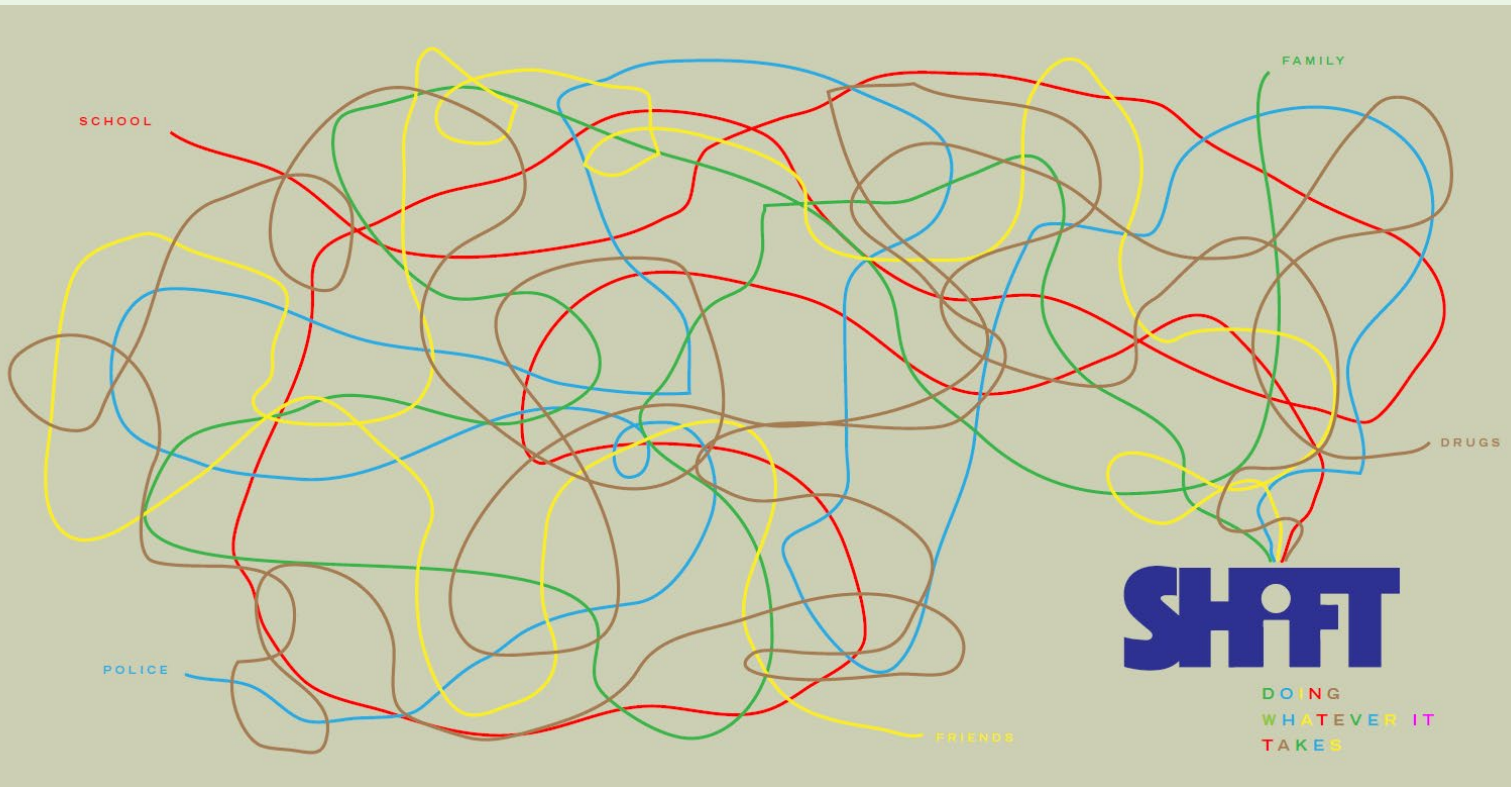


SHIFT

DOING
WHATEVER
IT TAKES



APPOINTMENT OF CHAIR

March 2024
Reference: ZBQSA

THE SHiFT MOVEMENT

SHiFT EXISTS TO BREAK THE DESTRUCTIVE CYCLE OF CHILDREN AND YOUNG PEOPLE CAUGHT UP IN, OR AT RISK OF, CRIME.

