



Appointment Brief

Date: June 2021

Organisation: SHiFT

Job Title: Chief Executive





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Welcome

Dear Applicant,

Thank you for considering the submission of an application to join myself, my co-founders and trustees to lead SHiFT as Chief Executive. Our objective is to break the destructive cycle of children and young people committing crimes so that, instead, they make a positive contribution to our society and build better lives for themselves.

The Chief Executive role will be filled by a person who is driven by a passion to improve children's and families lives, and a determination to change the system for the better, whilst challenging negative perceptions in relation to the children and young people we work with at every turn.

You will recognise the impact this destructive cycle has on everyone in society. You will know what needs to be done to enable young people to move from a place of being vulnerable, and presenting a risk to themselves and others, to a place of strength, responsibility and success.

The founders and trustees will provide support, encouragement and challenge, whilst also creating the context that gives you the space and foundations needed to enable your outstanding leadership skills and determination to flourish.

We want to build the best organisation, one that can change the world and solve this complex and challenging issue, and you will be the person to achieve this objective. We are actively encouraging applications from people with diverse experiences and backgrounds.

We look forward to hearing from you.

Sophie

Chair/ Co-Founder SHiFT



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About SHiFT

We believe in a society where all children and young people can be free from the destructive cycle of crime.

Despite the hard work and dedication of many professionals, the system isn't working. Thousands of children and young people across the country, with disproportionate numbers from black and other ethnic minority communities, are involved in gangs, county lines, drug running, or knife crime. Others are on the fringes but at high risk of getting further caught up in it. This is often exacerbated by exclusion from education and the impact of adverse childhood experiences. Still more are leaving care or custody and trying to navigate complex systems of support at a time when they are particularly vulnerable to recruitment or exploitation.



The impact of the pandemic has been devastating for many young people. Lockdown, constant uncertainty, and crucially the closure of schools, has meant that more disadvantaged young people, are even more susceptible to low self-esteem, poor mental health and criminal exploitation.

Children who were just on the edge of education, are now totally out of it. They have found themselves further entangled in the destructive cycles of crime, displaying increased dangerous and risky behaviour, both in relation to themselves and the public.



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Our Approach

At SHiFT, we are unique in our approach. **We are not limited by the jurisdiction of a place or local authority**, which means we are able to reach the child and stay with them, wherever they are and wherever they go. Crucially, neither are we restricted by age, **at SHiFT, there is no cliff edge at 18**. If the child continues to need us, we will continue to work with them through the transition of childhood to adulthood. We will be there, to do whatever it takes to help them reach their hopes and goals.

We will be alongside them whether they are in or out of education or in or out of custody. **We are not limited by service thresholds**. We will help them navigate and manage their post pandemic lives. We will be there for them until they are able to break the cycle and move from a place of hopelessness to one of aspiration, enabling them to gain the skills and take the steps needed to reach their potential.

At the heart of the SHiFT approach is the nurturing relationship developed between the practitioner, who we call the SHiFT Guide, and the child, with the time to do whatever it takes to support sustained change. The Guide and the child will work systemically together across all aspects of the child's life, from relationships with family and friends, to their interaction with statutory professionals, education and employment, whilst shifting perceptions so that children and young people are seen as an asset to society with the potential to succeed, rather than one where they are viewed as a 'problem'.

SHiFT Guides work with only 4-5 young people at any one time and support them for a significant amount of time, approximately 18 months. SHiFT Guides provide an intense, consistent and flexible programme of support, tailored to individual needs, enabling the child or young person to tackle destructive cycles of behaviour, develop new skills and avoid further trauma and offending.

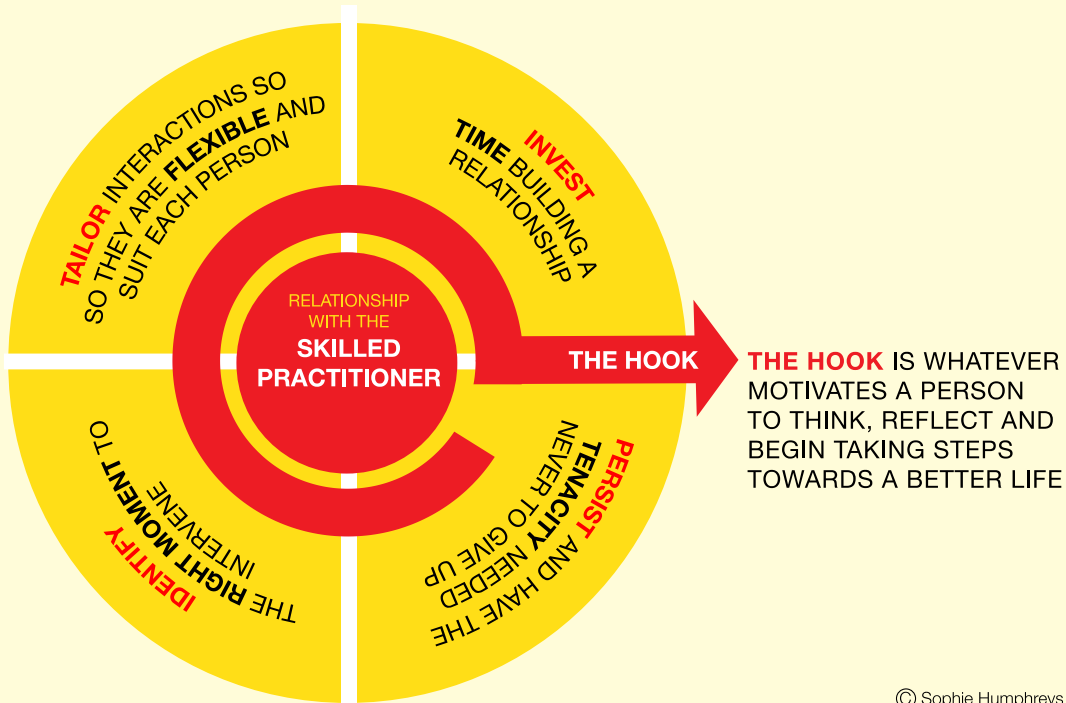
This is a radical departure from the current model, where practitioners hold caseloads of between 10-20 children and support is often only available for a matter of weeks, as children move in and out of the thresholds of different parts of the system.

