

Candidate Information Pack

Deputy Director



Message from the Chief Executive

Dear Applicant

Thank you for your interest in working for Learning and Work Institute.

We are at the cutting edge of debates on meeting the skills needs of the future, helping people adapt to the changing world of work, and ensuring as many people as possible benefit from learning.

This year marks our centenary: we have a proud history and bright future. Our work covers the full span of learning, skills and employment policy and delivery. It ranges across analysis, research, policy, development, evaluation and innovation. Our focus is on having an impact and punching above our weight.

The role of Deputy Director is a vital leadership role. You'll be part of the Senior Management Team helping to shape our future direction. You'll lead an engaged and enthusiastic team and need to be hands on in winning and delivering projects too.

We're looking for someone able to develop strategies to secure funding for our research, able to ensure our programme of work is successfully delivered, and credible on the national stage and with partners.

The focus of all we do is on making a difference – it's one of the many reasons why working here is so rewarding.

Learning and Work Institute is a Silver Investors in People Award holder, so our people matter. You will be a confident leader and people manager, who can empower and inspire teams to deliver and innovate.

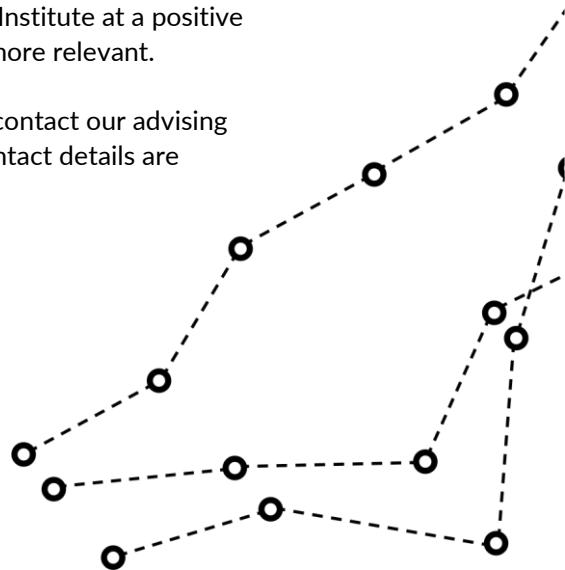
You will also be credible at senior and national level, engaging and influencing an extensive range of stakeholders including politicians and policymakers to make sure we maximise our impact and make a difference.

As a key member of the Senior Management Team, you will be joining the Institute at a positive time when the issues of learning, skills and employment have never been more relevant.

For an informal and confidential discussion about this opportunity, please contact our advising consultants at GatenbySanderson, Hilda Gjika or Stephanie Crossland. Contact details are available in this pack.

Best wishes,

Stephen Evans
Chief Executive



About L&W

We are an independent policy, research and development organisation dedicated to lifelong learning, full employment and inclusion. We research what works, influence policy, develop new ways of thinking, and help implement new approaches.

Working with partners, we inspire people to learn and help transform people's experiences of learning and employment. What we do benefits individuals, families, communities and the wider economy.

We want everyone to have an opportunity to realise their ambitions and potential in learning, work and throughout life. We believe a better skilled workforce, in better paid jobs, is good for business, good for the economy, and good for society. We want learning and work to count.

The UK has many strengths, but also shortfalls on too many measures of learning and work compared to other countries. We want to change this: making the case for investment; celebrating the best in learning; helping to improve policy; and testing new approaches to delivering services. Our vision is for a prosperous and fair society in which learning and work provide opportunities for everyone to realise their potential and ambitions throughout life.

Our priority areas are:

- Lifelong learning
- Essential and life skills
- Employment and social security
- Good work and progression
- Apprenticeships and technical education
- Social justice and inclusion

Context and Challenges

We live in a country of great strengths: one of the richest in the world; with world-leading industries including science, creative industries, and green technology; and some of the world's best universities and educational establishments. The decades ahead are filled with opportunity. Green growth can create new jobs as we move to a net zero greenhouse gas emission economy by 2050; advances in technology will lead to new industries and new ways to live and work; and the UK can define its approach to growing exports and productivity. Access to learning and work are central to these opportunities: skills and employment support can both help new industries to grow and help people find fulfilling jobs and careers.

However, we face significant challenges too. Economic growth has been weak since the financial crisis, holding back living standards and limiting the resources available for public services. Talent may be evenly distributed across the country but opportunity isn't; social mobility is lower than in other countries and inequality higher.