Growing up is risky business. If, during this critical period of transition, children and young people do not have the right foundations and support, they can become caught up in worsening cycle of harmful behaviour - becoming exploited or exploiting others, and causing serious, sometimes devastating damage, to themselves or others.

Tragically, thousands of children and young people in the UK are growing up vulnerable in such circumstances. Some are causing serious harm and violence, some are victims of serious harm and violence, and most are both. Most are boys and half in custody are Black and minority ethnic children. Offending behaviours often mask underlying vulnerabilities, from early childhood trauma and school exclusion to poor health and growing up in poverty. It doesn't need to be like this.

SHiFT WAS SET UP IN 2019 TO DEMONSTRATE AND EMBED OPPORTUNITIES FOR MORE IMPACTFUL AND COST-EFFECTIVE APPROACHES TO BREAKING THE CYCLE OF OFFENDING, ALONGSIDE DRIVING WHOLE SYSTEM CHANGE IN HOW SOCIETY PERCEIVES AND SUPPORTS THE CHILDREN WE WORK WITH.

Despite the best efforts of dedicated professionals, many young people and their families are not getting the support they need to move to a place of safety and strength. Too often, current responses to harm and offending exacerbate crisis, compound disadvantage, and deepen harmful cycles. Services and systems are experienced as piecemeal and uncoordinated, with artificial thresholds that create damaging cracks, gaps, and cliff edges. The system has been designed through the lens of disconnected problems rather than the interconnected needs of people and their communities.

SHiFT IS PIONEERING 'BREAKING CYCLES', A DYNAMIC AND EVIDENCED APPROACH TO ENABLING CHANGE, CREATED BY SOPHIE HUMPHREYS OBE.

At the heart of SHiFT is a vision for every child and young person caught up in, or at risk of, crime, using the Breaking Cycles ingredients to have one intensive, high-quality, trusting, and persistent professional relationship through which most of their needs are met: a flexible, holistic, tailored, and tenacious relationship through which professionals do whatever it takes to set children and young people up for the safe and bright futures they deserve.

This document is a short introduction to who we are, what we do, and how SHiFT is already making a difference. We hope you enjoy it and find it useful to provide wider context ahead of joining us as Chair.

There's work to do. Our sleeves are rolled up. We'd love you to join us.

Let's get going.

Dr Amy Ludlow, Chief Executive

WE ARE SHiFT

SHiFT exists to break the destructive cycle of children caught up in, or at risk of, crime. We work with children and young people up to the age of 25 for whom things are getting worse, not better, and who would benefit most from an intensive, therapeutic relationship.

Working as highly skilled, multidisciplinary teams of professionals, SHiFT gets alongside young people who are among the most disadvantaged and vulnerable and causing the most prolific and damaging harm to themselves and others. We start from wherever a young person is, working with them, their family, friends, and community (including all statutory professionals in their lives) to develop high trust, anti-racist, anti-oppressive and strengths-driven relationships that catalyse pro-social change.

We know that change is difficult. We also know that young people in conflict with the law have complex and overlapping education, health, and social care needs. Offending behaviours can mask significant and underlying vulnerabilities. Recognising this, SHiFT commits to doing whatever it takes to break destructive cycles of harm and trauma. Unconstrained by age, geographic or professional boundaries, SHiFT starts with aspiration and belief in all young people. We support them with unrivalled intensity, longevity, and ambition - our work with young people finishes when they are set on a path for success.

To learn more, please visit our website here: <https://shiftuk.org/>.

