



Director of Programmes and Partnerships

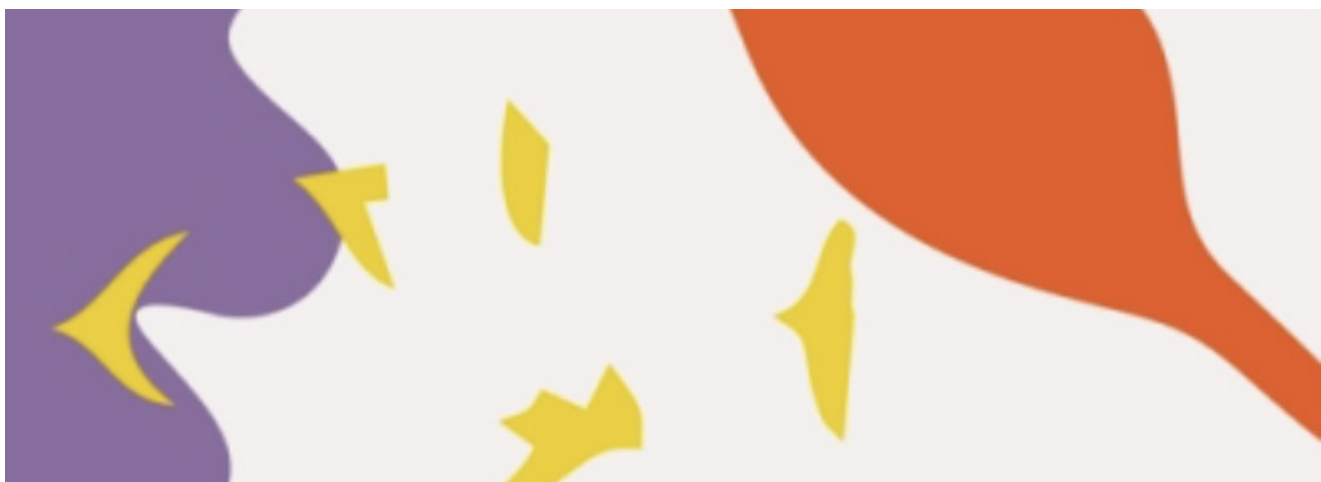
Candidate Brief ▶

December 2022



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Welcome

Dear Candidate,

We are so excited in Women in Prison that you are reading this pack and are interested in our new role of Director of Programmes and Partnerships. Women in Prison is going into its 40th year of supporting women impacted by the criminal justice system in 2023. We are a women led organisation that exists to work with women who are at risk of, or being, harmed by the systems that are meant to protect us.

At Women in Prison we are passionate, ambitious and grounded in the reality of women's lives. We are proud of our roots as a feminist grassroots organisation, and we have grown from strength to strength since the 1980s, delivering services to women and campaigning for change. We exist to support women facing multiple marginalisation and exclusion, who have been let down, and their rights denied. We believe that prison doesn't work and we want to see an end to the harmful imprisonment of women in England and Wales.

Women are a minority in the criminal justice system, which means their needs and rights can often be overlooked. But we know that women in prison are five times more likely to have mental ill health than those in the general population, 95% of children must leave home when their mother goes to prison and two in three women in prison are survivors of domestic abuse. Prison harms women and their families, and we want to change that. Our services model alternatives to prison, supporting women in their communities to address the underlying issues that sweep them into contact with the criminal justice system in the first place. And through our campaigning, we focus on working to radically reduce the number of women who end up in prison.



Sonya Ruparel
Chief Executive
Women in Prison



This crucial organisational leadership role of Director of Programmes and Partnerships will lead the development of our programme/service delivery model, helping us to design and implement alternatives to the justice system. You will work closely with our Director of External Affairs and Campaigns to ensure that the voices of women who access our services, and our frontline staff, are at the forefront of the changes that must be made to prevent the harm of prisons.

