

# JOB DESCRIPTION

## Head of Impact & Alumni Relations

*Leading our transition to an evidence-based organisation, and the community and alumni relationships around our programmes*

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| DEPARTMENT    | Impact & Alumni Relations                                                        |
| REPORTS TO    | CEO                                                                              |
| LOCATION      | London ,Hybrid                                                                   |
| WORKING HOURS | Full time, Permanent                                                             |
| SALARY        | £40,000 – £50,000                                                                |
| CONTRACT TYPE | Permanent                                                                        |
| LINE REPORTS  | Data Administrator; matrix working with Programmes and Talent & Engagement teams |

## THE OPPORTUNITY

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This is an opportunity to help shape one of the UK's most ambitious youth development charities as we move from a founder-led organisation to a nationally recognised institution. The successful candidate will help build the systems, culture and capability that will enable 20/20 Levels to scale its impact over the next decade.

This role is the organisation's insight engine. Over time, we expect the post holder to grow into the most senior data and insight leader at 20/20 Levels, the person who sees trends before anyone else and shapes where the organisation goes next.

We do not expect to appoint someone already established at Head-of level. This role is designed for an exceptional senior manager ready to step into their first Head role with real decision-making authority, a seat on the Senior Leadership Team, and the chance to contribute significantly to a function still in its infancy.

## ABOUT 20/20 LEVELS

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20/20 Levels is a social mobility charity supporting underrepresented young people aged 18–30 from low-economic backgrounds into meaningful employment and entrepreneurship, through our I AM CHANGE and LEVELS programmes. Our 2026–2028 strategy focuses on completing our transition from a founder-led start-up into an established, scalable organisation with a smarter, more consistent brand and a more commercially minded and value exchange approach to partnerships at its core.

## PURPOSE OF THE ROLE

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This role leads two of the most consequential shifts in our 2026–2028 strategy. First, our move from a narrative-based to an evidence-based organisation: designing our impact measurement

framework, leading the rollout and adoption of the Impact Hub (our custom CRM and data platform), and embedding data-driven decision-making across every team. Second, the community around our programmes: the trusted community and education referral partnerships that bring young people to us, and the structured alumni community that keeps them connected, supported and contributing after they complete our programmes.

The role is also guardian of our unified stakeholder engagement framework: it sets the standards, data capture and reporting consistency that every team applies when engaging stakeholders. Corporate and commercial partner relationships sit with the Head of Brand & Commercial and the Business Development function, working from the framework and evidence this role provides.

As a member of the Senior Leadership Team, this role contributes to organisational strategy, annual planning, budgeting and organisation-wide decision making.

## WHAT YOU OWN

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- **Impact framework** : the organisation's impact measurement framework, metrics and indicators.
- **The Impact Hub (CRM)** : the platform, its roadmap, adoption and supplier relationship.
- **Data governance** : data quality standards, validation protocols and UK GDPR compliance.
- **Evaluation methodology** : how programmes and services are evaluated, including external evaluation partnerships.
- **Referral partnerships** : the community and education referral partnership model and its members.
- **Alumni strategy** : the alumni engagement model, tiered support structure and Advisory Council.
- **Organisational reporting** : impact reporting to the board, funders and the public.

## FIRST 12 MONTHS

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The priorities for the first year in post:

- Launch the Impact Hub, completing migration from Upshot and achieving organisation-wide adoption.
- Implement the referral partnership network, piloting quarterly cohorts of university, faith-group and community partners.
- Launch the Tiered alumni framework, Alumni Advisory Council and the first structured alumni engagement calendar.
- Produce the first Impact Dashboard for the board and Senior Leadership Team.

## KEY RESPONSIBILITIES

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### 1. Impact Measurement & Evidence

- Develop and own the organisation's impact measurement framework, defining metrics and indicators that reflect outcomes and effectiveness rather than interest or activity alone.
- Establish data governance protocols and validation processes to ensure data quality, accuracy and UK GDPR compliance, with particular care given the age and small cohort sizes of the young people we serve.

