

Chief  
Executive



Starfish

# Welcome from the Chair

*"I spent the first 40 years of my life being told I can't do anything and was stupid. That's why receiving that letter from PET saying I'd been funded... it is difficult to express how amazing that was - that someone was believing in me." 'Jennie', PET counselling student*

*"The greatest gift that the PET has given me is time. Now I am using my time. I am no longer wasting years to go back out and repeat the same mistakes... I truly believe that I will be able to write my way out of prison." 'Moose', PET journalism student*

These are the voices of just two of our learners, and they say so much about both what we do and how we do it. Learners are at the heart of all that we do at the Prisoners' Education Trust (PET) and at the core of our strategy.

Founded 30 years ago, PET is now a national charity that works in every prison in England and Wales, funding distance learning and offering advice and guidance. We work to 'fill the gaps' in prison education by providing funding for around 250 different courses in levels and subjects otherwise unavailable. The impact of our work on people's lives and their individual stories is transformative; helping to reduce reoffending by creating greater opportunity, greater self-esteem, better well-being and hope for people after their release from prison.

After seven successful years, our current Chief Executive, Rod Clark, is retiring and we are now looking for a new leader to take the charity forward.

This is an important and exciting time for PET. We've proved ourselves to be flexible and nimble in responding to COVID-19. We need to be just as adaptable in responding to changes in the criminal justice system, including the increasing digitisation of prisons, along with changes in society, including the Black Lives Matter movement. Despite the huge impact of the events of 2020 on prisons and prison education, PET is emerging as an agile organisation with an innovative workforce and we are in a strong position to embrace our next phase of development.

As our new CEO, you will have a unique opportunity to shape the future of PET as we embark on a new three-year strategy that will keep prison learners at its core. We're looking for an experienced leader with integrity, ambition, vision and a deep interest in social inclusion. You will need to be a confident and engaging communicator with high levels of emotional intelligence and the presence to inspire and influence across a diverse stakeholder map. A leader of people, you will be strategic and pragmatic, with the commercial insight to spot and realise opportunities for PET and the skills to lead a talented and committed team.

We are committed to building a truly diverse workforce and welcome applications from all sections of society. If you care about prison education and if you bring the leadership skills, dedication and commitment that we're looking for, we would love to hear from you.

**Elisabeth Davies**



# About Us

## Our History and Impact

Prisoners' Education Trust (PET) is a charity working across every prison in England and Wales to help people achieve their potential through learning.

*Our Vision: Prisoners' Lives Transformed through Learning*

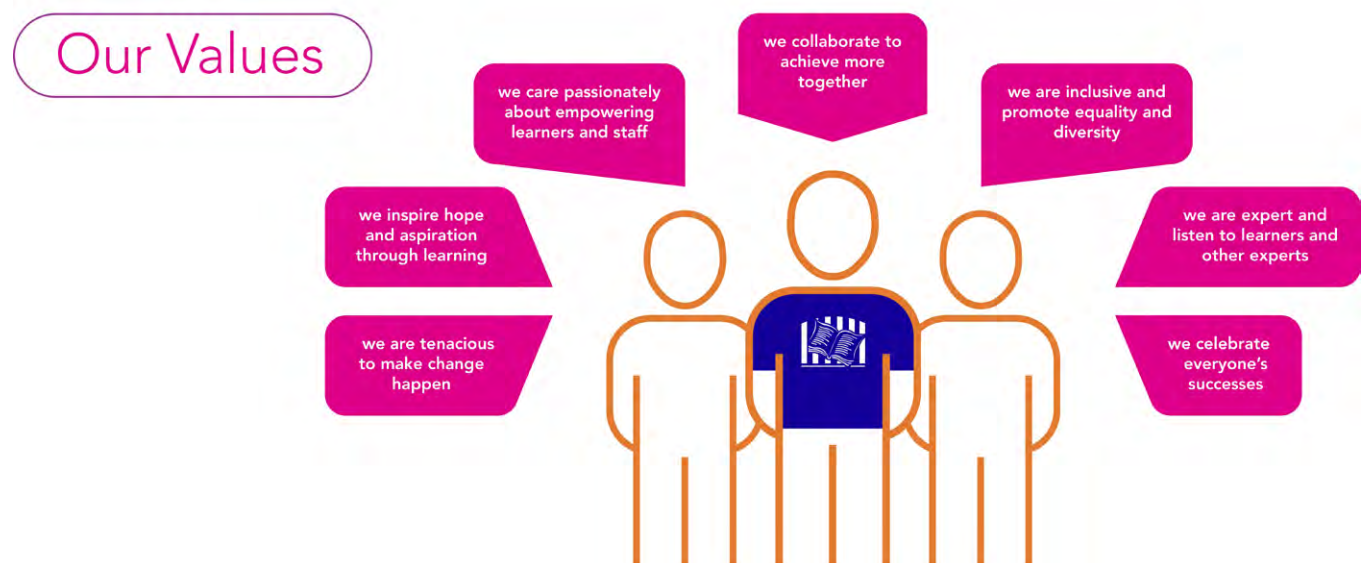
*Our Mission: Every Prisoner A Learner, Every Prison a Place to Learn*

