



# Chief Executive

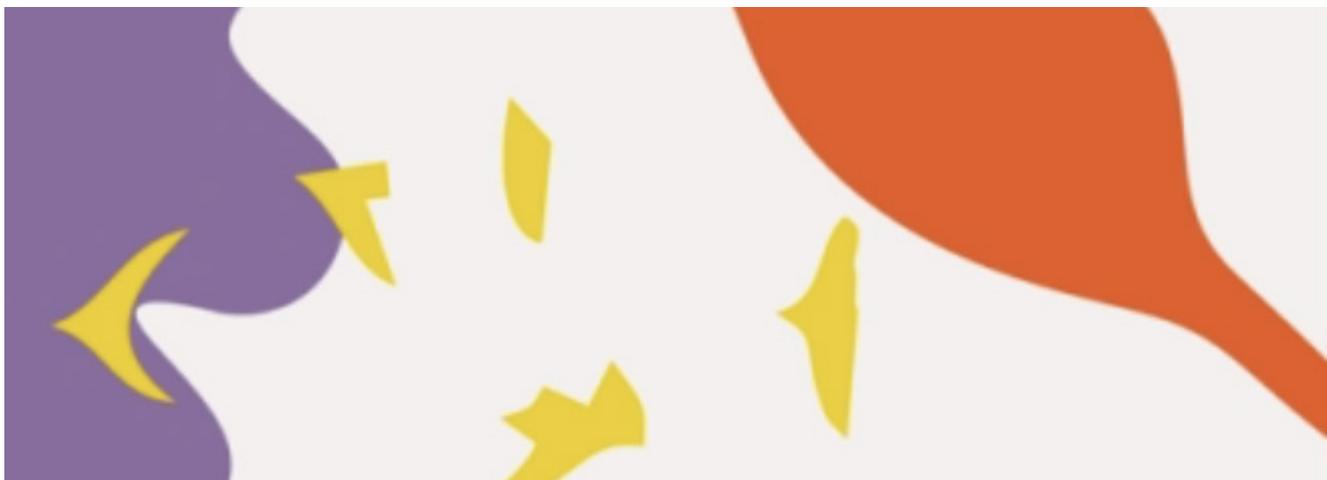
## Candidate Brief

December 2021



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# Welcome

Thank you for being here and if you have got this far in finding out more about becoming our next Chief Executive, you will have more than a passing interest in what we do as an organisation and why.

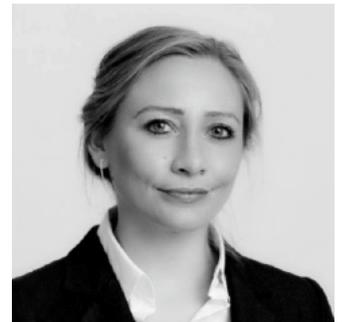
Women in Prison is a national charity that delivers support for women affected by the criminal justice system in prisons, in the community and through our Women's Centres. We campaign to end the harm caused to women, their families and our communities by imprisonment. We are an organisation centred on women's experiences and one that is ambitious for radical change.

Our vision is for a new system of justice that addresses the root causes of offending (including poverty, mental ill-health, harmful substance use, homelessness and experiences of trauma and abuse) in communities through a network of Women's Centres, with specialist services available to every woman who requires support.

Women are at the centre of our model of support and our voice calling for change. What we do works – we enable women to make the changes they want in their lives and move forward in a way that works for them and their families. Our strength and ability to influence lies in our combination of working on the frontline, facilitating opportunities for women to speak 'truth to power' and campaigning together for a new system of justice.



**Azrini Wahidin**  
Co-Chair



**Harriet Johnson**  
Co-Chair



As you read through this brief and learn more about what we have achieved and what we are committed to do in the future, we hope that it will only increase your passion for becoming our next Chief Executive and continue to build on the legacy of our inspirational founders, Chris Tchaikovsky and Professor Pat Carlen.