- Quantify the return on investment of our talent placement support and post-programme services, producing evidence that can be used in funding conversations.
- Define and apply impact criteria for organisational events, ensuring events are delivered only where they demonstrably advance strategic goals.
- As part of the senior leadership team ensure data collection responsibilities are embedded into job descriptions across the organisation, and train staff to build an evidence-based culture.

## **2. Organisational Insight & Foresight**

- Act as the organisation's insight lead: translate quantitative and qualitative data into organisational insight that shapes strategy, programme design and resource allocation.
- Develop strategic forecasting and predictive analysis : using cohort, alumni and sector data to anticipate demand, risk and opportunity before they materialise.
- Build the organisation's understanding of impact economics: the cost, value and return of our programmes and services, expressed in terms funders and partners recognise.
- Identify trends across participants, alumni, partners and the wider sector before others do, and bring them to the Senior Leadership Team with recommendations.

## **3. The Impact Hub**

- Lead the delivery, rollout and adoption of the Impact Hub, including migration from Upshot, in line with the phased plan in the Data & Digital strategy : and own its roadmap as the organisation's insight platform thereafter.
- Ensure the Impact Hub serves as the organisation's single source of truth across all five stakeholder groups: young people, employer partners, education and community partners, funders and sponsors, and delivery partners.
- Train staff on the Impact Hub and monitor usage, data integrity and system effectiveness, line-managing the Data Administrator to maintain accurate, current records.
- Manage relationships with external data and evaluation partners (e.g. DataKind UK, Pro Bono Economics, Ipsos) and commission analysis where needed.

## **4. Stakeholder Engagement Framework (Governance)**

- Act as guardian of the unified stakeholder engagement framework, defining the standards, data capture requirements and reporting consistency that all teams apply across our five stakeholder groups.
- Provide the evidence, segmentation and insight (via the Impact Hub) that the Head of Brand & Commercial and Business Development function use to steward corporate partners and the commercial side of the 20/20 Levels Partner Network.

## **5. Community & Education Partnerships (Referral Pipeline)**

- Design and deliver the structured referral partnership model set out in the Talent & Engagement strategy, piloting quarterly cohorts of university, faith-group and community-organisation partners with clear MOUs, shared objectives and referral tracking through the Impact Hub.
- Prioritise outreach and partnerships in our geographic focus areas where need, underrepresentation and opportunity for impact intersect.

- Build a core group of high-quality, high-quantity referrers and grow the network to improve cohort diversity, stewarding community and education members of the 20/20 Levels Partner Network with clear, reciprocal value exchange.
- Work with the Head of Brand & Commercial to convert online engagement into referrals, connecting digital campaigns to in-person community presence and co-branded partner materials.

## **6. Alumni Community & Engagement**

- Design and deliver a structured 12-month alumni engagement calendar with audience-segmented communications, supported by Impact Hub data.
- Establish and facilitate the pilot Alumni Advisory Council, creating structured pathways for alumni to contribute as mentors, speakers, ambassadors and co-designers.
- Use data-driven segmentation and the participant journey-stage model (Employee: Exploration–Influencing; Entrepreneur: Clarifying–Scaling) to develop the tiered alumni support and subscription model, ensuring alumni receive stage-appropriate support.
- Build the alumni tracking approach that closes our current post-programme evidence gap, so employment status, career progression and entrepreneurial outcomes can be demonstrated over the longer term.
- Establish specialist signposting partnerships that extend our post-programme offer beyond internal capacity : for example career progression and mental health and wellbeing providers : so alumni receive clear, effective referrals to the right support.

## **7. Reporting & Funder Evidence**

- Produce evidence-based impact reporting for the board, funders, partners and public communications, supporting grant bids, corporate stewardship and the annual report.
- Establish and maintain shared KPIs with partners and stakeholders, ensuring progress is reported and feedback incorporated.