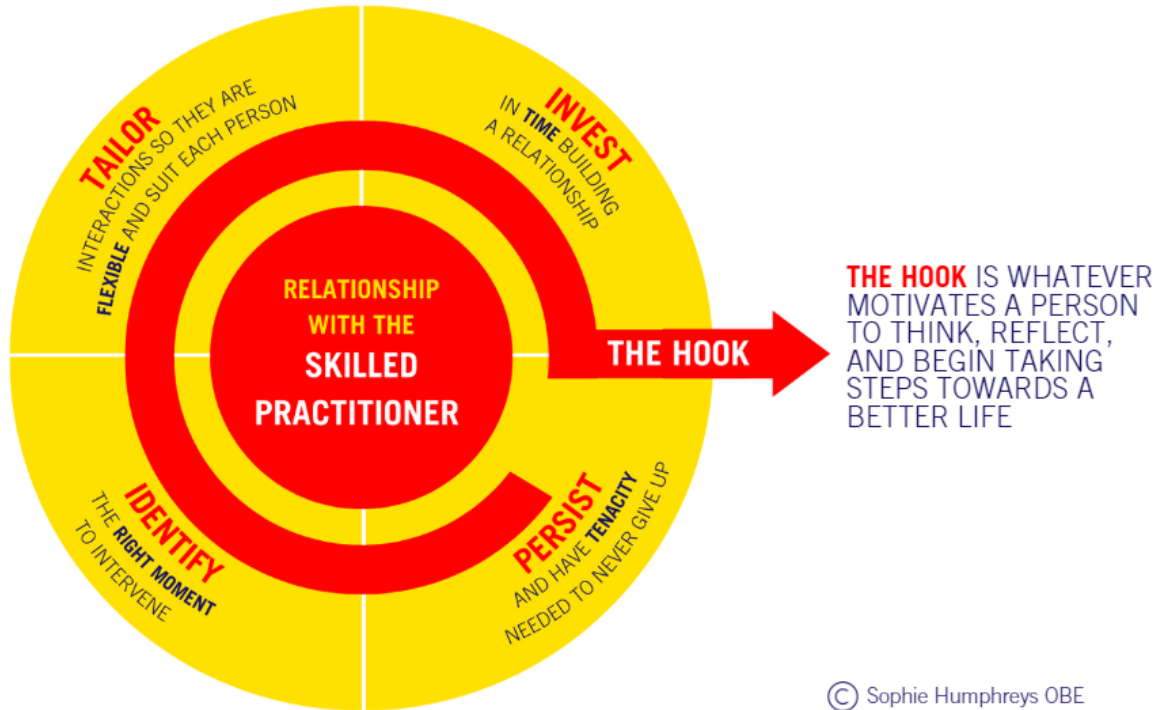
Our current three-year plan can be found [here](#).

BREAKING CYCLES

At the heart of everything we are, and everything we do is 'Breaking Cycles' – a dynamic and evidenced approach to enabling change, created and pioneered by one of SHiFT's Founders, Sophie Humphreys OBE. Breaking Cycles centres flexibility and tenacity, tailoring everything to the individual, identifying the right moment to intervene and finding 'hooks' to motivate change. Rather than defining people by issues like addiction or criminality, Breaking Cycles focuses on people as individuals. We get alongside them to understand their hopes and fears, and we support them to develop the strong foundations needed to achieve their aspirations. The Breaking Cycles ingredients have already been applied at Pause, which was founded by Sophie Humphreys OBE, to prevent women from having multiple children taken into care with a programme that saved millions of pounds and stopped further unnecessary heartbreak. SHiFT is applying these same principles and learning from Pause to break cycles of offending among children and young people.

BREAKING CYCLES

BREAKING CYCLES: 'THE CORE INGREDIENTS'



THE SHiFT DIFFERENCE

Finding 'hooks' to motivate change and building relationships with children and young people is highly skilled work. We think the following four ingredients are essential for that work.

INVEST in time building a relationship and overcoming mistrust.

SHiFT dedicates a minimum of 18 months to each child or young person, with each Guide working with a maximum of 6 children. This time investment fosters trust, stability, and consistency. It allows for in-depth systemic work, understanding the individual within their family, friendship, and community networks, and promoting development.

TAILOR interactions so that they are flexible and designed to suit each person.

Locally embedded services support practitioners to develop intimate knowledge of context and be able to bring the right opportunities and connections around a young person to build on strengths and realise aspirations. Flexibility, based on asking the right questions and listening to the answers, is essential for meeting people's needs and having a positive impact.