You will develop our strategic, collaborative, partnerships as we know that Women in Prison cannot work alone, and we are a small part of the wider system that makes changes possible. You will be a feminist leader, and will focus on equity, diversity and inclusivity in all of our work, ensuring that the most minoritised voices of women, and their solutions, are leading the way in all that we do.

This is a pivotal moment for Women in Prison as we enter our 40th year. We know that we don't want to still exist in another 40 years, and you will be part of making a real impact and real change happening.

I look forward to meeting you and taking you on our journey with us.

Sonya Ruparel
Chief Executive





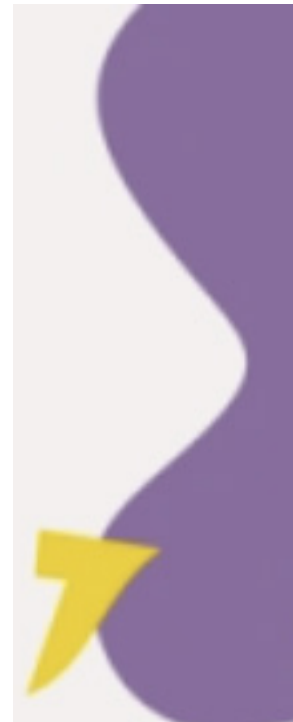
About us

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 and the services we provide in communities in Manchester, London and Surrey and in 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 rooted in the lived experience and expertise of the women we work with and our frontline staff.
2. Delivering high quality, trauma-informed, independent 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.



We are an organisation ready to begin a new era of coproduced programme delivery, deeper partnerships, a genuine focus on equity in the services we deliver and bringing the voices of women to the front and centre of our influencing work.

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.



Team's desires for experience or skills of the ideal candidate

Confident communicator; adaptable; able to manage the process of change sensitively

Ability to bring people together

Can evidence applying trauma-informed approach

Service delivery

Good communicator

Reinforce connections between different programmes / locations / sharing knowledge and best practice

Supporting with bid writing

Has worked at strategic level

Experience working with commissioners / partnership working

Can be bold in advocating for women

Explore new opportunities to grow the organisation

Lived experience of CJS or injustice – a real understanding

Leadership skills



Team's desire for the understanding of WIPs Programmes and Partnerships

Understanding of where our money comes in, how our funding is displaced

Importance of women only services

Understanding of the social and political landscape

An understanding of what they don't know & how to build the knowledge

Understanding of the women's sector and grassroots organisations

Understanding the amount of expertise in the organisation

Importance of bringing services together & creating consistency

What are the partners offering to our women and how this will be delivered

Understand where gaps and growth would be

Understanding what the different programme areas are and KPIs etc, what we are trying to achieve

All the issues that the women face – housing; access to health services; poverty; DVA; no recourse no public funds; discrimination

That we sit in a network of women's centres across the country

Deep understanding of the impact of high case loads and vicarious / secondary trauma on front line staff

That we're national not just one area

The person should spend some quality time with frontline workers and speak to women

Appreciation of the reality of the prison environment and regime and the trauma that this can inflict on already traumatised women - must spend time in a prison



Team's most important values they hope the ideal candidate will bring

Collaborative approach

Values people's journey in the criminal justice system

Empowering

Trauma-informed towards all (women we support, volunteers and staff)

Accountable

Values-led

Integrity and commitment

Feminist leadership

Transparent and approachable

Builds trust

Aware of intersectionality

Inclusive

Prison abolition



Job description

Job title:	Director of Programmes and Partnerships
Reports to:	Chief Executive
Responsible for:	Head of Prison Partnerships and Participation Head of Women's Centres (London and Surrey) Monitoring and Evaluation Co-ordinators Women Matta Service Manager
Salary up to:	£50,000 + LW of £3,800 if London based
Working hours:	Full time, 35 hours per week (four days, and job share considered)
Location:	London/Manchester/hybrid – with commitment to attend WIP offices twice a week
Contract:	Permanent
Annual leave:	30 days plus statutory bank holidays (if full time). In addition, all WIP staff also receive three additional days leave between Christmas and New Year
Pension scheme:	WIP provides an auto enrolment pension scheme with 5% contributions from the employer and 3% from the employee

