

SWITCHBACK

Chief Operating Officer (COO) Recruitment Pack

Deadline: 10am, Mon 18th Jan 2021



Join us at Switchback.

We enable young men to find a way out of the justice system and build a stable, rewarding life they can be proud of.

www.switchback.org.uk | @switchback_ldn

Registered Charity Number 1125100 | Company Number 06615923

Welcome

Switchback is an award-winning small charity enabling young Londoners to find a way out of the justice system and build stable, rewarding lives. We use our evidence to inspire change across the justice system and beyond. Our team of skilled, fulltime Switchback Mentors provide intensive one-to-one support for young men leaving prison alongside real-work training after release, supporting Switchback Trainees to make real, lasting change. Our approach works: Switchback Trainees are five times less likely to reoffend.

Now, building on a decade of sector-leading impact, Switchback is making a transformational shift in our reach and scale. We aim to significantly expand the number of prison-leavers Switchback can support in London as well as our capacity to campaign for systemic change – all while closely guarding the integrity and quality of our programme.

This new position of Chief Operating Officer will play a pivotal role in enabling that shift over the next two years. We are looking for someone with the drive and experience to facilitate a step-change in the sustainable growth of an innovative, high-impact charity. As COO you will be responsible for leading on Switchback's financial and businesses planning, HR processes, and developing our infrastructure services to keep pace with our ambitions for growth. Through a solid foundation of business systems and processes you will ensure Switchback can grow our team, remain a fantastic place to work, and extend our reach through new campaigns, consultancy, training, partnerships and delivery activity.

We are determined to ensure that Switchback's team is more representative of the young men we support, so we are especially keen to hear from people from Black, Asian and Minority Ethnic backgrounds or with lived experience of the criminal justice system or poverty.

Your charge is to enable brilliant people to do what they are brilliant at doing – and help change lives in the process. We look forward to hearing from you.



About Switchback

Switchback was established in 2008 on the basis that it's often not the lack of opportunity, but rather a lack of confidence, knowledge and continuity of support that prevents prison-leavers from overcoming challenges and realising their options.

Since 2008 we've helped hundreds of young men, Switchback Trainees, leaving London prisons to build stable, rewarding lives they can be proud of. We provide intensive 1-to-1 support alongside real-work training after release. Our support begins in prison and lasts as long as it takes, delivered with a team of full-time professional Switchback Mentors who help Trainees make choices that reinforce their initial commitment to change.



Real-work training leading to a job after release is just one part of the Switchback process. We challenge and encourage Trainees to take control and make real, lasting change – a fundamental shift in mindset and lifestyle. This is new territory for most: a frank, non-judgemental relationship with someone there for them on a daily basis, helping to navigate the turbulent transition from prison to community.

Last year, the proportion of Switchback Trainees who reached our benchmark of *Real, Lasting Change* grew to 75%. Over half our Trainees moved into lasting employment. While nearly half of people released from prison nationally are re-convicted within a year and many are back inside within weeks, Switchback Trainees are *five times* less likely to return to custody.

We're determined to expand our reach and – equally important – to use the evidence gathered from our work to secure wider change across the criminal justice system. To maximise our impact now and for the future we need to ensure we have a solid foundation of business systems and processes to keep pace with our ambitions for growth.

Switchback's work has been recognised in recent years with a number of accolades:

- Winner [Longford Prize](#) 2019
- Shortlisted [Charity of the Year](#) Charity Times Awards 2019
- Shortlisted [Outstanding Organisation](#) Criminal Justice Alliance Awards 2017
- Winner [Robin Corbett Award for Prisoner Re-integration](#) 2016

'People only do what they know, and that depends where you grow up. To me, I knew how to sell drugs. In my community it's just normal to do crime. Switchback taught me and pushed me so much. I've learned to forget about crime. I've been shown a different route'

Jordon, Switchback Trainee.
Read more about Jordon's journey [here](#).

Our Values

Switchback's five values cut through everything we do:

1. **Human.** Keeping Trainees at the heart of everything we do. We build trust, confidence and independence in all areas of a Trainee's life.
2. **Authentic.** Rolling with the ups and downs of real life. We prize integrity and honesty. We don't sell a dream; we're realistic about what it means to genuinely start over and the huge courage needed to change. We provide a space to learn from mistakes.
3. **Committed.** Our commitment to Trainees is consistent and continuous, and for as long as it takes. We reject quick fixes. We do what we say we're going to do and coach our Trainees to do the same.
4. **Ambitious.** We have high expectations and assume strengths, resources and abilities in Trainees. We don't do things *for* people – we challenge and encourage our Trainees to take control.
5. **Pioneering.** We challenge Trainees and ourselves to move outside our comfort zones and we encourage adventure to learn and grow. As a charity we constantly seek to reflect and improve.