IDENTIFY the right moment to lean into a challenge or present an opportunity.

Some young people will be most open to the idea of support when they are able to reflect quietly on their lives. Others might be most open to change when they are at their most vulnerable – when they arrive at hospital with knife injuries or after a decision has been made that they need to move into care. Motivating and supporting change requires professionals to understand the importance of timing and be able to identify just the right time to step forward for every individual.

PERSIST and have the tenacity needed to do whatever it takes.

Some young people will have experienced years of transitory and sporadic interventions from public services. They will often mistrust services and expect them to fail. It takes resilience, determination, and patience to keep showing up and to develop the relationships needed to find new ways around difficult, complex, and often painful problems.

We have high expectations and high aspirations for children and young people. We believe in their potential. We believe in them until they believe in themselves. We support and guide them to success.

SHiFT IS AN ANTI-RACIST AND ANTI-OPPRESSIVE ORGANISATION

The children and families SHiFT works with have often experienced profound disadvantage, discrimination and oppression. We are keenly aware of the over-representation of children and young people who are Black, Brown or Mixed Heritage within the youth justice system.

SHiFT is committed to working to eradicate all forms of discrimination and oppression. We reject all forms of racism and are determined to play our part in dismantling the structural racism that is present both within and outside of our own organisation.

Our journey to learn and grow as an anti-racist organisation and community of practice includes interrogating our own biases, assumptions and aggressions which can cause harm to minoritised communities. It also includes talking about race, bravely and frequently, even when – especially when – it's uncomfortable.

SHiFT has an anti-racist action plan which includes action across four domains: policies and procedures, people, practice, and data and learning. We hold ourselves accountable for delivering against that action plan and developing it through our Anti-Racism Working Group, which meets quarterly and includes people from across the organisation.

WE LIVE OUR VALUES

Our values flow from Breaking Cycles. They inform how we work and relate to young people, colleagues, and our broader communities.

These values don't just exist on paper; we practice them daily and they support and challenge us to do our very best work.

AMBITION

We have high aspirations and expectations for ourselves, our partners and colleagues, and, above all, the children and young people we support. We nurture and celebrate strengths. We are conscientious and meticulous, and we follow through on commitments. We trust and empower others.

COURAGE

We are open, curious, and vulnerable. We think outside the box, listen with humility, and speak up, committed to fairness and ending of discrimination and socio-economic oppression. We lean into discomfort and uncertainty, centring the needs and experiences of young people we support, believing in them until they believe in themselves, and guiding them to success.

FLEXIBILITY

Working flexibly is key to supporting our children and young people, our Practices and our work. We're all individuals, we all have different needs, and we all work, think about, and experience things in different ways. At SHiFT, we are responsive, open-minded, and agile. We get alongside and meet each other where we are.

TENACITY

We see the opportunity in obstacles, and we persevere in the face of setbacks. We are optimistic, creative and confident, ready to ask and adjust, act and make ourselves useful. We care more about getting it right than being right. We understand that getting it wrong sometimes and learning from our experiences are part of the process.

THE SHiFT MOVEMENT

SHiFT is a movement that centres around the children and young people we work with.

Children and young people are supported by SHiFT Guides who work as part of SHiFT Practices. Each Practice is embedded within a Host Organisation, often a Local Authority. Practices are tailored and operate flexibly to meet the needs of the organisations with which we collaborate and the children and young people we support. All Practices have at least two Guides, a Lead Guide, and a Practice Coordinator. The Host Organisation directly employs all role-holders, with intensive and ongoing support from the national SHiFT team.

The national SHiFT team is based at the Coram Campus near King's Cross. The national team has three main roles:

GUARDIAN

Ensuring the integrity of the SHiFT Programme and fidelity and consistently high quality in its delivery, while also ensuring flexibility to meet local needs and circumstances.

CHOREOGRAPHER

Supporting the SHiFT community to continuously learn and improve practice through orchestrating learning and development opportunities and by providing common support functions.

ADVOCATE

Providing a collective voice for the SHiFT community to influence policymakers, opinion formers, and mainstream practice and championing SHiFT with potential supporters and funders.