In line with legal requirements and the nature of WIP's work, this post is:

- restricted to women only as a genuine occupational requirement under Schedule 9 paragraph 1, Equality Act 2010;
- subject to a Right to Work check



Job Purpose

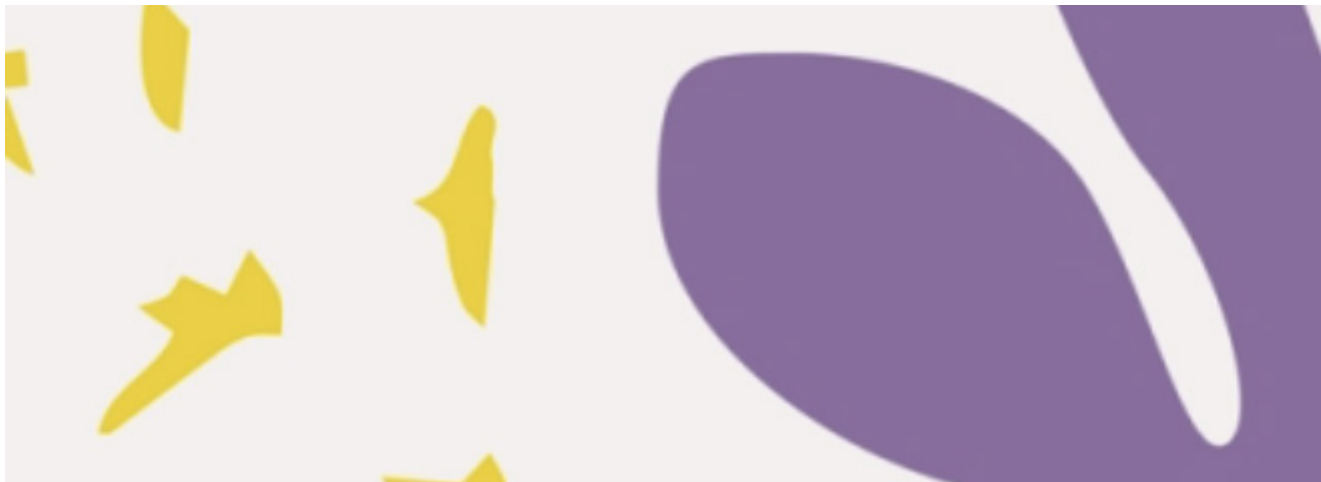
To develop and deliver a programme strategy and approach that models viable feminist and anti-oppressive alternatives to women being taken into the criminal justice system. To develop an accountable partnership approach that supports the programme model and Women in Prison's influencing agenda.

Key responsibilities areas

1. To design and deliver an innovative programme strategy in coproduction with women with lived experience and frontline staff that models viable feminist and anti-oppressive alternatives to women being taken into the criminal justice system
2. To oversee and ensure high quality delivery of programme work including building a clear approach to measuring the impact of the service delivery work
3. To lead on commissioning of services with key government departments ensuring commissioned contracts are in line with the organisation's strategy and are financially viable
4. To build a strategic approach to partnership development, engaging in external alliances and coalitions and ensuring partner relationships are strong and accountable
5. To lead on safeguarding for service users and across the organisation ensuring a clear power analysis is embedded into our safeguarding approaches
6. To be a key member of the senior leadership of Women in Prison modelling feminist leadership, anti-oppression and empowering and value led collective leadership for the organisation

Duties and key responsibilities

- 1. To design and deliver an innovative programme strategy in coproduction with women with lived experience and frontline staff that models viable feminist and anti-oppressive alternatives to women being taken into the criminal justice system**
 - To develop a clear programme vision for all services that aligns to Women in Prison's vision of ending women going to prison
 - To ensure strong trauma-informed, anti-oppressive and codesigned delivery of services to women in the community, in women's centres, in prison and as they leave prison



