

Standing up for kids
JUST FOR KIDS



Chief Executive Appointment brief

AUGUST 2020

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Welcome

Dear Candidate,

Thank you for your interest in this exciting role as Chief Executive of Just for Kids Law. We believe passionately in the rights of children and young people and our mission is to provide high quality services, as well as wide ranging strategic litigation and campaigning to embed and uphold these.

We work tirelessly with young people and children on a range of issues, including criminal justice, school exclusion, homelessness, social care support for those in care or leaving care and immigration. For those young people who want further support we help them access education, training and employment opportunities. Building on the work of founders Shauneen Lambe and Aika Stevenson, we have grown exponentially over the last decade and are proud of our organisation that consistently punches above its weight and provides a number of strands of interrelated work. Under the leadership of our outgoing CEO, Enver Solomon, significant and consistent fundraising success has allowed us to continue to grow and expand. We are in a strong and stable position with robust finances and reserves (although there is no room for complacency), a clear strategy and passionate staff team, a stable leadership team and an experienced and engaged Board of Trustees. We have also recently moved to a new, modern office that will allow us to work as effectively and collaboratively as possible. In recognition of our achievements we were 'highly commended' in the charity of the year category at the CYP Now Magazine Awards 2019.

We are now looking for a new Chief Executive to consolidate our work, lead the next strategic plan and ensure that we continue to develop, grow and deliver the highest quality support for children and young people. This will involve leading continued expansion into new opportunities that chime with our core business, and consolidating the organisation into one that is effective and agile, committed to innovation and eager to support the rights of young people. Our voluntary income base ensures we are independent and values led and benefit from strong relationships with philanthropists, trust and grant funders. A key part of the role will be building on this successful fundraising growth by developing major donor relationships and continuing to diversify our funding.

Our role is to provide both individual and holistic legal advice and representation and youth advocacy, as well as strategic litigation and campaigning, to ensure an even wider impact for large numbers of young people. We are particularly proud of key legal cases and campaigns we have led, such as changes to detention for under 18's to ensure that 17-year-olds have the same representation as children (Still a Child at 17). More recently, as a result of a case we brought to the Supreme Court, the government changed the disclosure of criminal records to prevent the disclosure of youth reprimands to future employers, which previously went against human rights legislation. Our legal intervention has also enabled increasing numbers of young migrants to access student loans and grants in order to pursue their university studies, which a year ago led to the creation of a new independent charity, We Belong, which is the first in the UK to be run entirely by, and for, young migrants.

In this pack, you will find information about our work and our values. This is a unique opportunity for a motivated and dynamic person with energy and ambition, a track record of strategic leadership and a passion for supporting children and young people when they most need it.

I hope you find this information interesting and enlightening and I look forward to hearing from you.

Best wishes,

Carolyn Regan
Chair of Trustees on behalf of the Board

Who we are

There are many ways that a child or young person can find themselves in trouble and not know where to turn. They might be excluded from school, facing homelessness, caught up in the bureaucracy of the care system or facing criminal charges having been exploited by drug gangs. They find themselves in situation where it feels nobody wants to listen to them or allow them to be heard. They desperately need somebody to work with and for them to stand up for their rights and hold those with power to account. That's what we do at Just for Kids Law.

Our vision is for all children and young people in the UK to have their legal rights and entitlements respected and promoted, and their voices heard and valued. We exist to work with and for children and young people to hold those with power to account and fight for wider reform. We do this by providing legal representation and advice, direct advocacy and support, and through strategic litigation, campaigning and equipping others to work for children's rights.

Our values are to act with integrity, respect, courage and compassion. We put these values into practice in our relationships with the children and young people we work with, our colleagues and our partner organisations.

Since we were founded in 2006, we have developed a unique model of casework. Our model is holistic, both in the way that it provides support for multiple areas of need that a young person may have, and in the way that children and young people are supported by a team of youth advocates, lawyers and youth opportunities workers who are co-located to provide a joined-up package of help.


