

Non-Executive Director

Recruitment Pack





Welcome from the Chair

We are delighted to be recruiting for new non-executive directors to join our Board

When ImpactEd was established in 2017, we started with a relatively simple question: could we help schools and those working with them to more effectively evaluate the impact of what they do, so that they could prioritise what makes the biggest difference on life chances and outcomes for young people?

Since then, we have made significant inroads to addressing that problem. Through the combination of our digital platform and hands-on partnership, training and consultancy, we now reach over 150,000 young people across the United Kingdom and partner with over 500 schools, having grown to a team of nearly 20. Our work has also been widely recognised. In 2018, we won the Teach First Innovation Award; in 2019, our work was profiled by the Department for Education; and in 2020 we won the Fair Education Alliance's Scaling Award. But there is much more to do.

ImpactEd has recently launched a new strategy which articulates the vision for the organisation through to 2025/26. Its focus is simple: to achieve systemic impact by enabling our partners to make better decisions on behalf of children, and empowering our team to make effective decisions on behalf of the organisation. We are excited to be recruiting for non-executive directors to join our Board to help us achieve this vision.

Since formalising our Board in 2018 we have benefited from their strategic guidance to keep us on course and take advantage of new opportunities. With our strategy setting an ambitious goal to reach over half a million children in over 2,000 schools in the next five years, we are looking to add to that expertise. We are interested in speaking to individuals who believe they could **contribute to our governance and in articulating and achieving our strategy**. Beyond that, we are especially interested in those with experience of:

- ▶ **UK school sector**, including Headteachers and/or MAT CEOs
- ▶ **Technology and product development**, including tech organisational leaders and/or CTOs, including but not limited to educational technology
- ▶ Developing organisation wide **people strategies**, including attraction, talent development, EDI* and learning and development
- ▶ **Chairing and governance**, as we are likely to appoint a Chairperson of our NED Board

**Please note: we have committed to embedding Equality, Diversity and Inclusion in our work and are especially interested in hearing from candidates with understanding and skills in this area, with the view to acting as a Board sponsor of our EDI strategy.*

Non-executive directors at ImpactEd play a vital role in advising and supporting the organisation, acting as a critical friend, and growing ImpactEd's reach as ambassadors for our work. Beyond input in quarterly Board meetings, we look for NEDs to support in developing and implementing organisational initiatives and identifying opportunities for growth. In return, we hope to provide a supportive, fulfilling and high-performing environment in which NEDs can guide the path of a fast growing, mission-led organisation.

We are committed to creating a diverse and inclusive organisation at all levels. As such, we want to hear from candidates with a range of backgrounds, and previous Board experience is not required. We would be particularly interested in hearing from applicants in underrepresented groups, including black and minority ethnic candidates.

If you are motivated by our mission and believe you could contribute to helping us realise it, we would very much welcome your application.

Jonny Sobczyk Boddington
Founder and Chair, ImpactEd

Our Mission

To improve pupil outcomes and life chances by addressing the evaluation deficit in education.

About us

ImpactEd is an award-winning social enterprise that exists to help evaluate, understand and improve impact in education.

We do this through a combination of hands-on partnership, training and consultancy, and our digital platform which makes monitoring and evaluation quicker, easier and more effective.



The Challenge

£4 billion

ANNUAL INTERVENTION SPEND BY
ENGLISH SCHOOLS (INC STAFF TIME)



70%

FROM 31 SCHOOLS
INTERVIEWED, JUST
ONE WAS CONFIDENT
IN THEIR IMPACT
EVALUATION

IMPACT EVIDENCE
RATED 'POOR'
OR 'AVERAGE' BY
PAUL HAMLYN
FOUNDATION



Why do we exist?

'What works' in education is not an easy question to answer. In our school system we invest substantial time, money and energy in different initiatives and interventions to improve outcomes for pupils. These might range from trialling new teaching and learning approaches, to curriculum redesigns, to mentoring, academic or behaviour interventions.

Through a range of evaluations, we know that some of these changes will be incredibly effective. However, we also know that all too often such programmes can work against their intended aims. And it is often extremely challenging to reliably evaluate the effect that different initiatives have on pupil outcomes.

We established ImpactEd to help schools and those working with them better understand what is and isn't working in their context, giving them access to robust research methodologies to assess impact, and making evaluation quicker, easier and more effective.

How we work



Partnership: Tailored support and training to help partners better identify what outcomes they are trying to improve and how to do so, map methods to evaluate impact, and learn from the process



Platform: Digital platform making monitoring and evaluation easier and more effective, providing access to reliable measures of impact on both academic and non-academic outcomes, and automating data analysis



Impact: Through this process helping partners to identify where and how they can make the biggest difference for young people, and prioritise accordingly to achieve the greatest impact



Our strategy and values

Our strategic vision

Having gone through an extensive consultation process to define our ambitions through to 2025/26, we are now finalising an updated strategy outlining how we will put impact at the heart of educational decision making. A full draft will be available to applicants prior to interview, and its core themes are outlined below.