Our Chief Executive has executive responsibility across all our work, accountable to a dynamic and highly committed group of founders and trustees who provide oversight and governance.

FOUNDERS AND TRUSTEES

SHiFT was founded by four of the UK's leading social policy innovators, all of whom have exceptional track records of turning ideas into action. Our Trustees are committed and passionate with outstanding and wide-ranging experience.



JOSH MACALISTER
CO-FOUNDER AND TRUSTEE



SOPHIE HUMPHREYS OBE
CO-FOUNDER AND TRUSTEE



REBECCA CRAMER
CO-FOUNDER AND TRUSTEE



MICHAEL CLARK
CO-FOUNDER, TRUSTEE, FINANCE
COMMITTEE CHAIR



PAM PARKES
CHAIR OF BOARD OF TRUSTEES



RASHEED PENDRY
TRUSTEE AND PRACTICE
COMMITTEE CHAIR



SARAH HAZZLEDINE
TRUSTEE



DR LUKE ROBERTS
TRUSTEE AND RESEARCH &
EVALUATION COMMITTEE CHAIR

THE STAFF TEAM



SHAKIRA ASHMEIL
PRACTICE DEVELOPMENT LEAD

Shakira began her SHiFT journey in Kingston and Richmond in 2021 as a guide but has since become the Practice Development Lead for the SHiFT National Team. Her extensive background in the youth justice system and targeted youth support fuels her passion for expanding SHiFT throughout the UK. Shakira thrives on innovative thinking and staying true to herself. In her spare time, she relishes trying out new restaurants, traveling to various countries with loved ones, and personal growth.



DR AMY LUDLOW
CHIEF EXECUTIVE

Dr. Amy Ludlow, with 16 years of experience (studying, teaching, and researching) at the University of Cambridge, is an accomplished researcher and educator with expertise in law and criminal justice. She excels in bridging policy, practice, and research for systemic impact, particularly in the fields of prison reform, cultural improvement, and prison education. Amy is also a mum to two daughters and the wife of a busy NHS doctor.



DR KIRSTINE SZIFRIS
RESEARCH AND EVALUATION LEAD

Kirstine is a criminologist with ten years of experience in research and evaluation. Kirstine worked with the Policy Evaluation and Research Unit at Manchester Metropolitan University and has a wealth of experience evaluating programmes in and around the criminal justice system. Prior to this, Kirstine completed her PhD at Cambridge University focusing on philosophy education in prison. She has recently published a book based on her PhD work entitled *Philosophy behind bars: Growth and development in prison*.



JEANNE KING
PARTNERSHIP MANAGER

Jeanne, an independent consultant with over 25 years of experience, has collaborated with various sectors, including private, voluntary, community, and local authority Children's Services. Throughout her career, she's had the privilege of working with dedicated individuals focused on tailoring systems and services to meet each child's unique needs. She likes to believe that some of her work may have helped to make a difference in the lives of some children.



HILARY DIXON
HEAD OF PRACTICE AND LEARNING

Hilary previously worked in Youth Custody Services, focusing on preserving meaningful family connections for children in YOIs. Before her training as a systemic psychotherapist, Hilary served as a social worker in child protection teams in the London Boroughs of Ealing and Newham. She worked in a specialized domestic abuse team and an adolescent exploitation team, driven by her strong commitment to assisting children and young people facing challenges beyond their families.



EVE MIDDLETON
DATA & INSIGHT ANALYST

Eve is a psychology graduate with experience working as a Social Researcher for the Civil Service. Her research focused on policing, crime reduction and ethical decision-making. She is a passionate advocate for a holistic approach to crime and drug use, which tackles the root causes and focuses on prevention rather than punishment. Outside of work, Eve is involved in activism and supports other young people to become politically engaged and make meaningful changes towards achieving climate and social justice.



LUCY PASSMORE
NATIONAL TEAM COORDINATOR

Having lived in the Netherlands for 12 years, Lucy moved back to London in 2020 and started working at St Christopher's Hospice. Before bringing up her 3 daughters, Lucy worked in the Arts and as an equity research editor.



