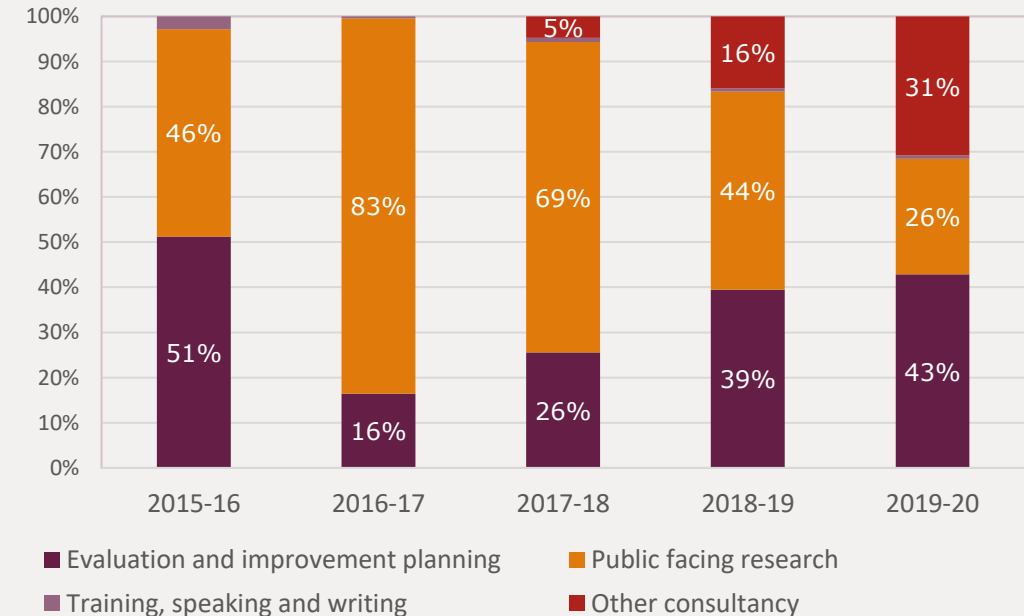
Supporting charities is always a core part of our work. In some years a considerable proportion of our income also comes from universities and government.

Securing new business to fund our continued operations is a constant part of our work, which all the team are involved in. We rely on the margins we generate from commissioned work to conduct our ongoing core activity including blogging, advocacy and outreach.

Client sector (percentage of income for year)



Project type (percentage of income for year)



What makes us who we are?

One of the best things about CfEY is its unique culture which we set out in our “Ways of Working”

1. **We are a social enterprise.** This means we have two objectives that are mutually reinforcing: income generation and social impact. The more social impact we have, the easier it will be to generate income. The more income we generate, the more social impact we can have. We are always working towards the two objectives in tandem and **looking to spot opportunities**.
2. We are guided in everything we do by **our vision and approach**.
3. We are a **cheeky, maverick and personable organisation**. We deal with clients in a **friendly and informal** manner. **Professionalism is not about pretension**.
4. We **steer clear of time-consuming and gimmicky** ways of doing things. There is almost always a **simple way of doing things**. Our job is to find it.
5. We **do not depend on a set catalogue of solutions**. Different approaches and strategies are appropriate in different situations and settings. It is our job to have the **emotional and intellectual competence** to identify what will work where.
6. We **campaign and advocate** based on what we see and know. We are **media savvy** and the whole team works to identify potential marketing and PR opportunities (e.g. press and social media) which arise from our work.
7. As a small organisation it is important that we **learn from each other and share** ideas. Feedback, positive or negative, should always be welcomed.
8. We are **committed to social justice** and our work exists to ensure society provides the support all children and young people need in order to make a fulfilling transition to adulthood. We look **underneath the surface**, speaking to young people and practitioners in order to grapple with complexity and understand what’s really going on. We are acutely aware of the interaction between **power imbalances and inequality**.
9. Our work is often political in nature and we are all entitled and encouraged to express our views on policy in line with the following guidelines:
 - a. We are **‘constructively critical’**. We avoid unhelpful cynicism, and focus on **how things could be better**.
 - b. We **do not treat politics as a team sport**. Party political statements (as well as ad-hominem criticisms) are avoided
 - c. We are **analytical and intellectually rigorous** but we avoid the highfalutin.
 - d. We **do not always agree** and do not have to share all our opinions but we should all be aligned around our vision and approach.
 - e. **Changing your mind is a good thing**. It shows you’re learning and thinking.