- To ensure programme and service design is collaborative with service users, front line staff and partners
- To ensure the impact of our services is well documented and feeds into Women in Prison's wider communications, fundraising and influencing work
- To ensure alignment of all services and programmes so that we are continuously learning and improving our work and to ensure all work is aligned with the organisation's mission and values
- To codesign innovative approaches that provide alternatives to the criminal justice system that support women in their communities

2. To oversee and ensure high quality delivery of programme work including building a clear approach to measuring the impact of the service delivery work

- To support the directorate leaders and managers to create a clear monitoring, evaluation and learning framework that works with existing systems and approaches
- To promote a culture of learning across the organisation
- To have clear oversight of all programmes and services and put into place clear structures and processes for reporting internally and externally
- To focus on and document the impact of our work with the women we support
- To share impact and learning externally and influence the wider sector on high standard programme and service delivery
- Oversee and manage the directorate budget and ensure heads and managers are fully versed in the budgets they are managing



3. To lead on commissioning of services with key commissioners ensuring contracts are in line with the organisation's strategy and are financially viable

- To build and maintain good working relationships with key commissioners and alliances that support our work
- To lead on decision making and designing programmes in response to commissioned funding calls
- To ensure commissioned services are in line with the organisation's strategy
- Working with the Head of Finance and Fundraising Manager ensure that commissioned services are fully funded
- Working with HR and the Heads in the directorate, ensure that the right team capacity is in place to deliver on contracted work
- To work with the wider senior leadership team to ensure Women in Prison appropriately influences commissioners and commissioning with learning from the programmes and services

4. To build a strategic approach to partnership development, engaging in external alliances and coalitions and ensuring partner relationships are strong and accountable

- To represent the organisation in alliances and coalitions that add value to the mission of Women in Prison
- To develop accountable partnership approaches with organisations that add value to the programme and services work including due diligence and MOUs
- Identify new partners who will contribute to the alternative models to criminal justice for women
- Ensure all programmes and services are working in partnerships that are accountable to the women who use the services

5. To lead on safeguarding for service users and across the organisation ensuring a clear power analysis is embedded into our safeguarding approaches

- Strategic oversight of all safeguarding approaches and policies ensuring they are trauma informed, anti-oppressive and feminist
- Keep on top of safeguarding policy changes in social care and with the charity commission



- Ensure all staff are aware of safeguarding policies and approaches and operationalise these effectively
- Support the Board to understand and undertake their safeguarding responsibilities

6. To be a key member of the senior leadership of Women in Prison modelling feminist leadership, anti-oppression and empowering and value led collective leadership for the organisation

- To work with the senior leadership team to bring collective accountability and leadership for the organisation
- To directly line manage staff in a way that supports their progression and development
- To embed the organisation's values through feminist leadership and anti-oppressive practice
- To work alongside the CEO to support the Board
- To work collectively with the senior leadership team on operational planning and design

These are the normal duties, which the charity requires from the position. However, it is necessary for all staff to be flexible and all employees will be required from time to time to perform other duties as may be required for the effective and efficient running of the charity. This job description is non-contractual. It will be reviewed from time to time and may be subject to change. The post holder will take responsibility to integrate relevant safeguarding into all aspects of their work, complying with organisational policies and frameworks.



Person specification

Essential Experience

- Proven experience in a senior management position with equivalent or transferable job function areas
- Strong experience of designing programmes and/or services targeted at women

Desirable Experience

- Experience of putting monitoring, evaluation and learning processes into practice
- Good working knowledge of safeguarding practice in the UK
- Some experience of participatory or coproduction approaches
- Experience of managing budgets and good understanding of finance

Desirable knowledge

- Good understanding of how programme/services contribute to systems change
- Good understanding of commissioning in the UK

Personal attributes and other requirements

- Commitment to the core values and ethos of Women in Prison, including social justice and feminism
- A strong collaborative leadership style
- Excellent written skills
- Commitment to anti-discriminatory practice and equal opportunities and an ability to apply awareness of diversity issues to all areas of 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.

