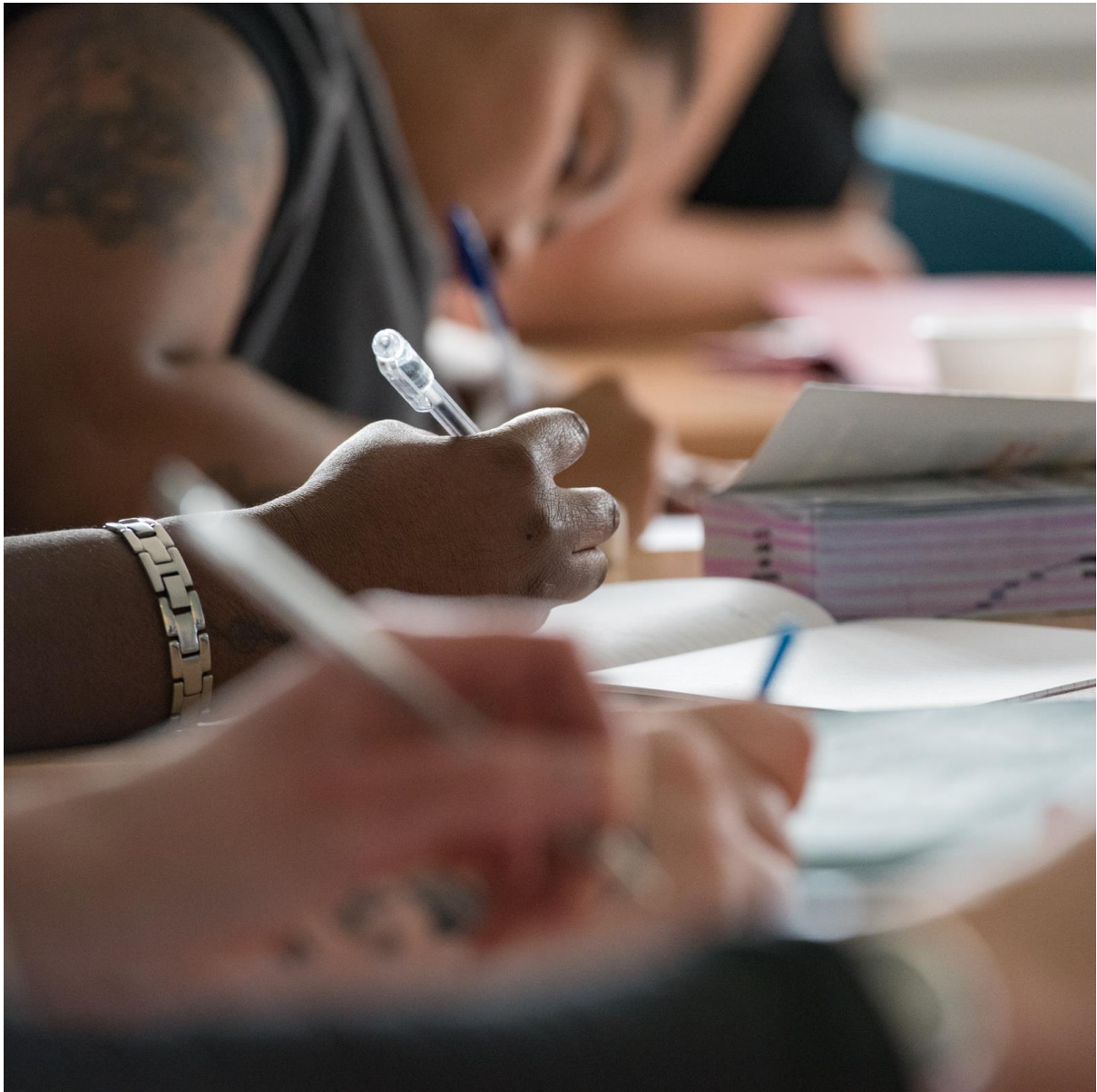




Prisoners'
Education
TRUST

Trustee Recruitment Pack



1. Introducing you to PET: Elisabeth Davies, Chair of the Trustees

“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 just some of the voices of some of our learners and they say so much about Prisoners’ Education Trust, both what we do and how we do it. Learners are at the heart of our strategy and all that we do, including how we work together as a Board. If this way of working appeals to you and if you think you can help us then you could be just who the Trustee Board is looking for and we would very much like to hear from you.