JAMES PRESTON

CHIEF OPERATING OFFICER

James Preston, an experienced operational leader in the youth sector with a decade of experience in national government-funded youth contracts, also has a background in higher education, where he facilitated the accreditation of courses for a global university. His unique insight into the Criminal Justice system comes from five years as a Police Officer in Essex, offering firsthand experience with the challenges of repeat offending among children. Beyond his professional life, James is a father of five and coaches his youngest son's local football team.



NADIA GALVANI

SYSTEMIC TRAINER

Nadia, a qualified family and systemic therapist with 20+ years of experience in social care, including youth justice and child protection, currently works in frontline child protection service in London. As well as supporting social work professionals, she provides clinical interventions for families, systemic training to local authorities, and clinical supervision. She is a director of Social Matters (an organization dedicated to enhancing diversity, inclusion, and belonging in company systems) and the co-creator and co-host of The Social Matters Podcast, addressing the gap in resources linking systemic ideas to social work practice.



CARLA MORRIS

PRACTICE DEVELOPMENT LEAD

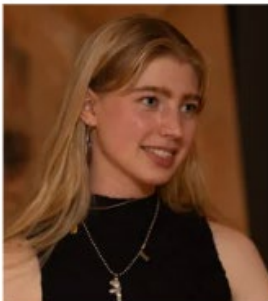
Carla is a qualified and registered social worker with extensive experience in the Domestic Abuse and Criminal/Sexual Exploitation Sector. Before SHIFT, her work focused on behaviour change work and recovery for adult and child survivors, and systems change. Carla is passionate about changing the structures and systems that prevent many young people from accessing the help and support they need to live happier, safer and healthier lives. Carla loves socialising with family and friends and travelling, but she also spends a lot of her spare time watching box sets and trying to perfect her handstand press-ups.



REBECCA TANKARD

FINANCE MANAGER

Rebecca is currently supporting SHIFT as its Finance Manager. She is a graduate of Teesside University with 20+ years' experience as a Finance Manager, working within both the private and charity sectors. Her main role is at Pause. Rebecca has long supported charities, offering practical support as well as financial guidance; from being a Home Start volunteer in the 1990s, to her current role as Trustee/Treasurer for Age UK in Darlington. Rebecca is a keen walker, often spending her weekends on the Fells and in the Dales, preferring the sky as her ceiling!



PHOEBE MINSON

CREATIVE COMMUNICATIONS LEAD

Phoebe's background includes being the Creative Director at a Central London gallery, and the role of Head of Communications at an art-tech start-up. Her unique approach to communication and information accessibility is shaped by the intersection of her passion for the arts, creativity, and a dedicated commitment to addressing contemporary issues, with a particular focus on women and children. In her free time, Phoebe can be found in galleries or with her head in a book.