We look forward to meeting you.

**Azrini Wahidin | Harriet Johnson**

Co-Chairs, Women in Prison Board of Trustees





# About us

**Women in Prison (WIP) was born out of the anger that our founder – Chris Tchaikovsky – felt about what she experienced and saw when imprisoned in HMP Holloway in the 1980s.**

During Chris's time in prison, a woman died after setting fire to her own cell. Chris saw that the specific needs of women in prison and the damaging effect prison sentences were having on women scarcely figured in public or political discourse. So, in 1983, alongside international criminologist Pat Carlen, Chris founded Women in Prison, pushed hard to expose the scandal of women's imprisonment and campaigned for change.

Our founders wanted to increase awareness of the lives behind the women in our prisons, and the impact of poverty and abuse on women's lives.

In Chris's own words:

“Taking the most hurt people out of society and punishing them in order to teach them how to live within society is, at best, futile. Whatever else a prisoner knows, she knows everything there is to know about punishment because that is exactly what she has grown up with. Whether it is childhood sexual abuse, indifference, neglect; punishment is most familiar to her.”





In the early 1990s, the organisation was able to expand its remit beyond campaigning to deliver direct support to women affected by the criminal justice system. WIP's initial focus on prison in-reach services was then expanded to support women in the community following their release. Chris, sadly, passed away in 2002. Despite the loss of our visionary founder, Women in Prison works to carry on Chris's legacy.

Today, WIP is a national charity dedicated to making a difference to the lives of women affected by the criminal justice system. We campaign for a new system of justice; one that addresses the root causes of offending (including homelessness, harmful substance use, mental ill health and experiences of poverty, trauma and abuse).

Our Women's Centres in Manchester and London and the services we provide in communities and prisons deliver trauma-informed, holistic, women-centred support to enable those whom we work with to address the complex challenges they face.

Our Mission is to persuade decision-makers to radically reduce the women's prison population, by demonstrating how a focus on human rights, social justice, health and investment in specialist community support services, including Women's Centres, enables women to move forward with their lives. We do this by:

1. Leading inspiring, passionate campaigns to replace the current system, and to radically reduce the number of women in prison, thereby freeing resources for investment in community support services, including women's centres.



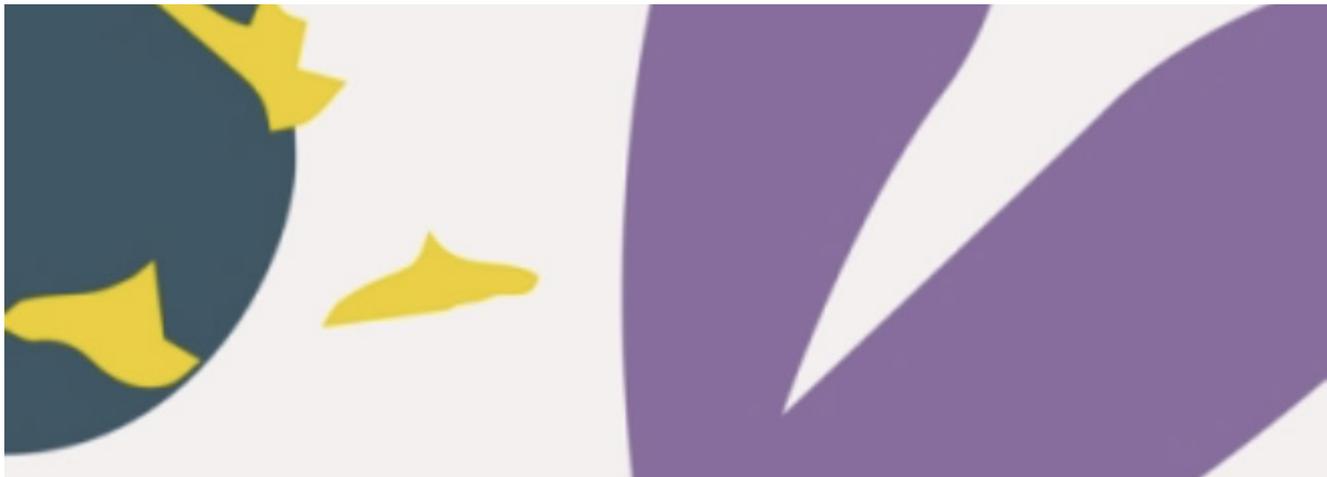
2. Delivering high quality, trauma-informed, independent advocacy services for women, in communities and prisons, which focus on early intervention, health and holistic provision as part of a 'whole system' multi-agency response.
3. Offering a platform for women's voices which builds women's confidence and self-belief, strengthening an understanding of their rights and responsibilities, and provides opportunities to speak 'truth to power' to bring about real change.