This is a significant time for PET. As we approach our 30th birthday, demand for our courses is as high as ever. We are in no doubt about the value of our services and we are also in no doubt about the challenges of responding to that demand. Over 2018, the PET service delivery team have developed and tested with current and former learners a revised process to support applications for courses and learning to be delivered via a secure digital channel. The application process will focus more transparently on evidence that the learner has the commitment and support to complete their chosen course. And teams within the prison and individual learners will be offered better online support for their choices and their learning.

In 2019, we need to move from planning to implementing this new service delivery model. This will be a major undertaking but it will be essential in positioning PET as a digital organisation capable of making full use of the gradual shift to new technology. We will also face continuing change within the prison system including the introduction of prison governor autonomy over education budgets and changes in the way education is both commissioned and delivered. The new prison education framework contracts and arrangements come into place from April.

Under the leadership of our Chief Executive, Rod Clark, our staff team is well placed to respond to and adapt to these changes. Alongside this our committed and established Board is ready to ensure we don’t lose sight of our ambition, vision and the importance of remaining prison-learner centred. Our Board is used to working to high standards of governance and in a spirit of shared collaboration. All of us recognise that the climate charities operate in has changed. The long unquestioned trust we held with the public has gone and the regulators have rightly responded. Boards are now expected to more actively question the environment they work within and we are doing just this.

I hope you agree that there couldn't be a more rewarding time for you to join the Trustee Board. You can find out more about the specific skills and backgrounds that we're looking for in this pack, and this includes from those with lived experience (in section 6 you can read more about Charity Commission guidance on applying for a waiver). Also in this pack there are links to our Strategic Plan and Annual Report.

If you care about prison education, if you want to help steer PET through the next phase of our development, and if you can offer us the dedication and commitment that we're looking for, then I hope you will consider applying to join us. Whatever your background we welcome applications from candidates who can demonstrate that they will bring strategic vision, different perspectives and energy along with fresh thinking.

Through your commitment to addressing the issues facing prison learners you'll inspire PET to think differently. In return, this volunteer role offers an unrivalled opportunity for you to help us turn PET's bold ambitions into reality. I look forward to reading your application and thank you for your interest and commitment to our work.

With best wishes

Elisabeth Davies
Chair, PET Trustee Board

2. A view from a Trustee

Two years ago, PET appointed our first Trustee who has lived experience of the prison system. He shares his story.

Prisoners' Education Trust funded my first distance learning course, in prison 20 years ago. Over many courses I discovered relief from idiotic and destructive coping mechanisms, cultivated my sense of self-worth and focused on surviving positively and using my time productively.

Without PET I would have no more academic qualifications than those I entered prison with, and would have no evidence of any substantial achievement behind bars. The value of this funding to me is immense and when the opportunity arose to be a Trustee I applied, excited to think I could show my gratitude, and that my experience could help others.

Being on the Board has been a steep learning curve, even though I had some knowledge of charity management prior to joining. It was difficult to feel I belonged, at first - the Board paperwork alone takes some getting used to. However, the longer I spend with the staff team and Board colleagues the more I'm blown away by the attention to detail and knowledge around the table, and the more I feel valued for what I think, write and say rather than simply where I have been.

I've also been surprised by the realisation that although my experience of learning in custody is a great motivator for me, it isn't the only useful attribute I bring to the Board: listening, asking great questions and not making assumptions about others are far more useful. The community of learners in custody is rich, diverse and challenging. In every meeting, I ask myself what I don't know, rather than rely on what I do.

Through being on the Board, I've developed personal and professional skills and worked with and learned from some amazing and inspirational people - PET staff, Board members, Patrons and Alumni - as well as visionary prison leaders from the UK and overseas.

To anyone reading: I would wholeheartedly encourage you to apply to be a PET Trustee, particularly if you once sat, studied or worked in prison. You'll learn an enormous amount about charities, the prison education sector, and yourself. At the same time, your expertise and experience will enrich the work done by the charity, enhancing access to education in prison and creating opportunities and lifelines for learners to come.