Falling participation in learning and unequal access to education and work have contributed to these challenges. Millions fewer adults are taking part in learning than a decade ago, meaning we risk falling further behind other countries in the years ahead. Nine million adults have low literacy or numeracy in England, and the UK lags other countries in intermediate skills. These shortfalls limit life chances, social inclusion and economic growth.



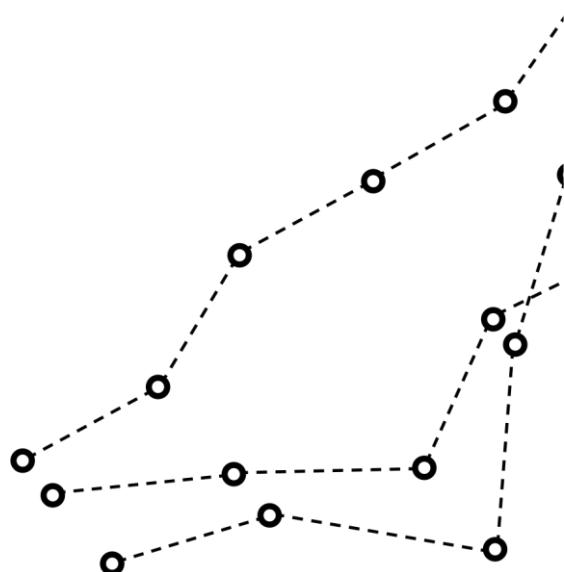
The pandemic has also had a profound effect. Government action helped to limit the economic impact, but the number of people out of work still rose substantially. Some groups and areas have been affected more than others, with young people hit by a double whammy of disrupted education and a weaker labour market. At the same time, lockdowns have highlighted people's interest in learning, with an explosion in online learning.

As we enter the decades ahead, the tectonic plates of our economy and society are shifting, at times accelerated by the impacts of the pandemic:

- **Changing economy.** Technology is advancing and the world is ever more connected. This means a rising bar for skills both to find work and to get on at work, but also new ways for people to learn. The new trading relationship with the EU will also lead to changes in the economy, as will the move to net zero greenhouse gas emissions by 2050;
- **Changing demography.** Our population is aging, increasing demand for healthcare and the number of people with caring responsibilities: learning can contribute to health and wellbeing. Longer working lives combined with a changing economy, increases the need for people to update their skills and retrain more often; and
- **Changing society.** We have more ways than ever to connect with people locally and globally: this can expose us to a wider range of views or trap us in an 'echo chamber' with only those who share the same views. There is also an increased awareness of the number of people suffering from loneliness. Learning can help people make new friends and connections, and be more active citizens.

We want the next decade to be one of recovery and renewal. That means more people engaged in learning, improving our skills base, and increasing employment. That is essential for increasing prosperity, building connections between people and communities, and widening opportunity so that no one's life chances are limited by their background.

Learning and work need to be golden threads running through our approach to improving health and wellbeing, increasing employment and careers, and building connected and active communities.



How we make a difference

Our Mission:

- We are an independent policy, research and development organisation dedicated to promoting lifelong learning, full employment and inclusion
- We research what works, influence policy, develop new ways of thinking, and help implement new approaches
- Working with partners, we inspire people to learn and help transform people's experiences of learning and employment
- What we do benefits individuals, families, communities and the wider economy.

Our ambition is for:

- **Active citizens and healthy communities:** helping to build more vibrant, tolerant, safe and healthy communities through participation in learning and work
- **Equality & inclusion for social justice and life chances:** a society where everyone has the opportunity to learn, build skills and work regardless of their background
- **Full employment and high-quality work:** ensuring everyone who can work has the opportunity to do so and to progress at work, with good support for everyone
- **Higher productivity for a stronger economy:** driving economic growth, productivity and successful businesses through improvements in learning and employment support

Our work is organised into the following priority themes:

For each theme, our work is a mix of development work to test new Ideas, evaluation of programmes, research to highlight challenges, dissemination of best practice, and policy development.