PET was established in 1989, the brainchild of the two founders, David Burton and Vernon Cocking. They had become disillusioned with the narrow range of classes on offer to prisoners, and wanted to provide more learning opportunities for the men they worked with. And so, Prisoners' Education Trust was founded.

Initially working in just HMP Wandsworth, we now offer access to distance learning, advice and guidance to prisoners across the country. In our thirty-year history, we've made 40,000 educational awards, helping men and women transform their lives through education.

We know what we do works. Ministry of Justice research shows that our provision reduces reoffending by 25% and creates a 26% greater chance of someone finding work after release. Our learners have gone on to gain PhDs, start businesses and provide support for others in their communities. The chance to develop skills and knowledge can build self-esteem, improve mental health, and offer a source of hope – something too often lacking in our prisons.

## Our Values



# About Us

## **We inspire**

Through the courses we provide, the advice we give and the examples we share, we encourage our learners to reach their potential and achieve their goals.

## **We care**

We care about the people we fund, prison staff and our team. We support people, enabling them to realise their learning ambitions and future goals.

## **We collaborate**

We believe that by working together, we can achieve the changes we want to see. Our networks join-up prisons, universities, third sector organisations, and people with experience of prison.

## **We are tenacious**

We strive to remove the obstacles in the way of prison learners, and work against the odds to give hope and opportunities.

## **We are expert**

We have 30 years' worth of experience in delivering prison education. We share our expertise, while also learning from other experts – particularly those with lived experience.

## **We celebrate**

We recognise the success of our learners, our partners and our team and shine a light on the, often unrecognised, people who help change others' lives.

## **We are inclusive**

We value everyone's contributions and see diversity as a strength and asset. We work to ensure that everyone has the opportunity to fulfil their potential.



# Our Strategy

PET's 2018 - 2020 strategy was designed to deepen both our impact and influence. It has allowed us to provide more, and more meaningful, learning opportunities for people in prison, and to change the system for the better by making a compelling and well-evidenced case for the value of learning.

PET is ambitious but we must also be adaptive. The implications of COVID-19, changes to the prison system (such as the advent of governor autonomy over education budgets), and the increasing digitisation of our prisons, are continuing to change the way education is both commissioned and delivered. We believe we must be relevant and inclusive, proving by our actions that we are listening to and learning from diverse experiences. Our new Chief Executive will have the chance to shape, own and drive forward the implementation of our new strategy for 2020-2023, ensuring PET is prepared for future changes and ready to exploit the opportunities offered by them.

Our new strategy will help PET make a bigger difference to the people we fund, giving prisoners the tools to transform their lives and create better futures for our learners, their families and the communities to which almost all will return.