Vision and approach

Vision We believe that...	Activity We therefore...	Outcome So that education and youth professionals & general public...	Long term goal As a result people are...
Society should ensure that all children and young people receive the support they need in order to make a fulfilling transition to adulthood	<ul style="list-style-type: none"> • argue the case, present evidence and share examples of success • highlight the consequences of not acting 	<ul style="list-style-type: none"> • believe that it is possible for society to better support children and young people • believe that we urgently need to create a society which ensures all children and young people make a fulfilling transition to adulthood 	Inspired
	<ul style="list-style-type: none"> • research and communicate high quality and up-to-date insights into the sector • show people what a society that supported young people effectively might look like 	<ul style="list-style-type: none"> • understand how society affects young people • develop critical and informed opinions about what society would need to do in order to help young people make a fulfilling transition to adulthood 	Informed
	<ul style="list-style-type: none"> • broker partnerships and relationships • support and act as a critical friend to organisations that want to maximise their impact 	<ul style="list-style-type: none"> • collaborate and make the most of different organisations' and professionals' strengths • are equipped to help ensure all children and young people make a fulfilling transition to adulthood (for example they have skills, tools, plans and evidence they need) 	Enabled

Our Team

Board


Operations manager:
Gemma Stevenson




Head of Research:
Ellie Mulcahy



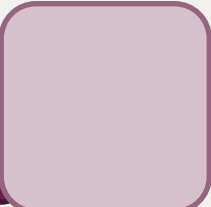
Director of Research and Ops:
Sam Baars




Head of Engagement:
Will Millard




Chief Exec:
Vacancy




Head of Policy:
Bart Shaw




Associate
Abi Angus




Associate:
Phil Yeeles




Associate
Vanessa Joshua




Associate:
Alix Robertson



Associate
Baz Ramaiah



Associate
Billy Huband Thompson



Our Non-Exec Directors



Mary Myatt is Chair of the board at CfEY. She is an education adviser, writer and speaker who trained as an RE teacher and is a former local authority adviser and inspector. She engages with pupils, teachers and leaders about learning, leadership and the curriculum.

Mary has written extensively about leadership, school improvement and the curriculum: 'High Challenge, Low Threat', 'Hopeful Schools' and 'The Curriculum: Gallimaufry to Coherence' and 'Back on Track'. She has also established 'The Soak', an online platform with films for teacher, including teaching assistants and leaders including governors. Mary has been a governor in three schools, and a trustee for a Multi Academy Trust. She cofounded the RE Quality Mark and is a member of the curriculum advisory group for Oak National Academy. She maintains that there are no quick fixes and that great outcomes for pupils are not achieved through tick boxes.



Samantha Kakati is an dispute resolution lawyer at law firm Mishcon de Reya, specialising in finance and banking disputes. Samantha also works with legal technology providers to optimise working practices and client experiences and is involved in developing education initiatives within Mishcon de Reya.

Samantha has experience mentoring young people and working with vulnerable women and in promoting discussions on equality. She has been involved with a number of organisations focusing on social justice and social mobility and is passionate about helping to build a kinder and more compassionate society. Having benefited from scholarships herself, Samantha believes that access to education and opportunities is key to preparing young people for a fulfilling future.



Anil Valsan is a Knowledge Leader and Lead Analyst at EY. Anil has over twenty year experience covering global industry research, analysis and consulting. He has been with EY for eight years and has held various positions within EY's Knowledge organisation. He has led numerous initiatives to transform the EY Knowledge organisations' products and services. He has also authored multiple thought-leading studies on the trends in the automotive industry and on the evolution of the future of mobility. Anil holds an MSc (Finance) from the London School of Economics and Political Sciences, a CFA (icfai) and an MBA from ICFAI business school.