WIP's extensive experience and history of frontline work gives strength to our campaigns, constantly increasing our influence with policymakers and building public support. Our core campaign aims to significantly reduce the women's prison population and to sustain and grow the network of specialist Women's Centres.

This year we are honoured that our work has been recognised by receiving the annual Longford Prize and the Criminal Justice Alliance award for Outstanding National Organisation. This has happened alongside an expansion of our Board of Trustees.

We do not underestimate the challenges ahead, including those presented by the Government's sentencing and prison building proposals. In the coming year, Change, Connection and Collaboration will be our focus.

**Change** – Changing our organisational culture, so that we can maximise our impact on systemic change and lead by example, with practice that has trauma-responsiveness, feminism, social justice, and a commitment to anti-racism and anti-oppression at its heart.



**Connection** – Connecting, and re-connecting in the wake of the pandemic, with one another as a team of trustees, staff and volunteers, and with the women we work with in prisons and communities - with a focus on a truly trauma-responsive approach in all we do.

**Collaboration** – Building on these connections to create strong, lasting collaborations so that power is shared at all levels of our organisation and in all our work, particularly with women with lived experience of the criminal justice system. This includes strengthening the alliances and coalitions we have built during the pandemic.

We are an organisation ready to begin a new era of service delivery and campaigning for change that truly reduces the harm of imprisonment, whilst creating change in communities, so that every woman has access to the support she needs from the earliest stage possible. Only this trauma-informed focus on the root causes of offending will result in the stronger communities necessary to drive change and end the harm of prison.

## For more information

Visit [our website](#) to learn more about our work and impact. Read about the case studies of the women we have supported.

Download our latest [Annual Report](#).