SALLY DICKIN

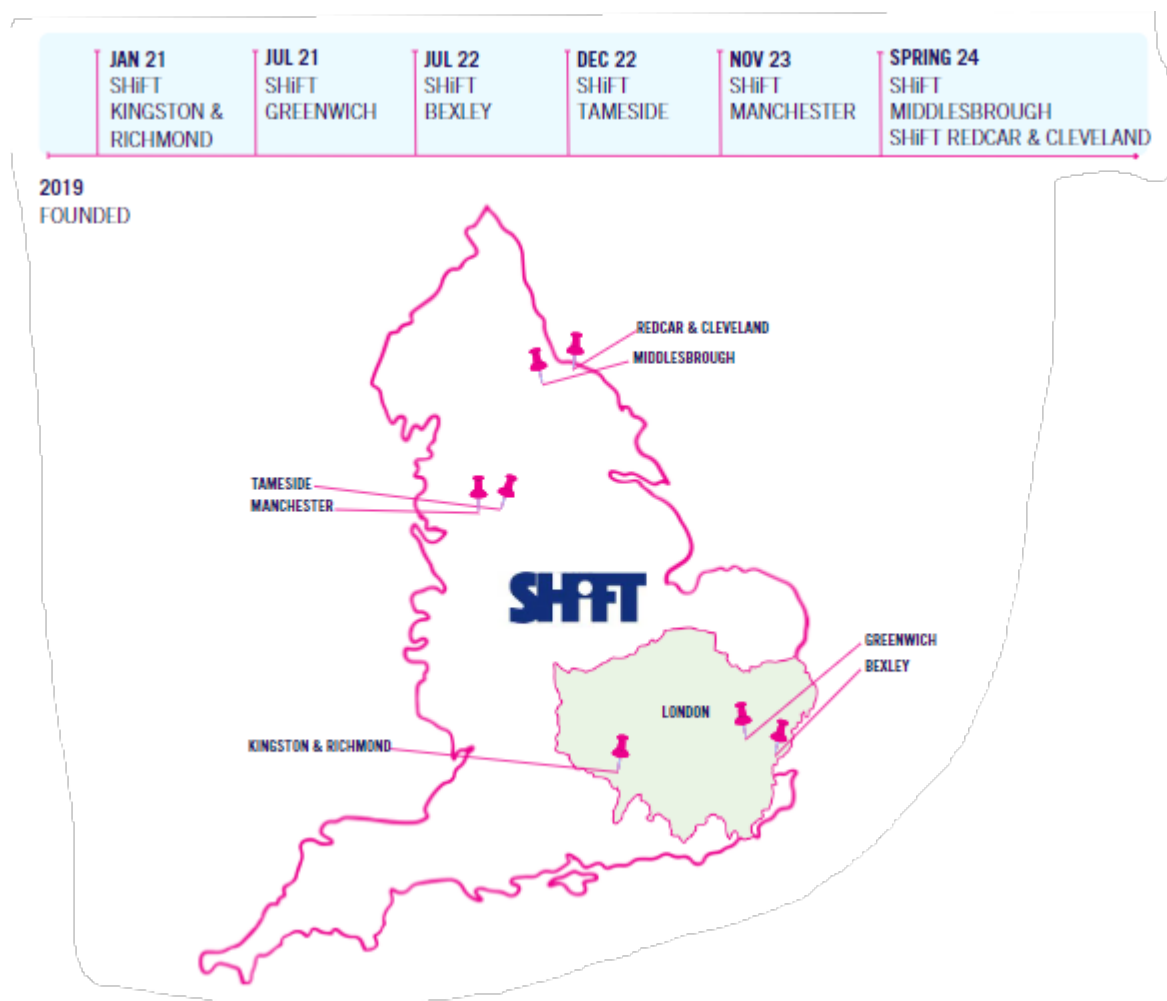
PARTNERSHIP MANAGER

Sally, with over 25 years in Local Authority Children's Services, focuses on Youth Justice. Committed to shifting negative perceptions of young people in the justice system, she advocates for recognizing their potential rather than defining them by behaviour or circumstances. Sally envisions a society supporting children's journeys without judgment. Outside work, she enjoys walks with her dog, horse riding, and is a mother to a teenage son.

SHiFT IN ACTION

SHiFT Practices are tailored to meet local needs and priorities. This means that each SHiFT Practice has a slightly different character, though we all work to the same vision, and values and within a common Framework.

To date we have launched five practices, Kingston and Richmond (January 2021), Greenwich (July 2021), Bexley (July 2022), Tameside (December 2022), and Manchester (November 2023). We are currently mobilising Practices in Middlesbrough and Redcar & Cleveland to open in the first half of 2024.

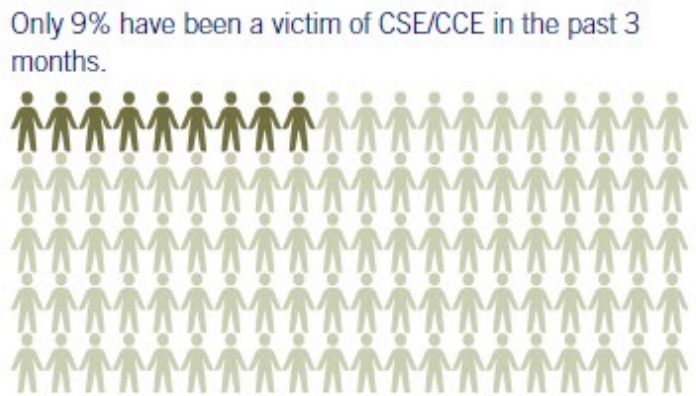


NATIONAL IMPACT

SHiFT has worked with 139 children and their families since January 2021. As of December 2023, we are working with 87 of these children.