Hardip Begol was appointed CEO of Woodard Academies Trust in 2020 having spent two decades at the DfE, where his roles as a senior civil servant included responsibility for: special educational needs and disability; reform of curriculum, qualifications and accountability; and independent education, safeguarding in schools and countering extremism.

Earlier in his career, Hardip worked as a trainee chartered accountant, public sector consultant and at the Prime Minister's Strategy Unit. He was also the Director for Integration and Communities at the Ministry of Housing, Communities and Local Government from 2017-2019. He is a former trustee and current member of the Eden Academy and was awarded a CBE for services to education.



Sara Selvarajah is a chartered accountant and tax advisor. She now works as a Specialist Mentor for the Prince's Trust and supports charities focused on access to education for women.

Sara has advised on the tax implications of managing international businesses for many years. In 2011 Sara studied for an MA in Tax at Kings College London and has written topical thought leadership, technical and research articles on the evolving debate. Sara has an MA in Chemistry and has acted as trustee of a major employee pension fund and a number of small charities.

The big questions for our future...

Our new Chief Exec will be in the exciting position of working with our fabulous board and team to lead the development of our next strategic plan.

There will be lots of big questions to be explored as part of this regarding where we go next and how best to maximise impact.

For example:

1. What is most impactful about our work at the moment and how can we have ever-more impact?
2. What is the right boundary for the scope of our work?
3. How much (if at all) should we seek to grow in the future?
4. Are we seeking/securing the right mix of funding?



What are we looking for from our next Chief Exec...

Values and approach:

You are determined to build on CfEY's success, embracing and evolving our approach and 'Ways of Working,' whilst steering a path towards ever greater impact on children and young people's life chances.

You bring with you a positive and supportive attitude and are skilled in navigating fraught and polarised political terrain. You have a strong track record of securing funding/contracts and are not afraid of challenges, bouncing back from setbacks with creative and well thought-through solutions.

Strategic and organisational leadership

You are an effective strategic leader who can develop and implement a long-term vision that delivers commercial and social impact. You enjoy leading change and weighing up options and risks, making tough decisions and spotting opportunities even when resources are scarce.

You shape and manage operations and budgets skilfully, ensuring efficient, punctual and high-quality delivery. You are financially fluent and monitor organisational performance carefully, working with the board to plot a route to long-term sustainability and impact. You lead with humility and kindness as well as high expectations.

Analysis and thought- leadership

You are a rigorous thinker and persuasive communicator who can make a compelling case for change and act as a figurehead for the organisation, building strong relationships across the sector, media and government. You weigh up different arguments and evidence critically, developing innovative but robust solutions. Your ideas are rooted in a thorough grounding in policy and sector debates, as well as key theories regarding social policy and inequality.



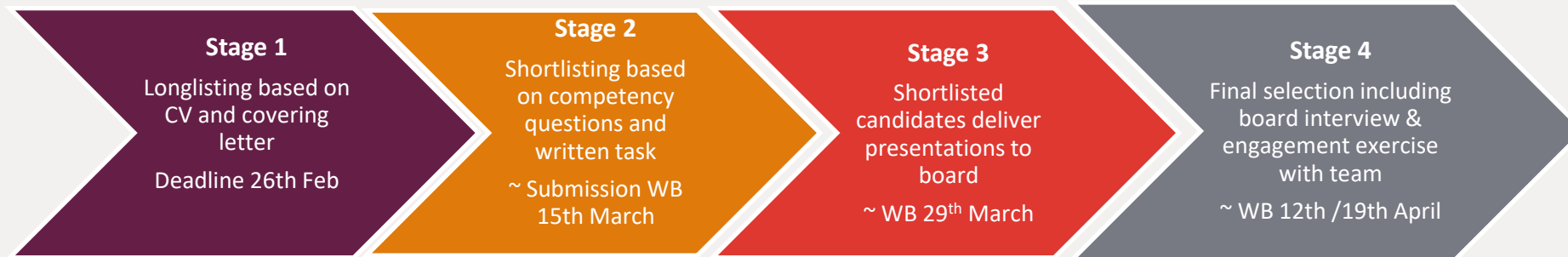
Applying

Terms of employment

- Salary: ~£65k depending on experience
- 33 days holiday per year (including bank holidays)
- Flexible hours and location (primarily home-working with frequent London travel for events and Monday meetings at our office in Dalston).
- 4% employer pension contributions (following probationary period).