# **This is what the staff team said they are looking for in our new leader – we agree with them!**

**Real vision for the future of women's criminal justice and commitment to change**

**Someone who can bring people together**

**Someone who listens**

**Kind**

**Understanding of trauma-informed practice and intersectionality**

**Authentic**

**Non judgemental**

**Someone who values contributions from others. No 'My way or the highway'**

**Approachable**

**In touch with frontline workers and women we support**

**Feminist**

**Fearless and robust**



**Not afraid to get stuck in**

**Open minded**

**Sense of humour**

**WIP values**

**Can speak with different groups of people at all levels of confidence**

**Passionate**

**Engaging and good public speaking skills**

**Abolitionist**

**Recognising their privilege and taking a step back to let people with lived experience come in**

**Organised**

**Positive whatever happens**

**Accountable and good at acting on feedback**

**Fair**

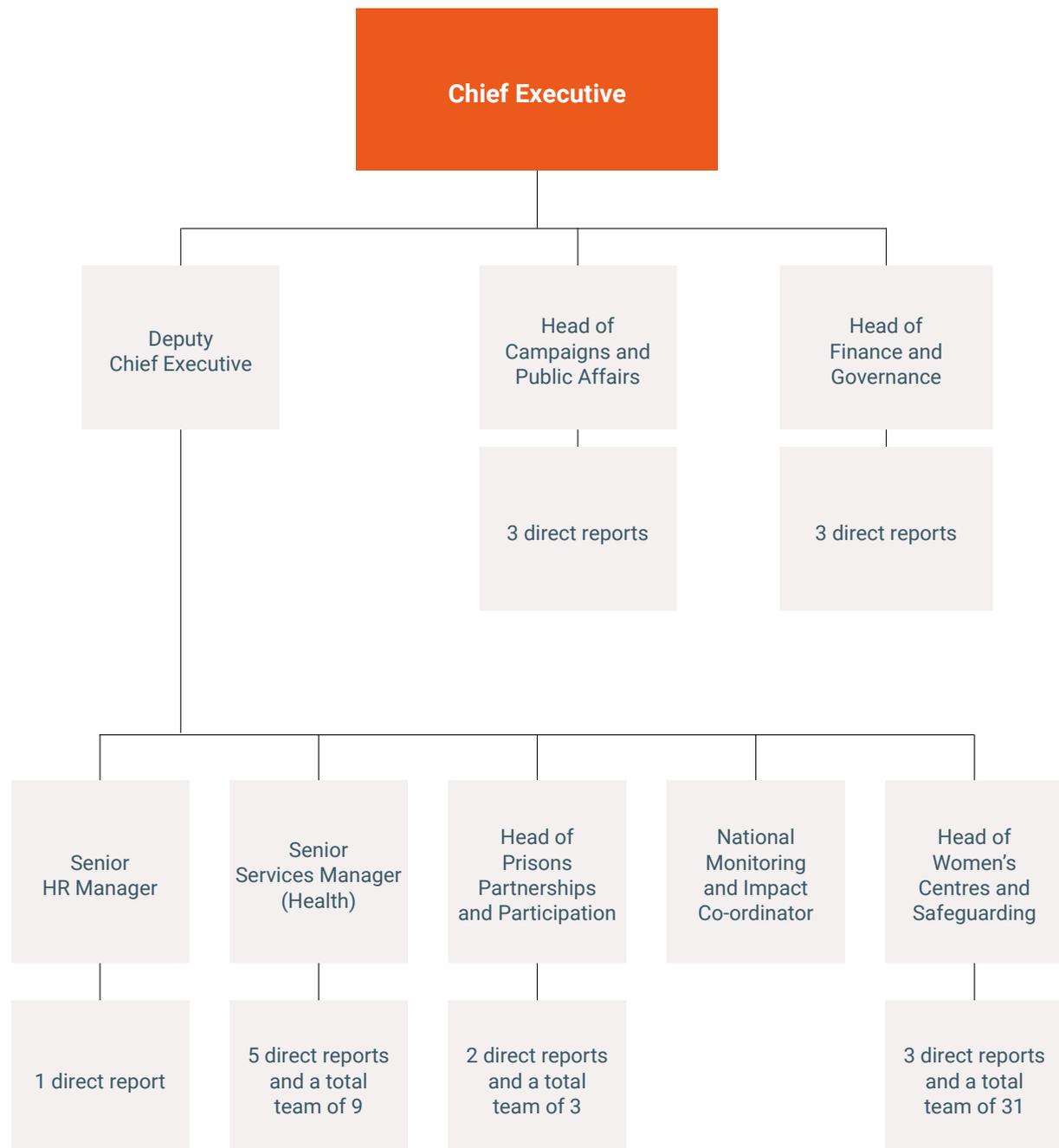
**Listens to others but then willing to be decisive to move forward**

**Empathetic**



# Organisational chart

(Management functions)





# Job description

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<b>Job title:</b>	Chief Executive
<b>Reports to:</b>	Chair and Vice Chair of the WIP Board of Trustees
<b>Responsible for:</b>	1x Deputy CEO 1x Head of Finance and Systems 1x Head of Campaigns and Public Affairs
<b>Department/ Service</b>	Core Services and Campaigns
<b>Salary up to:</b>	£70,000
<b>Working hours:</b>	35 hours per week
<b>Location:</b>	London/Flexible
<b>Contract:</b>	Permanent
<b>Annual leave:</b>	30 days plus 3 days between Christmas and New Year
<b>Pension scheme:</b>	WIP provides an auto enrolment pension scheme with 5% contribution from the employer and 3% from the employee

