

DIRECTOR OF NETWORK

Application Pack
November 2017



Thank you for looking more closely at this opportunity to be part of the Foyer movement. The Foyer Federation has spent the last two decades finding innovative ways to create the conditions in which all young people can thrive, particularly those who can't live at home and do not get a positive induction to adulthood.

We have a strong Board of Trustees who have adopted an ambitious seven year strategic vision with what we call 'Advantaged Thinking' at its heart. We are ready to launch a 'reclaimed' Foyer offer that is more in tune with the funding pressures facing our members. We are also building an alliance of like-minded organisations that believe we can do better with and for young people by looking at them through the lens of their assets rather than their deficits. This includes finding different ways of speaking to and about young people, and allowing them to create a positive narrative for themselves, both individually and collectively.

If you have the energy and enthusiasm to take our network to its next stage and to shape a strategy that broadens the reach and impact of our work, then please do take a closer look at us.

In this pack, you will find out more about who we are, what we do and, most importantly, the values that drive the Foyer Federation, our network and those organisations and individuals who are part of the wider Advantaged Thinking movement.



ABOUT US

The Foyer Federation develops new ways of working with young people who are struggling to make the transition to adulthood. Founded in 1992 by Shelter and Grand Metropolitan (now Diageo), the Foyer model was developed as a radical response to high levels of youth unemployment and youth homelessness. For over two decades, the Foyer Federation has been creating innovative, transformational programmes and campaigns that fill gaps in community services. We pilot, test and replicate these programmes within and beyond our network of members and use the learning to challenge policy and decision makers to make a more effective and longer-term investment in young people.

Our mission is to see all young people thrive and to make the transition to adult independence. The direct experience of young people and those working with them helps inform our understanding of the barriers facing young people and, helps us to develop new approaches to overcome them.

ADVANTAGED THINKING

At the core of our approach lies a philosophy we have called 'Advantaged Thinking'.

Advantaged Thinking is about using the advantages we possess as humans – our assets, strengths, talents, resources and abilities – to create the conditions for a society in which everyone can thrive. Advantaged Thinking provides an alternative to the usual narrative of 'deficits', 'needs', 'vulnerability' and 'support'. Advantaged Thinkers focus on assets and goals and creating the resources young people need to create a better future for themselves.

Too many young people are currently seen through the lens of their disadvantage. They are labeled by what they are 'not' (e.g. NEET) and seen as 'problems' to be solved or 'victims' in need of charity. This leads to the creation of safety net services that too often end up trapping young people, at best enabling them to 'survive' or 'cope' rather than providing a positive springboard that will lead to sustainable, long term change.

'Disadvantaged Thinking' seeks to limit risk and prevent harm rather than looking for breakthroughs and challenging young people to create their own solutions. We believe 'Disadvantaged Thinking' is wasteful because it creates dependency and inhibits staff from using their own talents to unlock the potential of the young people with whom they work.

Advantaged Thinking is an 'asset-based' approach that lies at the heart of everything we do and underpins the Foyer Federation's seven year vision for a positive investment in young people. Over the past few years, our network of Foyers has provided an excellent test bed for showcasing Advantaged Thinking in action.

More recently the Foyer Federation has acted as a catalyst in building an Advantaged Thinking movement of other like-minded organisations and individuals beyond our network that focuses on unleashing young people's strengths, skills and abilities. We provide high quality thought leadership to push the boundaries for a positive approach to the way young people transition into adulthood, especially for those who have faced the toughest challenges.

ABOUT US

OUR VALUES

We live by the following five values:

AUTHENTIC

Leadership starts with being authentic. It's about being comfortable in your own skin and not trying to be someone you're not.

BRAVE

This is about having the quiet, inner confidence to stand up for what really matters to you. When leadership is guided by values, the world and those around us will benefit. We encourage young people to 'be the change they wish to see in the world'.

LOVING

Love is at the heart of everything we do. It's about genuinely looking out for the world and people around us, knowing when to be tough and when to be kind.

MAVERICK

Mavericks are born to be original, quirky, maybe even a bit unpopular, to shake things up and make them better.

SAVVY

Savvy isn't a sophisticated science; it's a mind-set. It's about having one eye in the now and the other on the end game.

OUR GOALS

- That every young person can thrive - instead of just coping or surviving - with an opportunity to fulfill their potential
- To see young people's strengths, talent and value recognised by society
- That all young people, especially those who can't live at home, get the same investment in their future as other young people
- That the concept of Foyers are promoted and championed in the UK
- That Foyers receive the support, quality assurance and accreditation they need to be sustainable entities and offer the best 'deal' to young people

THE FOYER NETWORK

Foyers were created to provide an induction to adulthood for those young people who were unable, for all sorts of reasons, to live at home.

Over the past 25 years, the Foyer Federation has built an extensive network of 84 independent, locally-based accredited Foyers around the UK. Foyers integrate housing, education, training, employment support, health and well-being and personal development for young people aged 16-25. They provide a safe place for up to 10,000 young people a year to live, learn and begin to become the adults they wish to be.