We take evidence from this casework to fight for wider reform, bringing the voices of young people to the fore, challenging the government in the courts and lobbying in Westminster and Whitehall with a clear focus on children's rights.

The difference we make

OUR CLIENT SURVEY

75% of young people reported that, since they've been supported by us:


 Their situation has improved.

 They feel more confident facing problems.

 They know more about their rights.

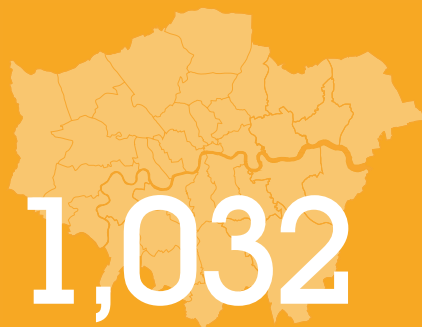
OUR INDEPENDENT EVALUATION

 3 out of 4 young people reported **positive change in their wellbeing** after contacting us.

 9 out of 10 young people reported **feeling less alone when dealing with their problems** after contacting us.

 3 out of 4 young people reported **feeling more able to speak up and express their wishes** after contacting us.

Our 2019 data



Children and young people

We worked with **1,032 children and young people**, mainly in **31 London boroughs**, through our casework providing youth advocacy, legal advice and representation and youth opportunities support.

We supported these young people to address a range of needs, relating to **housing, social care, education, immigration and criminal justice issues**, working on **1,390 individual cases**. Nearly a third of these were one off advice.



1,390
Individual cases*

Our Strategy

In June 2018, we conducted a strategic review of our work and priorities going forward. The result is a strategic plan that provides a clear framework to ensure our growth and development over the next three years, and to ensure the organisation is well placed to fulfil our charitable objectives.

OUR STRATEGIC AIMS

From understanding our vision and mission, reviewing the environment in which we work and our core strengths, we have developed four strategic aims:

1. Secure outcomes for individual children and young people
2. Secure changes to the legal, policy and practice environment for children and young people
3. Maintain and develop a robust organisation using our strengths to maximum impact
4. Develop an organisation in which participation is central to all our activities

These four aims are equally important and over the life of the strategy are being given the same prioritisation. However, we recognise that both maintaining and developing a robust organisation and developing an organisation in which participation is central underpins all our work.

PUTTING IT INTO PRACTICE

In 2020, the second year of our strategy, we plan to take forward a number of changes...

- We will complete a review of our participation and youth engagement work, so we have a clearer understanding of our approach and how we want to embed it across the organisation
- Our legal team will aim to increase to its capacity by employing a specialist housing solicitor, gaining funding to take on an additional immigration caseworker and implementing the learning from the legal clinic pilot on school exclusion casework to consider future expansion

- We will ensure the wellbeing of our staff is paramount, implementing a new policy and action plan as well as putting in place a comprehensive package of support, including reflective practice, clinical supervision and regular training for all our frontline staff. This will build their resilience and ensure they are equipped to do the best job possible with the children and young people we support
- We will further develop campaigning work to highlight the lack of social care and housing support for older teenagers and young people, including care leavers, taking the evidence from our casework to improve policy and practice
- We will pilot and implement new outcome indicators that demonstrate the real difference we make to the young people we support and review our new SMS survey that we send to all young people we work with. We will also start to better capture the impact we make in our work to secure legal, policy and practice reforms for children and young people
- We will move to a new office so that we have a working environment for our staff that meets their needs and is fit for purpose