- **Lifelong learning.** Learning through life improves work, health, wellbeing and active citizenship. Yet participation in learning is unequal and has fallen. Our work focuses on making the case for participation in learning for adults and developing policy and practice to achieve this.
- **Employment and social security.** Work can provide both income and meaning, but unemployment has increased during the pandemic with young people and older people among those hardest hit. Our work focuses on understanding the labour market and building the evidence base and advocating for effective policy and delivery.
- **Essential & life skills.** Capabilities like literacy, language, numeracy, digital, health literacy, citizenship and financial skills, are fundamental to life and work. Yet one in five adults have low functional skills and fewer people are taking part in learning to improve these skills. Our work focuses on building support for all adults to gain these capabilities and developing new ways to engage people and deliver learning.
- **Good work and progression.** Work should be good quality and provide progression and development opportunities. Increases in the minimum wage have reduced the prevalence of low pay. Yet five million people are still low paid and levels of progression from low pay limited. Our work focuses on developing and spreading best practice for people in low pay to progress, including careers advice and skills improvements, and exploring the role and impact of the minimum wage.
- **Apprenticeships and technical education.** Everyone who can benefit should be able to access a high-quality apprenticeship and world-class technical education. Yet participation in both is lower than in other countries and quality too often variable. Our work focuses on increasing and widening access to high quality apprenticeships, and how to expand technical education, including higher technical education.

- **Social justice and inclusion.** Everyone should have the chance to go as far as their efforts will take them - life chances should not be constrained by background. Yet social mobility is lower than in other countries. Our work focuses on advocating for better support for groups that too often miss out, particularly young people, and trying new ways of delivering this with partners.

We deliver our strategic priorities through:

We maximise our impact and reach through the quality of our work and by working in partnership. This is underpinned by:

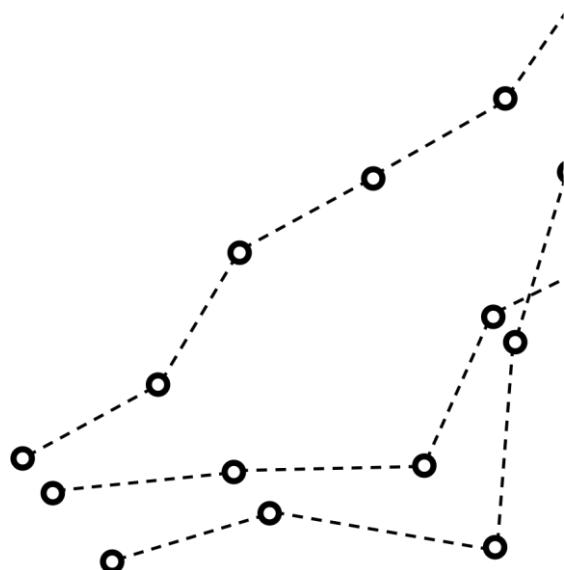
- **A fundamental commitment to equality and diversity:** we seek to understand, challenge and address inequalities in access to and achievement in learning and work.
- **Strong leadership:** Our Trustees and senior staff have a wide spread of skills and experience as well as allowing for the diversity of voices that our work encompasses.
- **A professional and skilled team:** We have a strong team with experience, credibility and relationships across all of our priorities.
- **Partnership:** We build strong relationships with a wide range of supporters and partners, including working with international networks, to inform our work.
- **Secure and diverse funding:** We are clear about the work we want to carry out, the costs involved and the funders and partners we aim to work with.
- **Clear measurement of impact:** We build clear measurements of the impact we want to achieve into our work, aiming to maximise its collective impact.

Our values are:

- **Ambition:** the leading and powerful voice for lifelong learning and economic inclusion
- **Expertise:** using evidence-based thinking to deliver real-world change in learning, skills and employment
- **Independence:** an unshakeable commitment to being open-minded, honest and fair
- **Collaboration:** putting partnership and networking at the heart of what we do

The things we do include:

- Research and evaluation
- Policy advice and guidance
- Statistics and analysis
- Developing and testing new approaches and innovation
- Campaigns and advocacy
- Events



Staff Charter

"We are committed to the work we do and the ideals, values and charitable purpose of the organisation"

Our Staff Charter supports the behaviours we expect each other to demonstrate to achieve the organisation's values of *Ambition, Expertise, Independence and Collaboration*