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## Job purpose

To provide the vision, leadership and strategic direction for Women in Prison (WIP) and ensure that the charity upholds its vision, mission and values by developing and sustaining high quality services to support and promote the needs of women affected by the criminal justice system. Lead on campaigning and lobbying work to maintain and develop WIP's position at the cutting edge of penal reform.



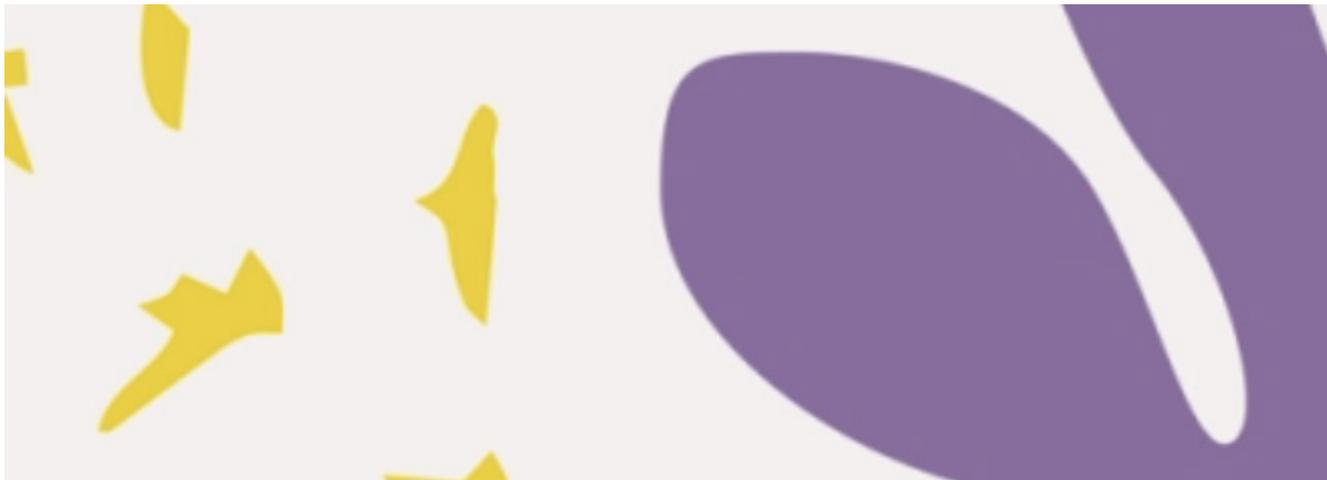
## Main duties and key responsibilities

### Vision, leadership and organisational management

- Provide vision, leadership and strategic direction to WIP to achieve WIP's goals.
- Develop strategic options and business planning proposals for WIP in the light of the changing external policy agenda and wider Government initiatives. Ensure these are reviewed and kept up to date.
- Provide leadership, support and professional development for direct reports.
- To ensure that services delivered are of consistently high quality and meet the needs of women affected by the criminal justice system.
- Work with the Deputy CEO and other senior managers to ensure that strategies and plans are in place to promote staff engagement and development with a strong focus on equality, diversity and inclusion.
- Model an inclusive and empowering approach to leadership and ensure that WIP's values run through all that we do.
- Ensure an effective regime of resource management, performance management, risk management, audit and compliance in line with charity commission and good governance standards.
- Ensure internal information, engagement and decision-making structures are in place to support the effective delivery of WIP's goals, as set out in the strategic plan.
- Co-ordinate and direct the management and delivery of organisation-wide strategic initiatives and act as the driving force in developing, drafting and implementing the strategic plan of the organisation with the trustees.