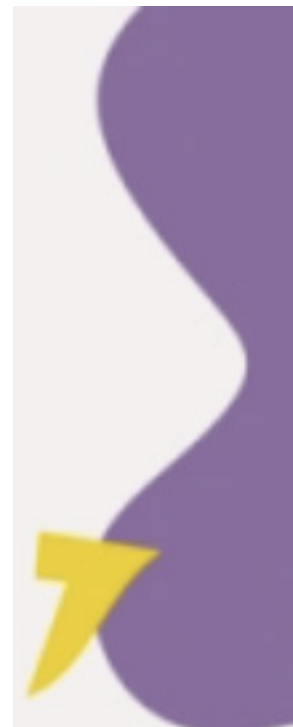


Equality, Diversity and Inclusion Policy Statement – Our Principle Commitments

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 underrepresented 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.





How to apply

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.

Apply online at nfpconsulting.co.uk/executive/job/22141

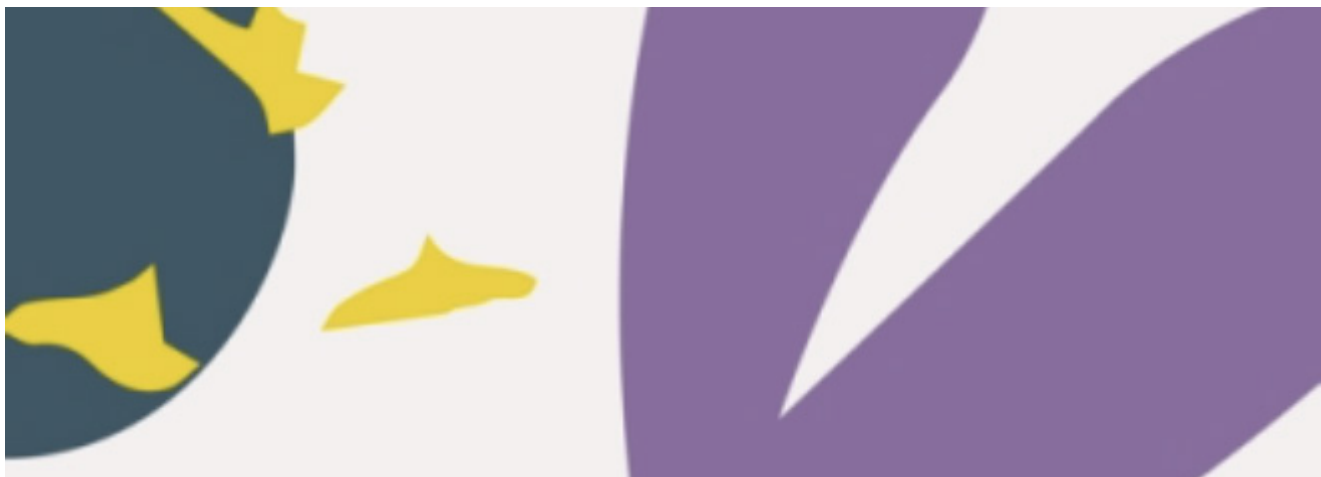
If you would like an informal conversation about the role before deciding whether or not to formally apply, please contact our recruitment partner NFP Consulting:

Carroll Lloyd Director | NFP Consulting
07765 001 033 carroll.lloyd@nfpconsulting.co.uk



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: Midnight Sunday 15th January 2023





Selection process and timescales

Stage 1: Week commencing 23rd January 2023

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

Stage 2: Week commencing Monday 30th January 2023

The intention is to hold the second formal interviews on-site at the charity's office.

Stage 3: Week commencing 6th February 2023

Final face to face interviews with CEO and Co-Chairs.

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@nfpconsulting.co.uk