<p>Teamwork</p> <ul style="list-style-type: none"> • We pitch in to help each other and recognise each other's workloads • We commit to the success of the organisation • We share expertise and learn from each other • We communicate clearly and appropriately with each other • We have a sense of humour and recognise the power of smiling! • We are flexible and responsive to change (both internally and externally) 	<p>Empowerment</p> <ul style="list-style-type: none"> • We take ownership and responsibility for our work • We are trusted by the organisation to do our roles and, in return, the organisation should "have our back" • We take initiative, where appropriate, and we encourage a culture where we feel confident in doing so • We give each other credit and praise and challenge in an appropriate and constructive manner • We are involved in change decisions and making change happen • We positively learn from our mistakes and we aim to create an environment where staff feel they can ask for help • We take ownership of our personal and professional development
<p>Passion</p> <ul style="list-style-type: none"> • We encourage a culture of innovation and creativity: proactively identifying new ideas, income streams and ways of working • We commit to continuous improvement: simplifying processes and decision making, wherever possible • We have ambition for all our colleagues to develop and flourish at work • We display a positive attitude at work • We celebrate success – we share good news and good examples of work • We give each other praise and recognition 	<p>Integrity</p> <ul style="list-style-type: none"> • We commit to acting in a fair way: being open minded, honest and transparent • We actively listen to our colleagues and respect the views of stakeholders • We treat colleagues with respect (regardless of role, grade or hierarchy) • We resolve issues with each other sensitively, consistently and constructively • We demonstrate our understanding of the impact of our decisions and help to build a sustainable and financially viable organisation

Job Description – Deputy Director

Line Manager:	Director of Policy and Research
Salary:	£55,000 - £65,000 pa, depending on experience and location
Location:	Leicester / London / Flexible
Contract:	Full-time role / Flexibility or part-time considered

MAIN PURPOSE

This is a key role helping to develop Learning and Work Institute's programme of research and lead our communications and influencing work. Each year we secure and deliver around £4m worth of projects looking at the big challenges in learning, skills and employment.

With the Director of Policy and Research, you will help to lead our Research and Development team. This will include taking responsibility for developing a clear programme of work, securing funding, and delivering innovative and impactful projects. Alongside this, you will be responsible for leading our Policy and Communications team, who aim to ensure our wider work delivers maximum impact on policy and practice.

You will be a credible and influential voice on learning, skills and employment – with local and national government, media, funders and wider stakeholders. As a member of the Senior Management Team, you will also play a key role in shaping the future direction of a successful and impactful organisation.

The ideal candidate will bring extensive expertise and experience in policy, research and external communications; building and leading high-performing teams; and business development and fundraising.

DUTIES AND RESPONSIBILITIES

Research and Development

- Work with colleagues to lead the development and delivery high profile programmes of work across our strategic plan, ensuring high quality, and maximising impact on policy and practice.
- Provide leadership and work collaboratively with colleagues to identify funding for our research, including through original proactive proposals and high-quality tenders.

Policy and Communications

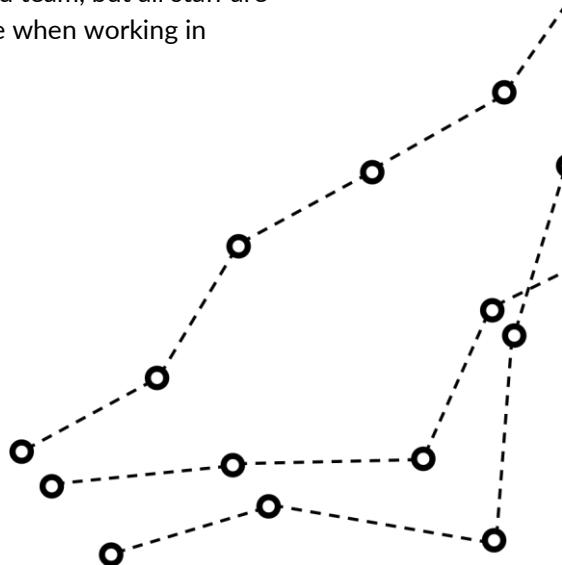
- Raise the profile of L&W, and build and maintain a personal profile, strengthening L&W's position as a recognised and respected thought-leader in learning, skills and employment.
- Lead our policy and communications team, ensuring that our work achieves maximum impact.
- Oversee our digital communications strategy, press and media engagement, events, and public affairs work.
- Work with colleagues to ensure they are up to date with key developments in policy, research and practice on learning, skills and employment, and to support them develop their communications and influencing skills.