Strategic vision: summary

Over the next five years we will achieve systemic impact by enabling our partners to make better decisions on behalf of children, and empowering our team to make effective decisions on behalf of the organisation.

ImpactEd exists to improve pupil outcomes and life chances by addressing the evaluation deficit. We do this by equipping teachers, leaders and educators to make the best possible decisions around how to support the young people in their care.

How we will work with our partners

We will advocate for the importance of addressing the evaluation deficit to drive our growth through partners who share our commitment to using impact evaluation for improving pupil outcomes. To have genuinely systemic impact we want to increase the number of schools we work with in England from 2.5% today to 10% by 2025/26, with 500,000 pupils benefiting from our work.

Yet for us, systemic impact is not just about scale. We want to equip our partners to manage their impact and learn from their evidence. We will be wary of providing 'one-size-fits-all' answers to context-dependent challenges. Instead, ImpactEd will work as a catalyst that amplifies the impact of others by helping our partners to achieve their intended outcomes through better evaluation.

How we will run our company

Over the next five years, we want to build an organisation that empowers colleagues at ImpactEd to make decisions about its future. Just as we equip teachers and practitioners to make decisions on behalf of the young people they work with, we will equip our staff to do the same on behalf of our organisation.

This will be reflected in both our formal processes and our wider culture. We will build ongoing feedback mechanisms to ensure our direction is guided by employee voice and that we develop a culture of ownership at all levels of the organisation.

Our values

ImpactEd's work is guided by four core values which articulate the behaviours, processes and practices we want to embed as fundamental across our organisation. They aim to define features of our working culture that are genuinely distinctive and are as follows:

- ▶ We are interested in the mechanics of improvement
- ▶ We are nimble in response to need
- ▶ We have integrity about impact
- ▶ We all own the successes and failures of ImpactEd

It is important to us that those working in and with the organisation share these aspirations, as well as our permission to play values. You can find further details about our [organisational values here](#).

Non-Executive Director

Job description

Join our Board to provide advocacy and critical support to help ImpactEd achieve its mission of improving pupil outcomes and life chances by addressing the evaluation deficit

Role Title	Non-Executive Director
Compensation	£2,500 per annum plus reasonable expenses including travel.
Time Commitment	Approximately 6 days per annum, inclusive of four Board meetings per year, an annual away day, and engagement between meetings as required.
Location	The majority of Board meetings are remote although some meetings will be held in central London. Away days will usually be in person. Applicants are encouraged regardless of geographical location.
Term	Three years in the first instance, with the possibility of further terms.

The Organisation

[ImpactEd](#) is an award-winning social enterprise that exists to help evaluate, understand and improve impact in education. In our education system, we invest huge amounts of time, money and energy in different programmes and interventions to improve outcomes for pupils. Yet far too often, we don't know what is working – and what isn't. We exist to address this [evaluation deficit](#), helping schools and those working with them to better understand what is working to make a difference to the lives of young people. We do this through a combination of hands-on partnership, training and consultancy, and our digital platform which makes monitoring and evaluation quicker, easier and more effective.

Since being founded in 2017, we have grown rapidly. In 2018, we won the Teach First Innovation Award; in 2019, our work was profiled by the Department for Education; and in 2020, we launched a partnership with [Big Change](#) focused on system-wide impact. We now reach over 150,000 young people in over 500 schools through the ImpactEd platform, and partner with over 40 education organisations. We are a small, dedicated and growing team committed to maximising social impact: a mix of former teachers, academic researchers and software developers.

Having recently launched a new strategy which commits to achieving systemic impact through equipping our partners to understand their own impact and helping our employees direct our trajectory, the organisation is at an exciting stage of development for the right candidate to guide our future direction.

The Opportunity

The Board at ImpactEd is comprised of both Executive Directors (EDs, including our Chair and MD) and Non-Executive Directors (NEDs), with our internal leadership team consisting of both EDs and our senior management team. The role of the NED is to support and challenge our leadership team to achieve our mission. NEDs also contribute generally to the good governance of the organisation, including through oversight of risk management and financial health.

Our NEDs are expected to act both as an ambassador for the organisation and a critical friend of it. With the specific contribution depending on their experience and skills, NEDs are expected to support us in solving problems for the organisation and promoting its work. This would go beyond input in quarterly meetings to actively identifying opportunities for growth, brokering connections, and suggesting ideas and solutions the organisation may wish to explore.