Foyers tackle the causes of a young person's housing need, whether it is family breakdown, disengagement from learning, lack of access to training or employment. They provide holistic support that enables young people to thrive as they move into independent adulthood.

The Foyer approach is underpinned by the notion of a 'something for something' deal – a contractual relationship between the young person and the service. This places a clear responsibility on the young person to engage with what the Foyer has to offer but, at the same time, expects the Foyer to tailor their offer so that each young person builds the resources they need to take them on the next stage of their journey. It models the idea that we, as adults, are responsible for unlocking the talent and potential of the generation that follows us and enabling them to take their place in the world.

'FOR YOUTH' QUALITY ASSURANCE

As part of this key area of work we have developed a new quality assurance framework for Foyer network members. Named FOR (*Focus, Opportunities, Results*) YOUTH, it builds on the learning from the earlier accreditation scheme – the Foyer Status Mark - by embedding Advantaged Thinking into each area of practice. Currently, five members from the Foyer network are piloting this new system and the next phase in its development will be led by the Director of Network.

ABOUT US



OUR IMPACT

The Foyer Federation seeks to measure impact by gathering stories of how an Advantaged Thinking approach enables Foyers to work with young people's talents and strengths so they can set and achieve goals that enable them to more effectively deal with the challenges in their lives. We are trying to move beyond the limited metrics of current deficit-based impact models to create an evidence base that starts from an Advantaged Thinking perspective. In partnership with the University of Cumbria, we have recently developed an 'asset-based' Theory of Change model co-produced with young people and using an international evidence base.

ACHIEVEMENTS

The Foyer Federation has:

- Developed and implemented nationally recognised quality assurance systems including the current Foyer Status Mark
- Piloted and rolled out innovative approaches to health and well-being, the most recent example being Healthy Conversations, a £3.5m programme and Pop Up Talent, a £2m programme, both funded by the Big Lottery
- Influenced youth policy through campaigning and youth involvement e.g. relaxation of 16 hour rule, development of a cohort of 70 Talent Champions
- Provided opportunities for practitioners to share best practice and learn from each other through events, training and the opportunity to participate in programmes and projects
- Raised significant resources for the network through external fundraising activities
- Influenced the development of an emerging network of Foyers in Australia and other asset based services in the US, Netherlands and elsewhere in Europe
- Become recognised as a thought leader within and beyond the Foyer network, taking Advantaged Thinking to a wider audience and strengthening the voice of those who want young people's talents and potential to be recognised, valued and truly harnessed.

ABOUT US

FINANCES

The Foyer Federation and its members, in common with most organisations in the beyond profit sector, is having to think laterally about how to deal with an increasingly hostile funding environment in which it operates.

Over the last few years, we have broadened our funding base significantly and currently have no government funding. This gives us freedom and independence to speak candidly to those in power with, and on behalf of our members and young people.

The recognition of our strategic expertise and thought leadership on the part of progressive funders and partners such as the Esmée Fairbairn Foundation, Tudor Trust, Garfield Weston Foundation, Big Lottery Fund, Monument Trust, Dulverton Trust and Society of Motor Manufacturers and Traders (SMMT) has enabled us to take risks and test innovative approaches. The challenge now is to take some of the products that have been developed to market and create robust, sustainable and impactful commercial income streams to sit alongside more traditional charitable funding sources.



ABOUT US



The Foyer Federation's ambitious seven year vision, 'Investing in our Future: Creating a Different Story', was launched in April 2014 and aims to apply Advantaged Thinking to the emerging challenges facing young people at a time when the state is growing smaller. By creating new alliances and partnerships and developing alternative ways of shaping and delivering services the following four key themes will underpin The Foyer Federation's work over the coming years:

1. BUILDING AN ADVANTAGED THINKING MOVEMENT

Work is already under way to create an alliance of like-minded individuals and organisations who want to turn the world the right way up. We have convened leaders from across the youth and funding sector to begin to shape a movement with the working title of TrustYouth.

2. CREATING THE CONDITIONS FOR A NEW YOUTH OFFER

The Foyer Federation is working with a small group of members to remodel and pilot the Foyer offer so that it is less reliant on government funding and can continue to provide young people with the support they need to become independent adults rather than simply to stabilise their housing.

3. TELLING A DIFFERENT STORY

The Foyer Federation believes that when young people feel empowered and equipped to tell an authentic story, society's view of them will begin to change. The Foyer Federation is working with young people in a range of different ways including the co-production of initiatives and providing platforms that enable young people to articulate a different story. The Foyer Federation is also helping services, commissioners, funders, employers and others change the way they understand and talk about young people.

4. BUILDING AN ORGANISATION THAT IS CREATIVE, INSTINCTIVE AND LIVES ITS VALUES

Following the launch of its 7 year vision and merger with youth leadership charity Changemakers and the completion of two large Big Lottery programmes in 2015, The Foyer Federation restructured to ensure that it has the skills and talents it needs to deliver its ambitious vision.