### Campaigning and external liaison

- Develop and lead WIP's public profile and campaigns.
- Act as an ambassador for WIP and its policies, to a wide range of audiences, including relevant policy fora.
- Advocate for women's services in criminal justice with key audiences.
- Ensure WIP develops and maintains strategically useful partnerships and networks across sectors in support of its mission.
- Deliver speeches, workshops and presentations at relevant external conferences and events and through appropriate media channels.



## Income generation

- Lead on income generation strategy for WIP.
- Develop strong relationships with key funders and commissioners in order to ensure sustainable funding.
- Work with Deputy CEO, Heads and other staff to identify and pursue relevant funding applications to support both current and new activities that meet WIP's mission and values.
- Promote a full cost recovery model for all income generation.

## Governance

- Support the Board and its appointed committees in their responsibility to ensure robust governance structures are in place for WIP and to provide advice and information to the Board regarding organisational performance and direction.
- Keep the Board informed of organisational performance and matters of significance.

## Line management of staff

- Demonstrate to staff that they are valued by WIP, foster good working relationships within staff teams, and build a fair and open management culture.
- Create an atmosphere of openness and understanding where a diversity of background and ideas is encouraged and respected in order that the organisation can deliver on its Equality, Diversity & Inclusion commitments.



- Line manage direct reports and ensure that they receive regular support, supervision, performance development reviews and training in line with WIP policies and procedures.

## General responsibilities

- Be flexible and carry out other associated duties as may arise, develop or be assigned in line with the broad remit of the position.
- Maintain and improve competencies through continuous professional development.
- Abide by all organisational policies, codes of conduct and practices.
- Support and promote inclusion, diversity and equality of opportunity in the workplace.
- Treat with confidentiality any personal, private or sensitive information about individual organisations and or clients or staff and project data.





# Person specification

## Essential experience

- Relevant, recent and substantial management experience of working at a very senior level in the not-for-profit sector.
- Leadership and management of staff.
- Leading organisations with multiple stakeholders and relationships.
- Building effective teams and managing complex situations.
- Strategic and business development planning and implementing organisational change.
- Fundraising.

## Desirable experience

- Senior management experience of the women's sector, the criminal justice system and national policy.

## Essential knowledge

- An appreciation and understanding of the role and nature of the voluntary sector and the challenges it faces, including funding, voice, advocacy, campaigning and delivery.
- Knowledge of the regulatory framework for UK charities, e.g. financial reporting, the regulation of fundraising, and employer responsibilities more generally, e.g. HR, data protection.
- Knowledge of standard management functions, e.g. budgeting, quality assurance, performance management etc.

## Desirable knowledge

- Regulatory requirements and best practice policy and guidance relating to the criminal justice system as it impacts on women and related policy issues.



## Skills and abilities

- Leadership skills to undertake a complex management role in a national organisation.
- Ability to exercise judgement and strategic thinking in order to achieve long-term goals.
- Organisational skills, agility and aptitude at meeting changing priorities whilst ensuring long term outcomes are achieved.
- Ability to manage risk and recognise the potential impact of decisions across all sections of the organisation.
- Interpersonal and strong spoken and written communication skills which engages audiences and encourages understanding and participation.
- Commitment to upholding women's rights when they face disadvantage and discrimination.
- Facilitation skills and ability to chair meetings at all levels, nationally and regionally.
- Ability to inspire, empower and support people to achieve organisational objectives and sustained high levels of performance.
- Highly developed networking, partnership and people skills that are persuasive and influential of others.
- Fluent use of standard office equipment and information and communication technology.
- Can manage own time and workload efficiently.



## Education/training

- No one specific qualification is required, but evidence of recent continuing professional development in a professional area relevant to the post is required. For example: governance of charities; leadership; lobbying and strategic policy formulation.