Further information about PET and our existing strategy can be found [here](#).

## **Our Size and Location**

PET has offices in Cardiff and in London. We have 21 staff and an annual budget expenditure of £1.9 million. More information about our finances can be found on our website.

## **Our Governance**

Whilst our Articles give us some flexibility, PET aims to have a board of 12 trustees. Amongst the trustees there are three officers - Chair, Deputy Chair and Treasurer.

Our board meets six times a year, working to a strict agenda that always includes reviewing the financial management accounts, reviewing delivery against a Balanced Scorecard of Key Performance Indicators, receiving a report from the Chief Executive, monitoring our progress against identified EDI issues, receiving service delivery and fundraising updates, and considering a report from our Alumni Advisory Group. Board meetings have usually taken place in London, although - like almost everyone - we have become adept at handling business

The Board has four formal sub committees:

- Nominations – leads on recruiting new trustees and key staff appointments.
- Remuneration – leads on appraising the performance of the Chair and the Trustee Board and makes recommendations in the pay structure review.
- Equality Diversity and Inclusivity (EDI) – ensuring PET explicitly and pro-actively delivers its commitment to EDI.
- Quality Assurance Panel - ensuring there is compliance with the agreed process set out to assess and provide distance learning courses to prisoners in England and that the process is delivering the right outcomes in terms of PET's charitable objectives.

Further information on our Trustee Board can be found at [here](#).



# Role Description

**Role:** Chief Executive Officer

**Accountable to:** Chair of the Board of Trustees

**Direct line reports:** Head of Fundraising and Communications; Head of Services; Head of Policy; Head of Finances.

## **Purpose of the Role:**

- Providing visible, inspiring and value-led leadership to our staff, alumni, and supporters.
- Working with Trustees and staff to finalise and implement a strategy for 2020-23 to include new approaches to engage with and support prison learners and our alumni.
- Championing prison education and building strong relationships with key stakeholders, including statutory partners and members of the Prison Learning Alliance and Prison Learning Academic Network.
- Leading our fundraising efforts, working with our committed team and Trustee-led Fundraising Committee to maintain supporters and inspire prospective donors to support us.
- Ensuring our governance, compliance and administration are robust and that we fulfil our legal, statutory and regulatory responsibilities.



# Role Description

## **Key accountabilities of the role:**

- Providing professional and motivational leadership to PET's staff and ensuring a culture which attracts, retains, develops and motivates good quality staff in line with best practice in the sector.
- Demonstrating and championing the charity's values, ethos and policies; ensuring that they are relevant, inclusive and consistently implemented.
- Reinforcing PET's public profile, building influence and fostering good relationships and mutually supportive collaborative opportunities with Government departments, relevant statutory agencies, other charities and corporations.
- Leading and managing the charity to achieve its strategic objectives through implementing the new strategy.
- Supporting and enabling the board to provide strategic input and appropriate governance for the charity; working closely with the Chair and facilitating the involvement of Trustees and Patrons in the charity's work.
- Ensuring that PET has in place effective strategic and business planning frameworks and procedures, reflecting its mission and purpose, and including clear outcomes and mechanisms for reporting on impact.
- Ensuring appropriate organisational development to enable growth and development of PET's work.
- Acting as Company Secretary and ensuring compliance with Company and Charity legal and reporting requirements.

## **With members of the Senior Management Team:**

- Working with the Head of Services to ensure PET's service offer is consistently of a high quality and meets the needs of prisoner learners.
- Working with the Treasurer and the Head of Finance to ensure that PET has appropriate financial policies, budgets and monitoring systems.
- Working with the Head of Finance to strengthen and manage internal processes and systems, including HR.
- Working with the Head of Fundraising and Communications to develop and deliver an income generation model which maximises both statutory and voluntary income sources, and playing an active role when needed in fundraising activities.
- Working closely with the Head of Fundraising and Communications, to ensure that PET has an impactful and dynamic communications strategy and a strong and recognisable brand.
- Working with the Head of Policy in developing excellent and evidence-based working relationships with PET's key stakeholders, especially funders and prison staff, and ensuring stakeholder dialogue and consultation takes place.