ROLE PROFILE

KEY RESPONSIBILITIES

To oversee all relationships with Foyer network members and “Investors”. To lead the development of the Foyer Federation’s Reclaimed Foyer Offer, supporting the transition of the Foyer network into a quality-assured community of practice that expresses Advantaged Thinking in a youth housing setting. A member of the Foyer Federation’s Senior Management Team and the lead for Safeguarding.

KEY TASKS

STRATEGIC LEADERSHIP

- Provide leadership and strategic direction of the Foyer network work stream in a time of change and opportunity, as members meet the challenges of funding and commissioning developments and changes to policy affecting young people
- Build and nurture partnerships with individuals, organisations and sectors with the potential to contribute to the growth of the Advantaged Thinking movement and the development of the Reclaimed Foyer offer with a view to engaging their long term commitment to the organisation and its work and generating resources to deliver the vision
- Develop strong rapport with strategic stakeholder leads across our national network to ensure the Foyer Federation offer is adding value
- Lead the development of innovative ways of providing effective and sustainable support to the Foyer network that releases the talent and potential of all young people, generating ideas for projects and services that the Foyer Federation can develop, test and replicate

EXTERNAL RELATIONS

- Be the public voice of the Foyer network, communicating the vision whilst engaging and developing relationships with external stakeholders, including politicians, government officials, media representatives, funders and partners

- Identify and maximize opportunities for the Foyer federation to promote and disseminate the benefits of Advantaged Thinking externally.

BUSINESS DEVELOPMENT

- Work with the Chief Executive to develop an Advantaged Thinking product suite, translating the Foyer Federation’s work into commercial opportunities for the Federation, including commercial pricing
- Create a business development process that supports the creation of quality assured youth services underpinned by Advantaged Thinking that is attractive to delivery partners and funders and that provides a testbed for elements of the Foyer Federation’s reclaimed youth offer to be piloted and evaluated
- Oversee the development of partnerships and joint working with appropriate organisations and individuals and support the transition of the transition of the Foyer Federation’s existing membership and accreditation function into a Advantaged Thinking community ort practice

QUALITY ASSURANCE

- Apply the Foyer Federation’s policies and procedures and ensure compliance with the relevant obligations, including Safeguarding, Health & Safety, Data Protection and Equal Opportunities
- Lead on quality assurance and performance measurement, ensuring appropriate systems and processes are in place to maximise the effectiveness of the Federation’s performance, allow for adaptability and change and ensure best use of its resources.

ESSENTIAL EXPERIENCE

- Track record in developing, communicating and implementing strategic and operational plans
- Significant experience of communicating with and influencing practitioners, managers, commissioners, statutory agencies and other stakeholders involved in developing and delivering young people's services
- Track record in managing and developing people's talents and integrating staff teams across dispersed settings and programme activities
- Experience in building, nurturing and managing complex relationships both within a network and beyond
- Experience of identifying effective ways to ensure that learning and impact are captured through programme activity
- Evidence of using an Advantaged Thinking, or another asset based approach, to innovate in a professional, voluntary or personal capacity

ATTITUDES AND BEHAVIOURS

- A pro-active and charismatic leader who enjoys working collaboratively in a team, drawing on, facilitating and supporting the talents of others
- Able to nurture and model a development culture that promotes Advantaged Thinking at all levels of the organization and within the Foyer network
- Able to harness and deploy the organisation's resources (people, facilities and financial resources) to ensure effective delivery

- Excellent interpersonal skills with the ability to understand and influence key organisations and individuals within and beyond the Foyer network
- Ability to motivate staff to be the best they can and to challenge poor performance where appropriate
- Demonstrably Advantaged Thinking in mindset and approach, able to apply Advantaged Thinking in practice, communicate it with others and spot potential Advantaged Thinkers
- An excellent communicator, negotiator and influencer with the credibility to lead a significant national network
- A track record of building and maintaining partnerships and generating business and funding opportunities
- A collaborative and flexible approach, able to listen, engage and demonstrate tact and diplomacy
- Broad knowledge and understanding of the wider housing sector and issues affecting it
- An individual who lives the values of the organisation personally
- A strong commitment to the Foyer Federation's mission and purpose with an active interest in developing innovative solutions and more effective investment in young people.

HOW TO APPLY

To apply, please forward your CV together with a supporting statement outlining why you are interested in the opportunity and how your application addresses the requirements for the role.

Please also provide the names, positions, organisations and telephone contact numbers of two referees, relevant to this role. References will only be taken once your express permission has been granted. We would be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

Finally please ensure that you have included any dates when you will not be available or might have difficulty with the indicative timetable.

Applications should be submitted to: inbox@foyer.net

TIMETABLE

Advert closing date:

10:00 on 27th November 2017

First round interviews:

28th and 29th November 2017

Final interviews:

Week commencing 4th December 2017

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

RECRUITMENT PROCESS

If you have any questions on any aspect of the appointment process, need additional information or wish to have an informal discussion, please contact **Grace Essex 0207 430 2212** or via email at: grace@foyer.net