A SHiFT team consists of 5 SHiFT Guides and a Team Co-ordinator. SHiFT Guides come from a range of professional backgrounds, including social work, youth offending, education, the probation service and healthcare. This dedicated team will support between 20 to 25 children. They will work alongside and across the statutory system, ensuring duplication is avoided and scarce resources are directed and purposeful. From the outset and long after children finish the programme, SHiFT will result in significant savings to public finances.

We already have the attention and respect of central and local government. Pilots have already started with two local authority partners, shaping the programme's development and embedding the SHiFT approach into their areas as a long-term and sustainable solution.

We are confident that SHiFT's approach will be successful and will drive the change that is so desperately needed in the youth justice system. The requirements for that change are in place and have proven track records of success.

BREAKING CYCLES: 'THE CORE INGREDIENTS'



- The SHiFT programme is based on **Breaking Cycles**, devised by Sophie Humphreys OBE, the Chair and co-founder of SHiFT. The ingredients of Breaking Cycles have been tested and independently evaluated as successful at Pause, the organisation founded by Sophie Humphreys in 2013. Pause works to prevent the damaging consequences of children being taken into care. It does this by supporting women who have experienced or are at risk of repeated pregnancies that result in removal.
- Sophie's co-founders, Josh MacAlister, Rebecca Cramer and Michael Clark, have similarly successful social change track records as founders of Frontline, Reach Academy and as Deputy CEO at Ark respectively.

SHiFT's first team has been launched in Kingston and Richmond, enabling children to realise their aspirations for a positive future. Further pilot launches in Greenwich and Kirklees are imminent. We are now seeking the remaining funding to launch all five 18-month pilots, supporting 100+ children and to complete the first stage in SHiFT's campaign to bring positive change and much needed improvement to the youth justice system.



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Learn more about SHiFT

[An introduction to SHiFT](#)

[SHiFT Guide – Shakira](#)

[The SHiFT journey](#)

[SHiFT Guide – Lauren](#)

[Breaking cycles](#)

Finances

An initial £2.3 million has been raised from a wide range of Trusts and Foundations such as Garfield Weston and Paul Hamlyn and some individual donors, with a further £1.5 million needed to complete the pilot phase of the programme. Phase two will require the leveraging of significant funding from central government, local authorities and further philanthropy.



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Role Description

Job Title:	Chief Executive
Salary/Remuneration:	circa £90k, commensurate with experience
Location:	London and surrounding areas/ some remote working
Reporting to:	Chair and Board of Trustees
Contract:	Permanent/ full time, secondments/fixed term considered

Purpose

We are seeking the person who is going to drive SHiFT through the next stage of its development. You are an outstanding leader who is deeply committed to delivering SHiFT for the children and young people who need it most. You are a dynamic, thoughtful and talented entrepreneur. You seek responsibility and inspire others to succeed. You are comfortable with ambiguity, able to shift and change with ease as SHiFT grows. Others look to you for guidance and inspiration. You are a risk-taker, and those risks pay off. You will scale SHiFT to a financially sustainable national model for delivering exceptional outcomes for children and young people. In doing so, you will become a leading national authority on how to solve one of society's most harmful and costly problems.

SHiFT has achieved a great deal in its first year and we are now looking for a Chief Executive who can build on these strong beginnings. You will need to continue to build a strong team around you to develop, scale and spread the work of SHiFT. Alongside the founders, you will be the face of the organisation raising money, building support and promoting the vision. You will be a friendly disruptor of the system, safely moving away from the status quo; passionate about doing whatever it takes for the young people, with a demonstrable understanding of the how to ensure 'processes' are purposeful and focused. Working alongside the Director of Practice, you will ensure that the SHiFT teams are set up for success, delivering excellent quality programmes and able to rapidly learn from mistakes. SHiFT's Board want you to grow SHiFT into a successful national organisation over the next five years.