Organisational leadership

- Be an active member of the Senior Management Team, leading on identified cross-organisation initiatives, and supporting the development and impact of the organisation internally and externally
- Develop and maintain effective relationships with key stakeholders, partners, media and current and potential funders
- Lead and manage staffing and non-staffing resources, including the setting and monitoring of appropriate impact measures.
- Such other duties as required by the Director and/or Chief Executive
- Demonstrate a commitment to equality of opportunity and a positive, open and collaborative approach in line with L&W's core values and Staff Charter.

PERSON SPECIFICATION

- Degree or equivalent qualification, or evidence of equivalent experience.
- Strong understanding of current policy context around employment, skills and lifelong learning
- Knowledge of the policy-making process and experience in influencing it
- Understanding of, and proven track record in, securing press and media coverage
- Strong quantitative and/or qualitative research skills
- Strong project and programme management skills
- Excellent written and spoken communication skills, with proven ability to communicate complex ideas clearly and compellingly.
- Excellent networking skills with knowledge of and connections with key policymakers, stakeholders and funders across employment and skills.
- Excellent leadership and people-management skills with experience in supporting professional and personal development.
- L&W works across the UK. Our work in Wales is led by a Cardiff based team, but all staff are required to follow the guidance set out in our Welsh language scheme when working in Wales.



Terms of Appointment

Contract

Flexible working

Remuneration

The role will pay between £55,000 - £65,000 depending on experience and location.

Location

This post is based at either the Leicester or the London office. The role requires some travel between Leicester and London or nationally, once it is safe to do so.

Pension

This post is pensionable.

L&W offers the Local Government Pension Scheme. Further Information can be found at

<https://www.lgpsmember.org/>

Annual Leave Entitlement

The annual leave allowance is 25 days a year, in addition to 8 Bank Holidays and 6 grace days.

L&W offer a variety of employee benefits to staff. The details depend on the exact legacy T&Cs on which an individual is employed. However, in summary, L&W's benefits package includes the following:

- Contractual Annual leave entitlement & public holidays or Grace days (significantly above statutory minimum)
- Pension
- Season Ticket Loan
- Salary Advances (for exceptional circumstances)
- Occupational Sick Pay entitlement (well above statutory minimum)
- Flexible working practices / working from home
- Reasonable adjustments for those with disabilities
- EDS – Employee Development Scheme
- Employee Assistance Programme (EAP) through Health Assured – Counselling; financial advice etc.
- Eye Test Support
- Study Support for relevant Professional/Academic Qualifications
- Occupational Maternity Leave & Pay (above statutory minimum)
- Shared Parental Leave & Pay (above statutory minimum)
- Time off for Ante-Natal appointments
- Compassionate leave
- Paid carer's leave
- Time off for Trade Union duties
- Time off for Public duties
- Cycle to Work Scheme
- Redundancy Pay
- Paternity Pay

INVESTORS IN PEOPLE®
We invest in people Silver



The Appointment Process

How to apply

- Applicants should submit a **CV and a separate personal statement** demonstrating how they meet the essential criteria for the role. Your personal statement should be no more than two pages long. A CV setting out your career history, with responsibilities and achievements
- Your current remuneration package and salary expectations
- Details of **two referees** (referees will not be contacted before final interviews without your express permission). The successful candidate will be subject to final references before an appointment can be formally offered
- Your application must be submitted via the GatenbySanderson website at www.gatenbysanderson.com. The reference for this role is **GSe71370**

Our recruitment partners in this programme are GatenbySanderson who will acknowledge your application and advise you of the outcome of your application.

Following your application, a meeting will be held to determine a final shortlist of candidates who will progress to the final assessment process.

Final assessment will entail a staff engagement panel to test and provide insight into your engagement and communication skills plus a final panel interview. The staff engagement panel and final panel interviews will be held on the same day via Zoom. You will be advised of the format, dates and timing for both the staff engagement panel and the final panel interview in advance.

Candidates may have the opportunity to meet/speak to the Chief Executive or Director of Policy & Research prior to the final selection panel interview to learn more about the role and the organisation; further detail of this will be confirmed with the applicant.

Where possible, GatenbySanderson will provide feedback. However, depending on the volume of applications it may not always be possible to provide feedback to all candidates.

The closing date for applications is **15 March 2021**

Indicative timetable

Closing date for applications	15 March 2021
Final Panel interview	w/c 22 March 2021

Queries

If you have any queries about the role or the selection process, please contact our advising consultants at GatenbySanderson Hilda Gjika or Stephanie Crossland on 07760 190 290/
stephanie.crossland@gatenbysanderson.com