At the same time, NEDs also play the role of critical friend to ImpactEd. They will hold a mirror to up our decision making, people and processes to ensure they progress the strategy and mission of the organisation. There will be a particular focus on providing appropriate challenge to our leadership team and in supporting members of the team to develop.

We are looking for NEDs who would be motivated by this mixture of advisory input combined with occasional hands-on work on key organisational priorities. We are interested in applications from both those who would be able to make strategic and governance contributions and from those with experience in a number of specialist areas, outlined below.

In return, we will compensate you for your contribution and provide a supportive environment for you to contribute to the strategic direction of a rapidly growing social enterprise. As an organisation we care deeply about creating a meaningful place to work and supporting people to grow personally and professionally, as reflected in our [organisational values](#). For NEDS, we will offer learning and development opportunities as part of the role as well as flexibility around individual circumstances to ensure this role fits alongside other responsibilities you may have.

General responsibilities

All of our NEDs will contribute to the following functions:

- ▶ Contribute to good governance and compliance
- ▶ Provide critical support and feedback on organisational strategy, ensuring alignment to ImpactEd's mission and values
- ▶ Act as an ambassador for the work of the organisation, amplifying its reputation and reach
- ▶ Ensure the financial stability and sustainability of ImpactEd, and understand and assess organisational risk
- ▶ Hold the leadership team to account against objectives

Contributions beyond this will depend on the skillsets of individuals. As we are recruiting for multiple NED positions, we have outlined below some areas of experience that we are particularly interested in adding to our Board. We are open to hearing from all applicants: if you feel you could contribute but your experience does not fall neatly into one of these categories, we would like to hear from you anyway.

Specific areas of interest

As we expand our Board, we are particularly interested in hearing from individuals with the following skillsets. Below, we have provided some examples of what contributions from each of these skillsets might look like and potentially relevant experience. If your experience is particularly relevant to one of our areas of interest, please indicate this in your cover letter. These are indicative rather than prescriptive.

- ▶ A NED with experience in the **UK school sector** could support in identifying areas for growth, building networks with senior leaders in MATs, schools and LAs and promoting the work of the organisation more widely. We are particularly interested in current Headteachers or MAT leaders, or those with equivalent experience.
- ▶ A NED with experience in **organisation wide people strategies** could support in developing equitable recruitment and HR processes, facilitation of team training, or contributing to key organisational policies. We are particularly interested in experience of attraction, talent development, learning and development and issues relating to equality, diversity and inclusion including relevant lived experience.*
- ▶ A NED with experience in **technology and product development** could support in improving product development processes, providing guidance on compliance, or mentoring software developers within ImpactEd. We are particularly interested in experience of technology business models and scaling digital products.
- ▶ A NED with experience in **chairing and governance** could support in chairing our NED Board, ensuring the executive are held to account, and shaping Board agendas. We are particularly interested in experience of chairing in both charitable and commercial contexts.

* **Please note:** we have committed to embedding Equality, Diversity and Inclusion in our work and are especially interested in hearing from candidates with skills in this area, with the view to acting as a Board sponsor of our EDI strategy.

Diversity and inclusion at ImpactEd

As a growing organisation we are committed to:

- ▶ Becoming increasingly representative of the sector and geographies that we operate in
- ▶ Providing a positive experience of work as part of an inclusive culture led by our [organisational values](#)
- ▶ Operating a transparent performance review and pay policy that minimises opportunities for bias
- ▶ Maintaining an annual EDI action plan - led by the internal team and supported by a Board sponsor

What to expect from the recruitment process:

- ▶ All applications are anonymised until the point of interview
- ▶ We implement a standardised interview template and competencies matrix and use external panelists
- ▶ We offer flexible interview arrangements – please outline any adjustments you may require in your cover letter

To Apply	Application is via a CV and one page cover letter outlining your interest in the role to be submitted here . Please submit your CV and cover letter as a Word document to support our anonymised recruitment process. We also ask candidates to complete an anonymous and voluntary Equal Opportunities and Monitoring form which can be found here . For any questions, or to arrange a conversation prior to application, email recruitment@impactd.org.uk .
Deadline	Sunday 5th December at 1pm. Please note that we will review applications regularly as they come in, so early applications are strongly encouraged.
Process	We will be conducting initial calls on a rolling basis as candidates apply, which will also be an opportunity to find out more about the role. Interviews will take place from 10 th December 2021.

ImpactEd is transforming how schools approach their programmes, embedding an impact culture across the education system.”

DAME SUE JOHN, Executive Director,
Challenge Partners



Partners and supporters



Improving pupil outcomes
by working with schools to
address the evaluation deficit.

Get in touch
hello@impacted.org.uk