## Personal attributes and other requirements

- Personal resilience and the ability to stay focused in a rapidly changing environment.
- A commitment to the values of trauma-informed practice, asset-based empowerment, social justice, feminism and anti-oppression which underpin all of the work undertaken by Women in Prison.
- Commitment to inclusive, anti-oppressive and anti-racist practice in all areas of work.
- Able to travel extensively nationally.
- Able to work some evenings and weekends and stay overnight where necessary.
- Works well in a team with a flexible approach to work.

The job description does not form part of your contract of employment and can be amended from time to time as the needs of the organisation require.





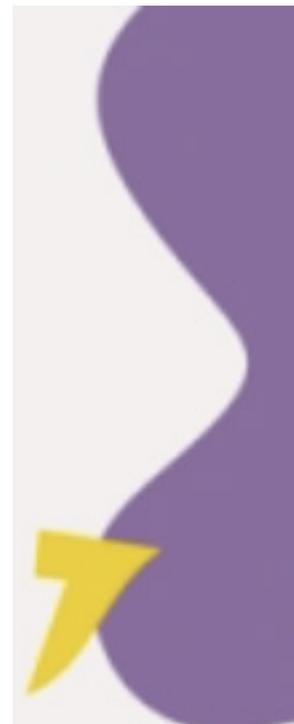
# Equality, Diversity and Inclusion Policy Statement – Our Principle Commitments

Women in Prison (WIP) is committed to building and valuing diverse teams and taking positive action to promote equality and challenge unfair and unlawful discrimination. We recognise that women may experience multiple and intersecting forms of discrimination based on their sex and additional, real or perceived characteristics, including age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion, sexual orientation, social-economic background, immigration status, caring responsibilities, spent convictions or trade union membership.

WIP works to tackle discrimination and the structural inequalities women experience. We are committed to embedding diversity and inclusion in all areas of our work, including recruitment, and aim to reflect the diversity and excellence of the women that we work with. We actively encourage applications from women from a variety of backgrounds, and with a range of skills and experiences. We are particularly interested to hear from women from Black, Asian and minoritised communities and women with lived experience of the criminal justice system who are under represented in leadership positions in our sector.

This role is only open to women, in accordance with the sex-based exemptions of the Equality Act 2010 pursuant to Schedule 9, Part 1.

This post is subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975. Due to the nature of our work it will be necessary for an enhanced disclosure to be made to the Disclosure and Barring Service for details of any previous criminal convictions which are not protected under the Act.





# How to apply

For an informal conversation about the role, please contact our recruitment partner, NFP Consulting:

Carroll Lloyd Director | NFP Consulting  
07765 001 033 [carroll.lloyd@nfpconsulting.co.uk](mailto:carroll.lloyd@nfpconsulting.co.uk)



Apply online [www.nfpconsulting.co.uk/WIP/CEO](http://www.nfpconsulting.co.uk/WIP/CEO)

Application is by way of CV with a Supporting Statement that should set out your motivations for applying and how your work experience to date meets the scope of the responsibilities. As a general guide, your Supporting Statement should be around two sides of A4.

To recruit the most appropriate candidate, a number of pre-employment due diligence checks will be undertaken in accordance with the Data Protection Act 2018. These checks will help determine the character and suitability of the individual to carry out this particular role.

**Closing date: Monday 31st January 2022**

## Selection process and timescales

### Stage 1:

First round of screening interviews will be conducted by NFP Consulting, which will be conducted via video.

### Stage 2:

The intention is to hold the second formal interviews on-site at the charity's office or another location in London and in full compliance with the legal requirements and Government guidance for the containment of the spread of COVID-19 that apply at the time.



### Stage 3:

A shortlist of preferred candidates will be invited to an informal meeting with the current Chief Executive and the staff team.

## Accessibility

If you require reasonable adjustments at any stage of the recruitment process, including accessing a copy of the recruitment pack in large print or an alternative format, please contact [info@nfpc consulting.co.uk](mailto:info@nfpc consulting.co.uk)