The process

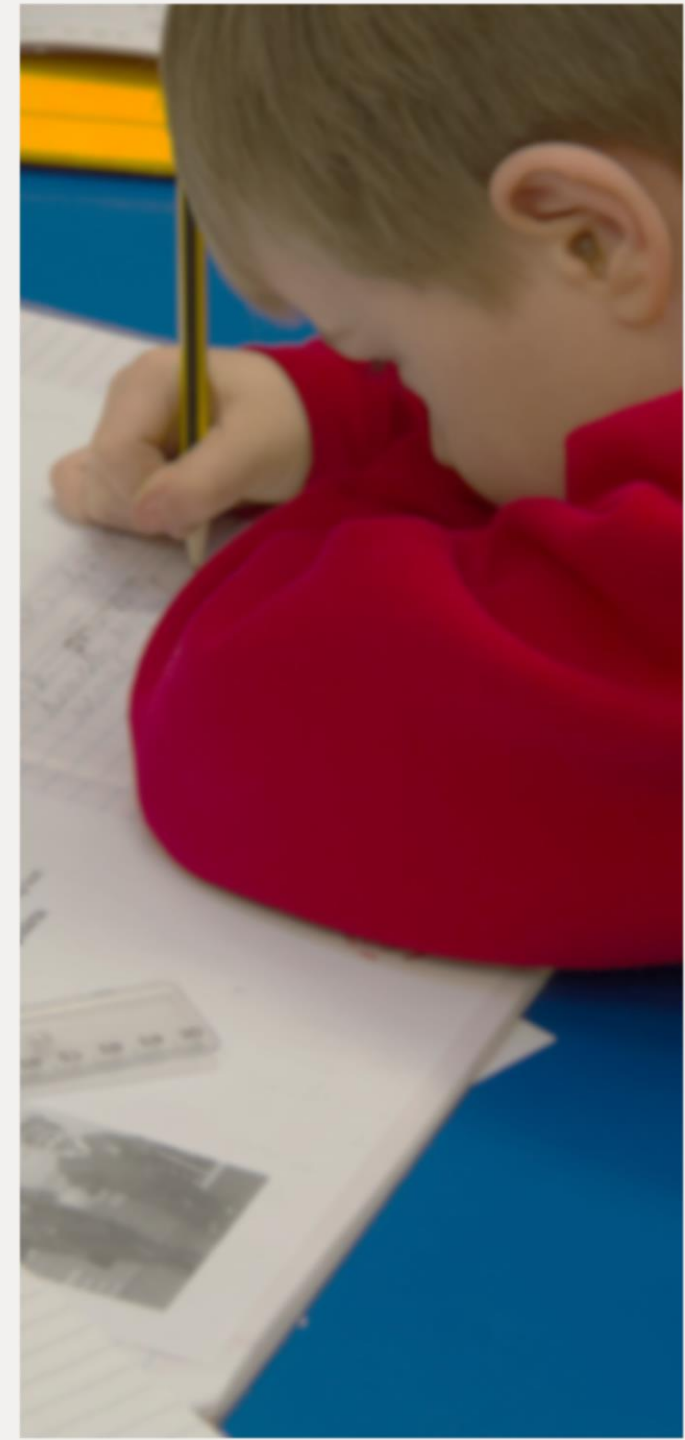
- The recruitment process will take place in a number of stages and outline dates/activities are set out below but are subject to change.



How to apply

Please send a ~2 page covering letter setting out why the role appeals and why you are well suited to gemma@cfey.org by the 26th of February.

If you have any questions or would like to speak to a member of the team or board please let Gemma know.



cfey.org

@TheCfEY



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