

# JOB PACK

Chief executive  
officer

Sing Inside

August 2023



# ROLE SUMMARY

**We're recruiting a new chief executive to lead Sing Inside into the next stages of our development.**

**Job purpose:** to bring vision and leadership to the charity, and be responsible for driving, reviewing and delivering our strategic objectives within the charity's mission, vision and values

**Reports to:** Board of trustees (the board)

**Managed by:** Chair of trustees (on behalf of the board)

**Direct reports:** Programme manager; executive team (voluntary); freelance/expert support (currently comprising musical leadership executive; bid writing consultant; policy and safeguarding advisors)

**Job location:** Work from home, but attendance of prison visits and board meetings required (expenses will be covered)

**Salary:** £52,000 per annum (FTE), pro rata, 8 hours per week (potential for flexible working, to be agreed with post-holder)

**Benefits:** 3% employer pension contribution; personal training and development budget; flexible and remote working





# ABOUT SING INSIDE

**Sing Inside provides group singing workshops in prisons across England and Wales, bringing local volunteers together with people in prison to form community choirs. We enable all participants to enjoy singing with others free from judgement or assessment, inspiring hope and confidence, and facilitating connection to others. We train confident, inspiring community music leaders who deliver engaging, accessible singing sessions. We prioritise enjoyment in our approach to increase confidence, promote teamwork and encourage participants to recognise their individual contribution to a shared goal.**

**Sing Inside began as a grassroots student volunteering project, registering as a CIO in March 2019. We have grown to work nationally, with our executive team overseeing three established local committees of volunteers in Cambridge, Oxford and York and currently building new committees in Lancaster and Liverpool to support our recent expansion into the North West. These local committees organise visits in their area, allowing us to tailor our approach to local community needs and interests and effectively recruit volunteers and boost engagement. Our local volunteer teams are supported and trained by the executive team to create a strong network of prison partnerships under the Sing Inside umbrella.**



# OUR VISION

## Our vision is:

- To see opportunities for group singing in every prison in England and Wales as part of a diverse range of educational and creative opportunities which inspire hope. These opportunities can be accessed by all people who live and work in prisons;
- To see those with influence over prison regimes recognise that opportunities to have fun and share enjoyment with others is a prerequisite of positive community engagement and social behaviour;
- To see social barriers between people in prison and the general public eradicated through improved understanding of life inside prison and to build a shared understanding of everyone's capacity to contribute positively.

A woman with long dark hair, wearing a dark blue long-sleeved shirt and black trousers, stands in a room with brick walls. She is gesturing with her hands while speaking to a group of people. In the foreground, the backs of two people's heads are visible as they sit in red chairs. To the left, a whiteboard displays handwritten text. A small framed picture hangs on the wall behind her.

"Meeting new people, being part of a group, doing something positive."

[Prison resident]



# WHERE WE ARE NOW

As Covid-19 restrictions impacted the whole of the country, Sing Inside's work halted entirely due to total lockdowns across the prison system. In 2022-23, prisons started to reopen, and Sing Inside worked in 9 prisons across the country, rebuilding relationships and our understanding of how the prison environment and need for our work has changed.

Our growth has continued at pace; until recently, we were entirely volunteer-led. We then made the decision to institute the role of Chief Executive Officer as a salaried post, to put the charity on a more sustainable and balanced footing. We have since also recruited a Programme Manager to oversee existing work, and identify opportunities and areas for development in the post-Covid landscape, and are currently also supported by a freelance bid writer and a variety of volunteers providing advice and guidance.

We want our new Chief Executive Officer to be a strong leader, and the principal ambassador of Sing Inside as we continue to expand. It is vital that our Chief Executive Officer can drive continuing delivery of our 2022-2025 Strategy (and its successor) in a changing prisons environment, while inspiring staff and volunteers, and ensuring we continue to achieve the highest standards of good charity governance. We would welcome the opportunity to hear from you about your perspectives about how we can best deliver for people in prison.

This is a varied role, and will require a good working knowledge of the prisons system, as well as a knowledge of the operations, statutory requirements and submissions required for running a charity.

You don't need to have a musical background (although this might be part of what draws you to our work) but you need to have a strong passion for the power of community music making, and a belief in the positive role music can play within the prison system.

# WHO WE NEED

Sing Inside is run by a small executive team with high levels of volunteer support. We're looking for an inspiring leader to drive our development as a charity and secure our foundations for a bright future.



## Essential

- A strong leader and principal ambassador of the charity, with a commitment to Sing Inside's future
- Committed to Sing Inside's mission, vision and values
- Committed to anti-racism, equity and inclusion
- Competent in delivering charity governance and statutory obligations, including financial and risk management
- Knowledgeable about the criminal justice sector, in particular the prison system and working within it
- A flexible and innovative worker with a strong business competencies who can adapt and improve the workings of a small, but expanding, charity
- An approachable, open-minded and good manager of people, willing to work with the executive team, staff and volunteers to solve problems and build enthusiasm for Sing Inside's work
- A clear and enthusiastic communicator, competent across written and spoken communication, including public relations and relationships with prospective and existing funders
- A good networker, willing to bring and develop contacts to forward the strategic aims of Sing Inside, including funding development
- An eye for detail when processing, approving and recording financial transactions
- Knowledge of the statutory requirements and submissions required for running a charity (CIO) (e.g. Serious Incident Reporting/Annual Return etc.)
- Competent in Microsoft Office and Outlook, and willing to learn about systems which are new to them
- Committed to maintaining clear and proactive communication with the board of trustees, including coordinating and attending board meetings, to ensure Sing Inside is run in a well-governed and sustainable manner

# Person specification continued

## Desirable

- Experienced working with organisational change
- A professional with history working with or within the criminal justice not-for-profit sector, with a professional network of contacts relevant to the work of Sing Inside Experienced using Salesforce, Canva and Mailchimp, and an understanding of the basic functionality of Microsoft Excel
- Understanding of basic accounting terminology and financial management
- Experienced in musical leadership, with potential interest in leading workshops on an additional freelance basis
- Knowledgeable about criminal justice policy
- Experience of raising voluntary income to fulfill mission-led objectives.