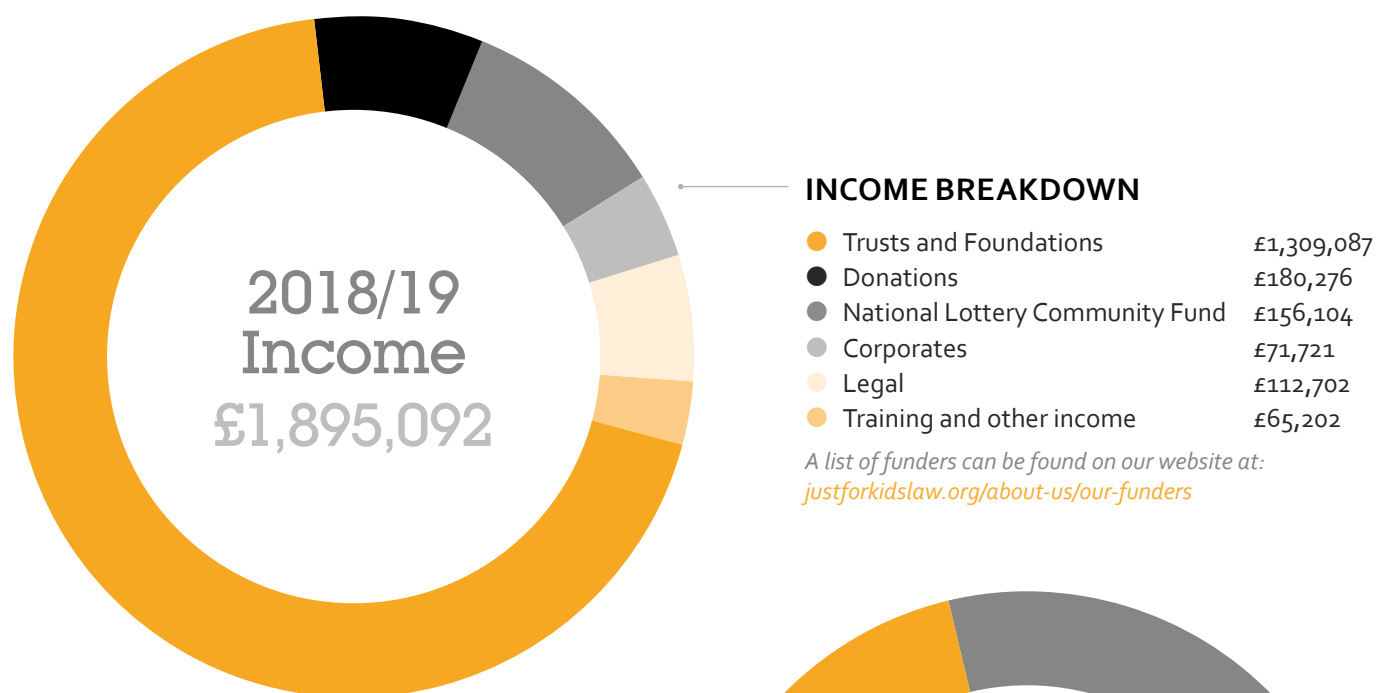
The current strategy runs to June 2021 but the Board has recently agreed to update it and extend it for another year to June 2022. The revised strategy will be published at the end of October.

EQUALITY AND DIVERSITY

Currently approximately 30% of our staff group come from BAME backgrounds. Our new equality and diversity policy will include an equality and diversity action plan co-produced with staff and a commitment to create a more diverse staff group, including at senior leadership and Board levels. We recognise we have more to do and are fully committed to it.