“When I first came into Switchback I'd feel so uncomfortable I could hardly speak. Switchback totally changed how I thought about myself. I've learned that it's not about taking the fast route, taking the long route is more beneficial in the end. I've done so much more than I thought I could.”

Elton, Fashion student & former Switchback Trainee.

Read more about Elton's journey [here](#).

Job terms & conditions

Job title	Chief Operating Officer (COO)
Location	London (Spitalfields, E1)
Reporting to	CEO
Direct reports	Finance Officer (part-time); Office Manager (full-time); external contractors as required
Salary	c.£55,000 depending on experience
Hours	35hrs per week (we can offer flexibility on how these are worked)
Contract type	Permanent
Benefits	<p>25 days holiday plus bank holidays, rising with service to max of 30 days. Holiday buy-back available after 2 years' service</p> <p>Pension scheme: 3% salary sacrifice met by 5% contribution from Switchback</p> <p>Strong commitment to employee development including generous training budget</p> <p>Flexible working policy, family-friendly benefits</p>
Deadline	10am on Monday 18th January 2021
Interviews	w/c 25 th January 2021 and w/c 1 st February 2021
How to apply	<p>For an informal discussion, please contact our recruitment partner, Simon Lloyd, Director at NFP consulting on 07961 988 523 or email simon.lloyd@nfpconsulting.co.uk</p> <p>Application is by way of CV and a Supporting Statement online at www.nfpconsulting.co.uk/switchback.</p> <p>Please also download and complete an anonymous Equalities Monitoring form here and email to recruitment@nfpconsulting.co.uk. This will be separated from your application (see below for more info).</p>

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process, e.g. attending interview. Any requests will not be taken into account in the selection process.

Diversity

Switchback is committed to diversity and inclusion in its workforce. We seek to attract applications from the widest possible talent pool and to appoint on ability irrespective of race, religion, age, disability (including hidden disabilities), marital/civil partnership status, sex, gender identity, or sexual orientation. We particularly welcome applications from candidates with relevant lived experience (actual or by association). Switchback actively promotes a culture where people can be themselves, are valued for their strengths and are recognised for the contribution they make to the achievement of our mission. As part of our commitment, we gather anonymous data on the profile of the applicant pool for each role we recruit to in order that we can continually learn and improve both our marketing of opportunities and the selection processes we deploy.

We regret that as a small team we will be unable to provide feedback to candidates that are not shortlisted for interview.

Job description

This role is your chance to facilitate a step-change in the development of a small, award-winning charity making a big difference through our work with young prison-leavers in London. As Switchback's new **Chief Operating Officer**, you will take the lead on our financial and business planning, HR processes, and organisational infrastructure to enable Switchback's transformational growth.

The new position of COO will play a pivotal role in ensuring that our growth ambitions are sustainable, leading on our financial and business planning, and development of our infrastructure services. Current priorities include recruiting and developing the expanded business operations team, leading an office move within the next 12 months, and reviewing our data and ICT systems and processes. The postholder will have vision, financial and business acumen, an excellent understanding of good governance, and a business partnering approach to working with colleagues and trustees and the ability to bring in new external partnerships and contractual relationships that serve our commitment to providing real opportunities for our Trainees.

Key Responsibilities

Business planning and development

- Leading the annual and longer-term business planning processes in the organisation, working collaboratively with the CEO, senior colleagues and trustees, and enabling staff and stakeholder engagement; ensure that our business plans deliver to our strategic vision and ambitions
- Develop financial costings and projections for funding bids, working in partnership with the Director of Impact and External Affairs, and Head of Fundraising, aiming at full cost recovery models
- Develop costed financial and business models for new initiatives aimed at generating income, for example training and consultancy services
- Play a pivotal role in the development of Switchback's commercial activities, working in partnership with colleagues, and including registration on government funding portals, overseeing contract terms and service level agreement drafting, provision of support to costing of the commercial officer
- Contribute to the overall strategic development of the organisation, leading on cross-cutting organisational development projects as delegated

