

Information pack

HEAD OF REGION



November 2018

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Dear applicant,

Thank you for your interest in Unlocked Graduates and the role of Head of Region (North) for this groundbreaking organisation.

The average prisoner has 16 previous convictions. Currently 48% of prisoners reoffend within a year of release, costing society £15 billion each year as well as the human cost of the innumerable victims. This is the problem which Unlocked Graduates exists to fix. We believe that the reoffending rate for those leaving prison is much too high, and want to reduce it.

Prison officers are the agent of change for many prisoners. Of all the staff in prisons, they spend the most time with prisoners. They set the prevailing culture in prison. We know that the most effective prison officers have a huge impact on prisoners' experiences of prison: their attitudes and beliefs, and ultimately, their choices on release.

Unlocked Graduates develops outstanding individuals to lead rehabilitation, and in doing so raises the status of the prison officer. We have successfully recruited, trained and placed two cohorts of extremely high potential graduates into 14 prisons in the south east of England. Last year we received almost 1,000 applications for our programme. Feedback on our participants has been extremely positive, and they are doing a great job. Crucial to their success has been the local programme team who support and train them.

As we expand Unlocked Graduates to the North of England, we need someone to pioneer our programme delivery in this new region and ensure that we are just as successful there as we have been in the south. We need a Head of Region to ensure our participants get a consistent experience of our programme and are trained and supported to deliver change through their roles as prison officer, to manage our relationships with prison governors and other stakeholders, and to build our presence and reputation in this new region.

If you want to find out more, please do not hesitate to get in touch with our programme team: programme@unlockedgrads.org.uk. We are very happy to have confidential conversations about the role, or answer any questions you have about the role.

Yours sincerely,

Natasha Porter

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Head of Region

Report to	Programme Director
Hours	Full time, Permanent
Location	Manchester (with travel to regional training)
Salary	Competitive
Line management	Mentoring Prison Officers

The organisation

Unlocked Graduates aims to improve rehabilitation in the UK by creating a movement of future leaders across society who are driven to address cycles of reoffending. At the core of the organisation is a two-year leadership development scheme for outstanding graduates. Participants on the graduate scheme work as frontline prison officers for two years while completing a master's degree.

The role

Unlocked Graduates more than doubled in size from its first to its second cohort of outstanding graduates. We are expanding even further for our third cohort, who will begin the programme in summer 2019.

The expansion includes our first ever placements in the north. We intend to place in several prisons in and around Manchester and Warrington, with further growth to other cities planned for 2020. As a result we are looking for an exceptional individual to lead this expansion by working as the Head of Region for the North of England.

The Head of Region will set the culture, ambition and quality of the programme in the region. They will take responsibility for the performance of the participants in the region, striving to develop staff and systems as appropriate to maximise participants' impact on prisoners and the prison system.

They will attract, train, support and manage a team of regional staff so that they are enabled to provide the exceptional support that empowers participants to be transformative. Line management of Mentoring Prison Officers is a particularly important aspect of the role. The Head of Region should be confident in developing staff to be excellent training facilitators, coaches and mentors. This includes delivery of a Level 5 Coaching and Mentoring qualification.

Quality assurance is also an important part of the role. The Head of Region must be confident in robust data collection and leading effective reporting systems, such that the organisation has accurate and actionable information about staff and participant achievements. They must also be able to summarise findings clearly for dissemination with others in the organisation.

The Head of Region will be a critical bridge between the central head office team and the regional team, translating strategic priorities and centrally produced resources to work in the regional context. For this, communication, teamwork and feedback skills are essential.

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As a member of the Extended Senior Leadership Team of Unlocked Graduates, and the most senior regional member of staff, it is imperative that the Head of Region shares the passion, drive and work ethic required to make Unlocked's vision a reality. Enthusing and empowering others will be critical. This centres around governors of prisons in the local area, both before and during placement, and also includes local organisations and individuals. Gaining the support of important local stakeholders is key for the programme's success.

The Head of Region will also be responsible for planning local events and training. They must be able to handle logistics with ease, so that this aspect of the role does not take a disproportionate amount of time. They have budgetary responsibility for spending in the region, and must therefore be responsible and efficient.

Unlocked Graduates prides itself on its high standards, so attention to detail is necessary. Given the scope of the post, organisational skills and immaculate record keeping are required. The Head of Region must feel confident in demanding high standards from others. Ultimately, they will be driven by a relentless pursuit of the mission to reduce the damage of reoffending.

Key responsibilities

Regional leadership

- Assimilating overall organisation strategy thoroughly and effectively within the regional context in partnership with the senior leadership team and curriculum designer
- Directing the extent to which centrally produced participant communications and centrally designed training packages are to be regionally tailored, communicating effectively with the wider team to make sure adaptations are co-ordinated and coherent
- Managing the budget for the regional team's resources, training and equipment with prudence

Cohort development and support

- Recruiting, managing, training and developing a team of Mentoring Prison Officers such that they maximise participant progress and performance
- Promoting high expectations and a culture of leadership among participants in the region
- Maintaining a clear picture of participants' progress and impact over time, implementing effective actions plans, and communicating this clearly within your region and to the central Unlocked Graduates team
- Overseeing the logistics and planning of regional training for participants, including coaching meetings, training sessions and lecture days
- Monitoring regional training delivery – in particular, giving feedback and support to Mentoring Prison Officers – to ensure the quality of training

Senior stakeholder engagement

- Building and maintaining positive and purposeful relationships with prisons in the region, including with governors of current placement prisons and potential future placement establishments
- Engage middle and senior leaders at current and potential future placement prisons, building understanding and support for the Unlocked Graduates scheme
- Creating and shaping meaningful partnerships with local organisations (corporate and third sector) that can support the programme

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Person specification

Knowledge and experience

- Understanding of effective teaching and learning, especially facilitation of adult learners
- Able to interpret performance reports, using the data to drive effective decision making
- Experience of mentoring or coaching
- Experience of line management and, in particular, managing performance
- Understanding of public sector graduate leadership development schemes (desirable)
- Knowledge of, or interest in, the prison service and the prison officer role (desirable)

Characteristics and skills

- Efficient, organised and hard-working
- Passionate about reducing reoffending and positive about the capacity for change
- Able to inspire others and work alongside a diverse group of people
- Takes responsibility for team performance and constantly seeks improvement
- Excellent written and verbal communication skills
- Good at building relationships, gaining support, and holding stakeholders to account
- Able to manage competing priorities and set the direction of a team within a broader context
- Exceptional at leading and developing staff to perform at their best
- Attention to detail and insistent on high quality work

Other requirements

- Able to regularly visit prisons in the north of England
- Able to travel to national training and Head Office
- Subject to a Disclosure Barring Service (DBS) check

To make an application

To apply, please send a CV and a letter of application which explains your interest in this post and how you meet the points in the person specification above.

Please also tell us:

- Details of two referees (these will not be contacted without your prior knowledge)
- Where you heard about this role
- Your current salary

And kindly complete and send the [equal opportunities monitoring form](#).

Applications can be made by email. Applications should be sent to jobs@unlockedgrads.org.uk with the subject line 'Head of Region Application'.

If you would like to have an informal and confidential discussion about the role or about the process please contact programme@unlockedgrads.org.uk.

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Closing date: 7th January 2019 at 23:00.

Interviews: We will attempt to hold first round telephone interviews during the week commencing 7th January. Please let us know if you will have any limits on your availability during this time.

For more information about Unlocked Graduates please visit [our website](#).