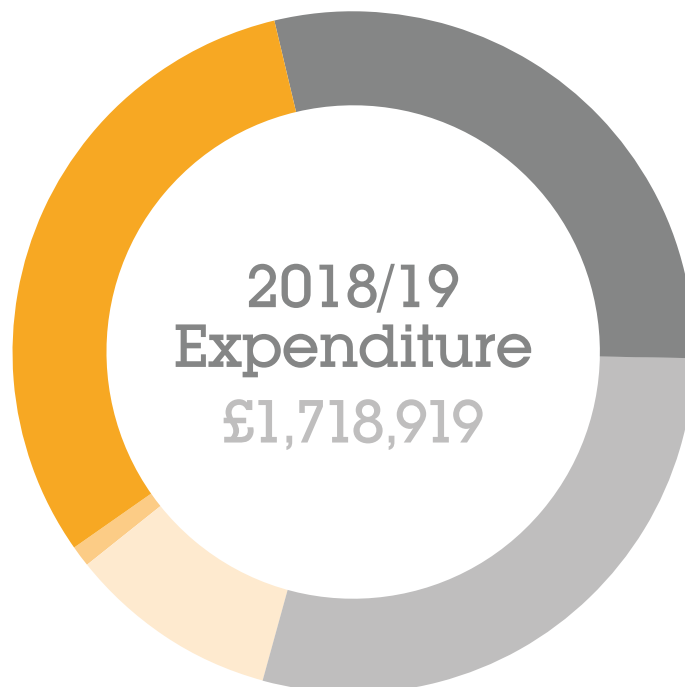
Our Finances

We are in the fortunate position of having solid, growing reserves and stable income streams. We have recently achieved an annual surplus to invest in the organisation's future plans.



EXPENDITURE BREAKDOWN

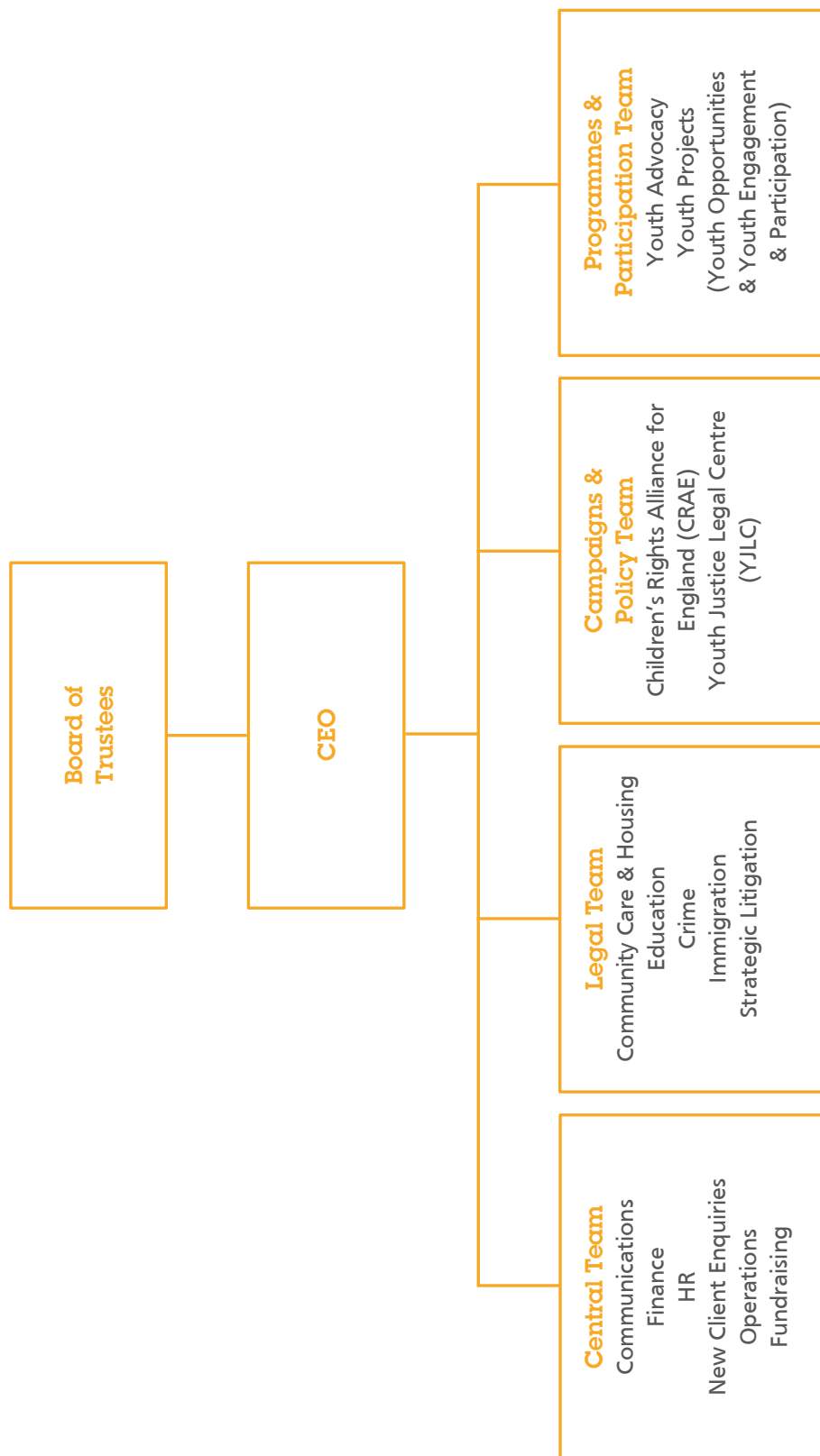
● Central	£504,501
● Legal	£501,805
● Programmes and participation <i>(including youth advocacy and youth opportunities)</i>	£513,390
● Policy and campaigns	£177,540
● Fundraising costs	£21,683