Financial planning and management

- Lead the development of financial planning processes, including financial forecasting, annual and longer-term budgets, profit and loss, cash-flow forecasting and treasury management
- Provide management accounts and financial information for the Board
- Ensure provision of timely financial reports and management information to all budget holders
- Lead on the production of the Annual Financial Statements for the Annual Report
- Support to and liaison with Auditors
- Oversight of day to day accounting for the organisation, working through and with the Finance Officer and any external service providers

Governance, risk management and compliance

- Deputise for CEO on internal matters
- Ensure the organisation has good governance structures, systems and processes in place, including timely reporting to the Board and sub-committees, annual meeting

cycles aligned to financial and business planning requirements, induction and skills audit for the Board

- Oversight of the Office Manager in setting of annual meeting cycles and committee secretariat
- Ensure effective risk management frameworks are in place in all areas of the organisation's planning, monitoring and reporting
- Ensure Switchback is suitably insured
- Act as Company Secretary, ensuring the charity complies with legal, regulatory, statutory and financial reporting requirements
- Lead responsibility for development of organisation policies and standards (e.g. safeguarding, financial, data protection, GDPR compliance, employment, and health and safety), including ensuring effective dissemination and communication, and compliance.
- Work in partnership with colleagues in relation to specialist policies and procedures.
- Act as the named officer for Health and Safety and Data Protection

Infrastructure services

- Lead on the development of ICT strategy and resources, working in partnership with colleagues on systems development and management (e.g. tailored databases, IT architecture, online platforms)
- Lead responsibility for premises and facilities, including anticipated office move, working through and with the Office Manager
- Lead responsibility for contracts (negotiation, drafting of terms) both commercial and services
- Lead responsibility for HR related development, including policies, people management processes, performance management, compensation and benefits, learning and development. May work with external HR consultants as required.
- Lead responsibility for promotion and development of diversity and inclusion practices across recruitment and HR. Work with Board Diversity Lead to ensure this agenda is organisation-wide.
- Oversight of day to day HR and payroll administration working through and with the Office Manager
- Oversight of facilities administration, working through and with the Office Manager
- Lead, manage and develop a small team of staff, ensuring engagement, growth and performance management

Person Specification

Knowledge, qualifications and experience

- Experience of financial management and business planning
- Experience of commercial delivery, contracting and/or funding bids
- Knowledge of good governance and ideally experience of working with a Board
- Knowledge of relevant legislation and regulatory frameworks (e.g. financial, charity law, SORP, GDPR, health and safety, safeguarding, employment law)
- Understanding of financial sustainability and ideally full cost recovery models
- Understanding of and interest in the charity, or social enterprise sector, and ideally previous experience of working in a non-profit organisation
- Experience of risk management and compliance
- Experience of resource management
- Experience of contract management
- Experience of people management and evidenced interest in HR
- Understanding and experience of effective change management, including

- stakeholder engagement
- Experience of development and implementation of new systems, processes, or similar
 - Will either have an academic, vocational or professional qualification in a relevant field, or alternatively evidence of experience combined with short courses and on the job learning

Skills and abilities

- Excellent interpersonal and relationship building skills, in particular ability to engage with people from a range of backgrounds, collegiate and business partnering
- Ability to communicate complex financial, legal and regulatory matters in accessible language to non-specialists
- Vision and strategic thinking skills and ability to translate concepts and ambitions into executable and achievable business plans
- Understanding of and interest in how ICT can support business development and stakeholder engagement
- Expert use of ICT, specifically MS Excel and CRM databases
- Eye for detail and commitment to high standards

Personal attributes

- Commitment to Switchback's values
 - Passionate about Switchback's ambition and purpose
 - Comfortable working with people from a range of backgrounds; understand and respect the need for the best interests of our Trainees to always come first.
 - Able to avoid silo working and tie areas of work together effectively
 - Prepared to adapt to the changing demands of a small charity
 - Understanding of how to best support the organisation with the appropriate level of structure/process without weighing it down, and maintaining current organisational entrepreneurial spirit
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Thank you

Thank you for your interest in this role. Switchback is an organisation that transforms lives. It's a remarkable charity, doing remarkable work, with a remarkable team of all sorts of different people involved. We hope you might want to become one of them and we look forward very much to hearing from you.



*“I don't know where I'd be without Switchback. They restored a lot of things.
My faith, my trust, my mentality. You're allowed to open up at a rate that works for you.
You're a person, not a plan. There's so much to look forward to now.
I used to see the world in a totally different light. I used to see it in black and grey,
now I see it in colours”*

Michael, Chef and former Switchback Trainee