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Key Responsibilities

- **Develop strategy:** SHiFT's first teams are up and running and more are in the pipeline. In your first year big strategic questions will still need to be answered about growth plans, future funding routes, relationship management, practice models, evaluation and branding.
- **Build the right relationships:** Alongside the founders, you will be the public face of SHiFT, developing contacts with and inspiring support from local authority partners, funders and the media. You will establish credibility with those already working in the field of youth offending and will create a large network of contacts and supporters around SHiFT so that it is positioned for growth.
- **Develop the team:** Excellent people are in place and in this post-Covid hybrid working environment, you will build on already strong foundations to develop the structures and maintain the conditions that will ensure success. You will make the Breaking Cycles ingredients a central part of hiring and performance management for all staff and will work on defining the role of the SHiFT central team in relation to the SHiFT teams and how they work together; with SHiFT acting as a critical friend, networker and interlocutor. You will set a rhythm of management that promotes a high degree of freedom and responsibility.
- **Sustain funding:** Although significant sums have already been raised for SHiFT's first programmes, SHiFT will need a sustainable funding model for rapid expansion that may include funding from central government, local authorities, philanthropy and social investment. For each SHiFT team you will secure the necessary funding for it to become successful.
- **Get hands-on:** You will do whatever it takes to make SHiFT successful. This will mean unsociable hours, hard work, getting hands-on when things go off track and being alongside the groups of Guides and young people in SHiFT to rapidly learn what's working and what's not. Within the first year you will step back to enable SHiFT teams to be successful, defining the outcomes, monitoring performance and changing the way we work where necessary.



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Person Specification

Beliefs and alignment:

- Belief that all people are capable of change and that a relationship with a skilled practitioner can be a powerful driver of this
- Belief that young people who display behaviours linked to offending can be supported so that they cease offending and meaningfully contribute to society
- Alignment to a culture of freedom and responsibility where there are fewer rules, high levels of accountability and a need for excellent performance from the entire team
- Prepared to challenge the status-quo and be positively disruptive in the pursuit of higher standards even when this is uncomfortable

Experience, knowledge and skills:

- More than five years of experience successfully leading a high-profile area of work
- A track record of managing a high performing team
- Experience of raising significant funding for social impact as well as developing and delivering a sustainable business plan
- A background in working directly with children or vulnerable adults (desirable)
- An ability to write and speak clearly about complex or technical issues, as well as a capacity to turn them into practical actions
- The skill to build and manage relationships with a wide range of stakeholders
- Demonstrable experience of managing nuance and uncertainty and shifting narratives in complex environments using both story-telling and data
- Proven agility in managing shifting demands, a volatile political landscapes and multiple stakeholders whilst ensuring that systemic change with children at the heart is the core driver
- Demonstrable ability to create action and growth, without creating unnecessary bureaucracy
- Ability to challenge and support across, upwards and sideways with a diverse range of colleagues
- The self-confidence and self-awareness required to support colleagues, while also listening and responding to challenging feedback



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Qualifications:

- Relevant professional qualification (if appropriate)
- Professional registration (if appropriate)
- Right to work in the UK

This post is subject to a police check of previous criminal convictions with the Disclosure and Barring Service (DBS)

Terms of appointment:

- **Salary:** Circa £90k, commensurate with experience
- **Working hours:** This is a full-time, executive position.
- **Location:** London and surrounding areas/ some remote working
- **Pension:** Can be selected on the following scale

Employer's Contribution	Employee's Contribution
5%	3%
6%	4%
7%	5%
8%	6%

Annual leave: 25 days, plus bank holidays and three days between Christmas and New Year



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How to Apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact our advising consultants Katy.Giddens@starfishsearch.com and Rebecca.oconnor@starfishsearch.com and we will be happy to arrange a call.

To apply to become Chief Executive of SHiFT, please provide:

- Your CV (no more than three sides)
- A supporting statement that sets out why you are interested in this appointment and the experiences and qualities you believe you can bring in order to be successful in post.

As an inclusive employer SHiFT recognises the positive value of diversity, promotes equality and challenges discrimination. We welcome and encourage job applications from people of all backgrounds. If you need any adjustments made to the application process to accommodate your needs, please let us know.

Finally, please ensure that you have included your contact number and email address, as well as any dates when you will not be available or might have difficulty with the indicative timetable.

Applications should be made via the Starfish website at: <https://starfishsearch.com/jobs/shift-chief-executive/>

Recruitment Timetable:

Deadline for applications:	Monday 9 th August
Interviews with Starfish:	w/c 23 rd August
Assessments	2-6 September
Interviews with SHiFT:	Friday 10 th September

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

Recruitment Process:

Should you decide to make a formal application, you will receive feedback within seven working days of the closing date.