These summary financial figures have been extracted from the full Annual Report and Accounts which were approved by the Board of Trustees on 5th December 2019. However, these summary figures have not been separately audited.



Organisation charts



Role description

JOB TITLE

Chief Executive

REPORTING TO

Board of Trustees via the Chair

DIRECT REPORTS

- Director of Policy and Campaigns / Director of the Children's Rights Alliance for England.
- Legal Director.
- Director of Programmes and Participation.
- Director of Finance and Resources.

STRATEGIC DIRECTION AND GOVERNANCE

- Lead the design, implementation, monitoring and assessment of Just for Kids Law's long-term strategic plan in coordination with the Trustees, Directors and staff.
- Oversee the annual strategic and operational planning processes, including the annual budget, for the organisation in coordination with Directors, senior managers and the Board and its subsequent delivery.
- Provide the Board with all the necessary management information required to make informed decisions, including through attending quarterly Board Meetings and sub-committees, and work with the Board to ensure budgets meet strategic and operational plans.
- Proactively identify and resolve issues and risks for the charity, escalating as appropriate to the Board.
- Ensure that Just for Kids Law complies with its legal obligations as a charity, including obligations relating to any regulatory frameworks, bodies or agencies.
- Foster relations with our Patrons and Honorary Founder.

OPERATIONAL AND PEOPLE LEADERSHIP

- Be a leader to an enthusiastic, informed and excellent staff team: ensuring that successful and impactful work is recognised coordinated and rewarded.
- Oversee the development of organisational culture initiatives which enhance the charity's operational delivery.
- Directly manage and support the SMT, ensuring that teams are well led and running effectively, with annual appraisals.
- Ensure effective leadership, performance management and resourcing of all teams within the organisation and organisational coherence.
- Uphold and embed the values of Just for Kids Law in the everyday work of the organisation.
- Proactively identify and resolve people and operational issues and risks for the charity, escalating as appropriate to the Board.

FUNDRAISING

- Lead, implement and monitor the agreed fundraising strategy.
- Proactively identify and connect with funders, particularly philanthropists, trusts and corporate donors, with a focus on building long-term trust-based relationships.
- Maintain oversight of all income generating activities, including training, legal representation and events.
- Diversify the funders through increased targeting of corporate donors and high net worth individuals.

Role description

PROFILE BUILDING AND COMMUNICATIONS

- Be the public face of Just for Kids Law, embodying its values and beliefs.
- Build and maintain our network of contacts and represent Just for Kids Law at external events.
- Develop virtual events to promote the charity and understanding of the associated issues and to expand our reach.
- Assume primary responsibility for the external brand, media presence, website and profile of the organisation.
- Deliver robust, effective, targeted and timely communications across the organisation.
- Ensure delivery of the annual Impact and Learning report.