## **8. Team Leadership**

- Line-manage the Data Administrator, Progression coaches and any future team members, providing guidance, training and performance oversight.
- Manage the budget allocated to impact, data, community partnerships and alumni activity, ensuring efficient use of resources.

## **9. Organisational Leadership**

- Contribute to organisational strategy, annual planning and budgeting as a member of the Senior Leadership Team.
- Model 20/20 Levels' values and contribute to an inclusive, high-trust culture, championing diversity, equity and inclusion within their function and across the organisation.
- Lead cross-functional projects and support delivery beyond their own function where organisational priorities require it.
- Uphold 20/20 Levels' safeguarding responsibilities: complete mandatory safeguarding training, model safer working practice, and escalate any concerns promptly to the Designated Safeguarding Lead, ensuring safeguarding considerations are embedded in data collection, alumni engagement and partner-facing activity involving young people.

- Support fundraising and organisational growth, contributing expertise, evidence and relationships to funding bids and stewardship.
- Represent 20/20 Levels externally with funders, partners, media and at sector events.

## WHAT SUCCESS LOOKS LIKE

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Success measures for this role are drawn from the 2026–2028 strategy and will be confirmed as KPIs on appointment. Where no baseline currently exists, establishing the baseline is itself a first-year deliverable:

- The Impact Hub fully replaces Upshot and is adopted as the organisation-wide source of truth.
- A consistent, self-sustaining referral pipeline across three strands (core referrers, network growth, online conversion : the last jointly with Brand & Commercial), supporting a reduction in programme drop-out from 12% to below 6%.
- Referral conversion rate: referred candidates convert to enrolled participants at a measured, improving rate.
- At least 50% of participants progress into employment, entrepreneurship or further development within six months of programme completion : and we can evidence it.
- Alumni engagement rate: a defined, tracked measure of active alumni participation, improving year on year, with the tiered support model live and at least 30 alumni per year given platforms to share their stories.
- Longitudinal outcomes captured: post-programme alumni outcomes tracked at 6, 12 and 24 months, closing the current evidence gap.
- Evidence quality: an evidence quality standard defined and scored, with funder-facing reporting meeting it consistently.
- Board reporting satisfaction: trustees rate the quality and usefulness of impact reporting, measured annually.
- Decisions informed by data: a defined and growing proportion of significant organisational decisions are made with Impact Hub evidence on the table.

## PERSON SPECIFICATION

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### Essential

- Demonstrable experience in impact measurement, monitoring and evaluation, or data-led programme management, ideally in the charity or youth sector.
- Experience implementing or embedding a CRM or data system, including data migration, staff training and adoption.
- Experience of alumni, membership or community engagement models, including segmentation and structured engagement programmes.
- Track record of developing community, education or grassroots partnerships, with the credibility to build trust with universities, faith groups and community organisations.
- Strong data analysis and reporting skills, with the ability to translate data into insight and narrative for funders, boards and non-technical colleagues.
- Working knowledge of UK GDPR and safe data handling, including the sensitivities of holding data about young people.

- Leadership and line-management experience, with the ability to influence and build capability across teams they do not manage.
- Commitment to 20/20 Levels' mission and an understanding of the structural barriers facing underrepresented young people.

### **Desirable**

- Experience commissioning or working with external evaluation partners or academic researchers.
- Experience of forecasting, predictive analysis or social value / SROI methodologies.
- Experience supporting fundraising with impact evidence and case studies.

## **HOW TO APPLY**

Please submit your CV and a cover letter, including an answer to the following question:

*What motivates you to join the 20/20 Levels team, and how would you use data, evidence and community relationships to advance our mission of empowering underrepresented young people?*

*This job description does not state or imply that these are the only duties to be performed by the post holder. The individual may be required to carry out other reasonable duties as requested by the CEO, and may occasionally be required to work additional hours, which will be communicated as necessary.*