3. About Prisoners' Education Trust

3.1 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

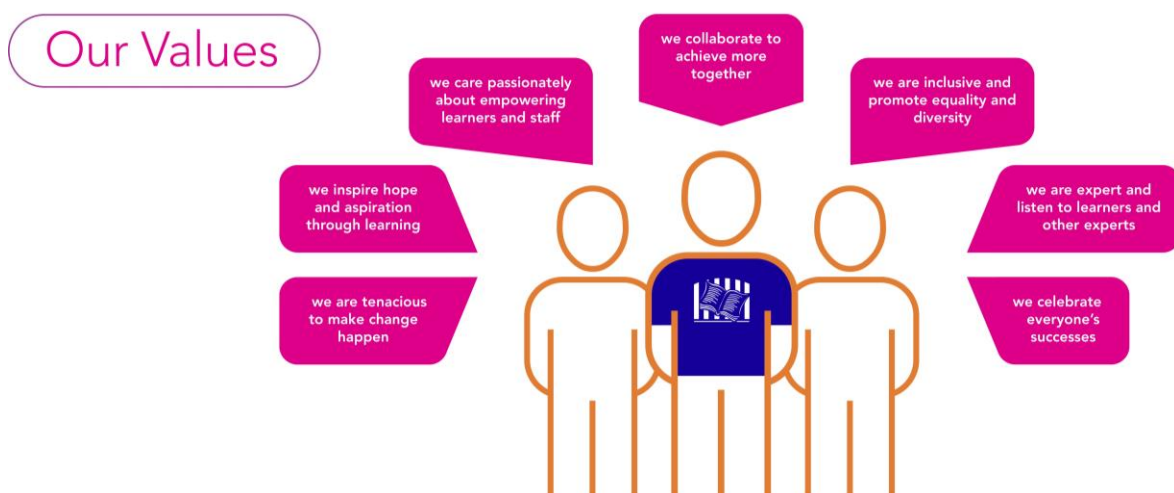
Our Mission: Every Prisoner A Learner, Every Prison a Place to Learn

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.

3.2 Our Values



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.

3.3 Our Strategy

PET's 2018 - 2020 strategy is designed to deepen both our impact and influence. It will allow 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. Changes to the prison system, such as the advent of governor autonomy over education budgets, and the increasing digitisation of our prisons, is changing the way education is both commissioned and delivered. Our strategy helps us to prepare for these changes and to grasp the opportunities offered by them.

As we approach 2020, our strategy will help PET make a bigger difference to the people we fund, giving prisoners the tools to transform their lives and creating better futures for our learners, their families and their communities.

Further information about PET and our strategy can be found at www.prisonerseducation.org.uk/whatwedo

3.4 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 in our [Annual Accounts](#).

3.5 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 clear agenda that has standard items including reviewing the financial management accounts, reviewing delivery against Key Performance Indicators (KPIs), receiving a report from the Chief Executive and on our progress on EDI issues, along with service and fundraising updates and a report from the Alumni Advisory Group. Board meetings usually take place in London. The Board has four formal sub committees:

- Nominations - leads on recruiting new Trustees.
- Remuneration - leads on appraising the performance of the Chair and Trustee Board and in making recommendations on the pay review structure.
- Equality Diversity and Inclusivity - ensuring PET explicitly and pro-actively delivers its commitment to Equality Diversity and Inclusion (EDI).
- Change Programme Board - overseeing PET's programme of change including developing and implementing PET's revised business model, in line with PET's budget, timetable and quality standards as agreed with the Board.

4. The Role of Trustee

4.1 Role Summary

The Board of Trustees are individually and collectively responsible for the overall governance and strategic direction of PET, our financial health, and the probity of our activities. They are responsible for developing PET's aims, objectives and goals in accordance with our Articles of Association and taking full account of legal and regulatory guidelines. All Trustees are committed to working alongside service users, ensuring prison learners are at the heart of all that PET does.

4.2 Principal responsibilities:

Strategic leadership

- To contribute actively to the Board of Trustees' role in giving firm strategic direction to PET, setting overall policy and defining goals.
- To set and agree targets and regularly monitor and evaluate performance against these.
- To demonstrate our values and behaviours.