FINANCIAL MANAGEMENT

- Lead on identifying and securing funding to deliver our plans.
- Oversee the effective financial management of the organisation.
- Oversee preparation of monthly management accounts, quarterly accounts to the Board and annual management accounts for submission to the Board and to external auditors.
- Undertake financial planning, to ensure early and proactive identification and escalation of issues. Ensure reporting on key financial performance to the Board and the Treasurer as necessary.

CONTINUOUS IMPROVEMENT AND ONE-OFF INITIATIVES/PROJECTS

- Pro-actively identify and lead targeted one-off initiatives/projects and continuous improvement activity required to grow and evolve the organisation.



Person specification

ESSENTIAL EXPERIENCE

- Strong and proven strategic leadership experience at Director or Chief Executive level, including developing strategic direction and planning and implementing successful growth plans.
- Strong management experience including developing senior staff, developing culture and overseeing organisational development.
- Proven track record of diversifying and growing voluntary income from corporate, trust and philanthropic donors.
- Proven experience of developing and growing programmes to support client needs.
- Proven experience of profile raising, including acting as an ambassador and influencing senior external stakeholders, such as donors and parliamentarians.
- Proven experience and significant knowledge within either the social justice or children and young people's sectors.
- Solid financial and budget management experience.

KNOWLEDGE AND SKILLS

ESSENTIAL

- Proven commitment to the values and ethos of Just for Kids Law.
- Knowledge of the children's and youth sector

- Strong knowledge or experience of the legal system in England and Wales.
- Ability to think creatively and flexibly.
- Strong interpersonal and communications skills, written and verbal (influencing and negotiating, relationship management).
- Commercial acumen.
- Track record of leveraging the digital and virtual world to raise an organisation's profile.

DESIRABLE

- Experience of policy development/analysis.
- Experience in public affairs.

KEY BEHAVIOURS

- Empathy and passion for the charitable objectives, values and ethos of Just for Kids Law.
- Leadership through engagement.
- Drive and commitment to deliver.
- Influencing and partnering.
- Resilience and energy.
- Innovative problem-solving involving others.
- Ability to manage a wide and varied workload and multiple priorities.

Role terms

CONTRACT TERM

Permanent

LOCATION

Central London (Angel)

HOURS

Full time (35 hours per week)

SALARY

£68,000 to £73,000 (subject to cost of living increase)

PENSION

5% per matching following probation.
4% matching during probation

LEAVE

A full time member of staff has 30 days annual leave which includes three days to be taken at Christmas in addition to bank holidays (usually 8)



How to apply

To apply to become Chief Executive at Just for Kids Law, please upload a CV and a supporting statement of no more than two pages of A4 onto our website.

As an inclusive employer Just for Kids Law actively encourages applications from people of all backgrounds and cultures.

We ask that you complete the equal opportunities information online when you submit your application via our website. The information collected will be treated as confidential, used for statistical purposes only, and will not be treated as part of your application.

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 Prospectus website at:

www.prospect-us.co.uk/jobs/details/HQ00177586

RECRUITMENT TIMETABLE

Deadline for applications:
Wednesday 16th September 2020

Interviews with Prospectus:
21-24th September 2020

Engagement meetings:
w/c 12th October 2020

Interviews with Just for Kids Law:
22nd October 2020

RECRUITMENT PROCESS

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

Prospectus is highly experienced at managing virtual interviews and employer interactions to ensure a comprehensive candidate experience.

QUERIES

If you have any queries on any aspect of the appointment process, need additional information or would like to have an informal discussion, please contact Anna Gardet or Roberta Giubilini at Prospectus on 020 7691 1920, or email

Anna.Gardet@prospect-us.co.uk

Roberta.Giubilini@prospect-us.co.uk

**CREATED BY THE PROSPECTUS
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