SHiFT IS DELIVERING EXCEPTIONAL OUTCOMES.

Data from the children and young people enrolled at Greenwich, Bexley and Tameside in September 2023 shows:



ROLE SPECIFICATION

This is a critical time for SHiFT. In the wider external environment, including the work of the Commission on Young Lives and the findings and proposals from the Independent Review of Children's Social Care, there remain urgent calls to action for programmes that will break the cycle of children and young people caught up in, or at risk of, crime. As SHiFT comes to the end of its first strategy and looks ahead to developing a new strategy from 2025, we are now looking for outstanding candidates to join our board of trustees as Chair.

SHiFT's Board of Trustees are looking to appoint an outstanding Chair who will build and maintain successful relationships with the diverse stakeholder group critical to the success of the organisation, ensuring that its ambitions and vision are effectively implemented with a core focus on impact. The Chair supports the Chief Executive in her role, and ensures SHiFT is positively engaged and influential with a wide range of stakeholders. The Chair also has accountability for governance, ensuring the Board works effectively and maintains strong relationships with the executive, that the charity operates within its charitable objectives, and that the charity and Trustees comply with relevant law and legislation.

The Chair will be personally motivated by SHiFT's vision and mission with the time required to devote to the role. The Chair is accountable to the Board of Trustees.

MAIN DUTIES AND RESPONSIBILITIES

Relationship Building and External Influencing

The Chair will quickly gain the trust and respect of the Board and Trustees as well as with the staff and fellows. They will act as an ambassador for the charity, leading the raising of the profile of the charity and maintain well-functioning relationships with senior external stakeholders.

Support and Challenge to the Chief Executive

The Chair should act as a critical friend to our Chief Executive, Dr Amy Ludlow, providing advice and support as well as challenge, where appropriate.

Governance and Strategic Oversight

The Chair must provide effective leadership to the Board of Trustees and chair trustee meetings effectively. The Chair, alongside the rest of the Board, will ensure that the current high standards of governance are maintained.

PERSON SPECIFICATION

IDEALLY, CANDIDATES WILL BRING AS MANY OF THE FOLLOWING SKILLS AND EXPERIENCE AS POSSIBLE:

- Outstanding leadership skills, able to build consensus whilst balancing the need for full debate and challenge;
- Personally motivated by the mission and vision of SHiFT with the capacity and desire to devote the time necessary to the role;
- An accomplished senior leader with a track record successfully navigating ambiguity and complexity with a focus on delivery;
- Comfortable with knowing when to support, and when to constructively challenge the senior team;
- Comfortable working with senior individuals within SHiFT as an ambassador for the charity across central and local government and wider stakeholders;
- Independence of thought with robust judgment, resilience and unquestionable personal integrity.

An understanding or experience of our cause would be helpful. Reflecting the diverse communities that SHiFT is proud to support and our work as an anti-racist organisation, we are committed to finding a Chair who is dedicated to furthering diversity and inclusion within the charity. We actively and warmly encourage applications therefore from a broad and deep range of backgrounds and experiences.

YOUR COMMITMENT TO US

The estimated time commitment for this role is 2-3 days per month.

The term will be for two years, with a second term if agreed.

This is an unremunerated role.

HOW TO APPLY

Saxton Bampfylde is acting as an employment agency advisor to SHiFT on this appointment.

Candidates should apply for this role via www.saxbam.com/appointments using code **ZBQSA**. Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is midday on **Thursday 11 April 2024**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

Equal Opportunities:

SHiFT is an equal opportunities employer and welcomes applications from all sections of the community. Candidates will be assessed against relevant criteria only (i.e. skills, qualifications, abilities, experience).

GDPR personal data notice:

According to GDPR guidelines, Saxton Bampfylde Ltd are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.