Governance

- To ensure PET's governance is of the highest possible standard and fully complies with its Articles of Association.
- To safeguard the good name and values of PET by ensuring the organisation complies with charity law, company law, Governance Code guidance and fulfils all legal and regulatory requirements.
- To work within any agreed policies adopted by PET.

Financial probity

- To ensure the financial stability of PET and ensure systems are in place to ensure financial accountability.
- To protect and manage the property of PET and to ensure the proper investment of the organisation's funds.
- To ensure PET applies its resources exclusively in pursuance of its charitable objects.

External relationships

- To act as an ambassador for PET including acting as a spokesperson when appropriate.
- To represent PET at meetings and events as required.

Extra duties

- To fulfil additional duties as agreed with the Board.

4.3 Core competencies

All candidates must be able to demonstrate:

Knowledge and experience

- Empathy with and commitment to PET's vision, mission and values.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
- An understanding of the critical issues and challenges facing the voluntary sector.
- A track record of and commitment to promoting equality, diversity and inclusion.

Skills and abilities

- A collaborative listener with an ability to work effectively as a member of a team.
- Able to exercise independent judgement, a willingness to speak their mind and an ability to focus on arriving at a decision.
- Strong communication and relationship management skills.

Personal style and behaviour

- Willingness to devote the necessary time and effort.
- Highly professional; acting appropriately and to support and maintain PET's reputation.
- The ability to act as a critical friend who empowers and constructively challenges the CEO and senior management.

4.4 Additional competencies

In addition, we are looking for candidates who can demonstrate at least one competency from the list below:

- Knowledge and understanding of the prison and criminal justice system gained either through lived or operational experience.
- Knowledge or policy insight of education and lifelong learning in the criminal justice system or further education sector.
- Legally-qualified.
- Procurement and contracting relationships.
- Fundraising and income generation in the voluntary sector
- Supporting an organisation's performance through the use and development of technology, such as case management systems.
- Financial governance.
- Strategy planning and delivery including overseeing transformative change.

5. Time Commitment

You will be joining the PET Board at a significant time. In order to contribute to our work, to forge relationships across the organisations and with fellow Trustees and staff alike, we estimate you will need to be able to contribute 10-12 days a year. This will include:

- Attending the Board meetings six times a year with all the required preparation and reading.
- Participating in one of the Trustee Board Committees.
- Attending at least one of the monthly grant award scrutiny meetings held at the London office.
- Additional contact, including over email and phone will be necessary both with fellow Trustees and the management and staff of PET.

Your travel expenses will be reimbursed and we are committed to making any reasonable adjustments that you require in order to assist you in the application and interview process.

6. Application Process

Whatever your background we welcome applications from candidates who can demonstrate that they will bring strategic vision and energy along with fresh thinking and new perspectives. Through your commitment to addressing the issues facing prison learners you'll inspire PET to think differently about our future, what we do and how we do it.

To apply for this post, please submit:

- A comprehensive CV.
- A supporting statement that addresses the core competencies set out in section 4.3, including how you are able to offer at least one of the additional competencies from section 4.4.
- Details of two referees whom we would be able to contact at shortlist stage.

Please also ensure you have completed and submitted the accompanying equal opportunities monitoring form. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

Some people are disqualified by law from acting as charity trustees, subject to waiver provisions. You can find out about [automatic disqualification rules](#) (link here) in Charity Commission guidance including information on applying for a waiver. Some of these disqualification rules relate to those with criminal convictions. PET is aware that this could, depending on the circumstances, prove an issue for potential Trustees with lived experience of the prison system. In these

circumstances, PET can provide support for a suitable candidate in pursuing the waiver process.

The closing date for applications is **15 April**. All applications will be reviewed by our Trustee-led Nominations Committee, who will interview shortlisted candidates. They may be joined in this task by an independent Panel member from outside PET. Final interviews will be held in London **w/s 6 May and/or w/s 13 May**. If requested, and where possible, the Nominations Committee will consider holding interviews by Skype.

Successful candidates will be recommended to the Board when it meets on **22 May 2019**.