# Person Specification

## **Leadership Style and Personal Attributes**

- Clear commitment to the work of PET and our mission, vision and values. Ultimately you should share our passion for and belief in the principle of rehabilitation and have demonstrable previous commitment to social justice.
- A natural collaborator with a clear and motivational leadership style that is appropriate for a smaller, close-knit team.
- Creative thinker with an open-minded, entrepreneurial style.
- Diplomatic, articulate and confident manner that inspires trust and confidence and diffuses conflict.
- Sound judgement and cultural sensitivity; demonstrates emotional intelligence and is empathetic in approach to others.
- Possesses the drive, energy and resilience to see through change.

## **Skills and Abilities**

- Ability to think strategically and to communicate the strategic vision.
- Exceptional interpersonal skills with the ability to establish personal credibility quickly.
- Natural ability to provide inspirational and inclusive leadership to develop high-performing teams.
- Able to work collaboratively and influence effectively across a diverse group of stakeholders.
- Commercially astute with excellent planning, financial management and budgeting skills.
- Able to build credible relationships and gain the confidence of those within the criminal justice sector.

## **Knowledge and Experience**

### **Essential**

- Demonstrable experience of inspiring and maintaining a positive, values-led, high performing working culture and senior management team.
- A strong and successful track record at senior management level with experience of working with a board of Trustees/non-executive board.
- Direct leadership of/involvement in developing strategy and leading successful change.
- Evidence of developing and maintaining strategic partnerships with a diverse range of stakeholders and a track record of success in persuading, influencing and galvanising change.
- Experience or knowledge of growing and diversifying income.
- Sound financial management experience with a firm understanding of risk and working with colleagues to manage and mitigate it.

### **Desirable**

- Knowledge of the Criminal Justice or Education sectors.
- Strong understanding of the dynamics of delivery in a politically sensitive and public sector environment.



# Terms of Appointment

**Salary**

Circa. £80,000.

**Location**

We are open to hearing from candidates about how they propose balancing flexibility with staff visibility, in particular as a new Chief Executive. Whilst office-based (we have offices in London and Cardiff) we are committed to flexible working and like many organisations we are currently reflecting on what this might mean in a post COVID-19 environment.

**Contract**

This is a permanent, full-time executive appointment.

**Annual leave**

25 days plus public holidays and discretionary days between Christmas and New Year.

**Hours**

The office day is generally 9am-5pm, 5 days a week, with evening work 2-3 times a month and occasional travel to prisons, conferences etc. as the post routinely requires.

**Pension**

PET offers a pension contribution of 5% following three months in post, which is then backdated to the start date.

**Notice period**

Six months.

**Probationary period**

Six months.

# How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Katy.Giddens@starfishsearch.com or Juliet.Taylor@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/pet-chief-executive/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides)
- A supporting statement that sets out why you think this role is the right move for you and why you are the right person for PET.

## **Search closes**

Monday 26th October 2020

## **First stage interviews with Starfish Search**

w/c 9th November 2020

## **Final interviews including opportunity for informal meetings**

w/c 23rd & w/c 30th November 2020

**We recognise and celebrate the unique perspectives that come from having diverse experiences – we see it as a strength. So, we are working hard to make Equality, Diversity and Inclusivity part of who we are at PET and everything we do. Because we are focussing on becoming an organisation that more closely reflects the society we live in, and the population we serve, we especially welcome applications from under-represented groups and from applicants with lived experience of the criminal justice system.**







'A' level  
Mathematics  
Core Mathematics  
(C3)

'A' level  
Mathematics  
Core Mathematics 3  
(C3)

nec  
NATIONAL  
EXTENSION  
COLLEGE