"Uplifting, entertaining, enjoyable. It's good to mix with colleagues and visitors. A good feeling when we bring enjoyment to others." [Prison resident]

# KEY RESPONSIBILITIES

**1. To bring vision and leadership to the charity and to be responsible for the management and administration of the charity within the strategic, policy and accountability frameworks laid down by the Board.**

## **1.1. Leadership**

- To lead, inspire and motivate staff and volunteers to deliver their operational duties in ensuring Sing Inside can provide high-quality, appropriately safeguarded and inspirational workshops in prisons across England and Wales**
- To lead the delivery and reporting against Sing Inside's 2022-25 strategy, and to review and develop strategic objectives as necessary within the charity's objects, vision, and mission, with approval of the Board**
- To ensure that the charity's values, ethos and policies are relevant, fair and consistently implemented**
- To develop an organisation that is constantly seeking ways to learn and to improve its performance, through a culture of learning, accountability and authenticity**
- To develop and maintain an environment that attracts and retains the best staff and volunteers**
- To champion the importance of creative opportunity within prisons and the importance of work which enables and supports connection and community at any relevant opportunities**
- To bring energy and focus to delivering Sing Inside's anti-racist action plan and ensuring awareness of this framework is communicated within Sing Inside and to key partners such as prison settings, volunteers and supporters.**
- To support collaboration with other third sector organisations working in the creative arts within prisons**



# RESPONSIBILITIES CONTINUED

## 1.2. Management

- To be accountable to the Board for the proper and effective management of the charity
- To ensure that the charity has an appropriate management structure and management systems in order to fulfil its strategic objectives and to carry out its work
- To ensure that all management policies and decisions support the agreed vision, mission, values, philosophy and strategic priorities of the charity
- To ensure that business, operational and annual plans to underpin the strategic plan are developed, agreed and implemented
- To identify appropriate methods for monitoring the performance of the charity and to report back to the trustees on the performance of the charity against its strategy, its business, operational and annual plans, and against the annual budget as approved by the Board
- To effectively manage direct reports, including through clear communication and regular meetings, and retain a visible, approachable and open relationship with volunteers
- To support the development of an expert staff team, including musical leadership, prison systems and security responsibilities, volunteer management and safeguarding and data processes, through setting clear personal development and training parameters for staff and volunteers
- To ensure that the recruitment, management, training and development of staff reflect good employment practice and are directed towards achieving the charity's objectives
- To ensure that the charity is aware of best practice and that it constantly works to achieve this within the constraints laid down by the trustees and resources available

## 2. To be responsible for the financial health of the charity, through processing all transactions, overseeing income generation and managing financial risk

### 2.1. Processing financial transactions

- To draft or approve Purchase Request (PR) forms and where appropriate, circulate these to the Trustee with Financial responsibility for approval
- To approve and process expenses of the Executive Team
- To set-up payments across the charity's bank accounts in line with governance procedures detailed in the financial procedures manual
- To record all transactions on the charity's Excel cash book and ensure the bank accounts reconcile with the cash book on a quarterly basis
- To liaise with the Trustee with Financial Responsibility on any changes to the monthly payroll
- To liaise with the charity's bankers to process any changes to the mandate forms

# RESPONSIBILITIES CONTINUED

## 2.2. Production of management and statutory accounts

- To produce quarterly management accounts for Board meetings
- To produce annual statutory accounts (cash basis) to be submitted to the Charity Commission
- To draft the Trustees Annual Report (TAR) for approval by the Board

## 2.3. Budgets and Forecasts

- To produce quarterly forecasts for circulation to the Board including an explanation of any variances against budget
- To produce an annual budget and corresponding business plan for the upcoming financial year in January each year

## 2.3. Income generation

- To be responsible overall for the financial health of the charity including developing, overseeing and monitoring an effective programme of income generation, and managing this programme in partnership with the Board of Trustees, Bid Writer and Fundraising Consultant

## 2.4. Managing risk

- To ensure that the major risks to which the charity is exposed are reviewed regularly by the Board and the executive team, systems have been established to mitigate these risks, and a risk analysis is automatically carried out when taking on new work or proposing new work to the Board
- To ensure that there are effective mechanisms to ensure the robustness of external and internal controls (financial and non-financial)
- To ensure that the charity fulfils all its legal, statutory and regulatory responsibilities



# RESPONSIBILITIES CONTINUED

**3. To enable the charity to provide a quality service to all beneficiaries by maintaining and developing mechanisms to collect and respond to feedback, and developing good internal and external communications**

## **3.1. Feedback mechanisms**

**To monitor and develop, as appropriate, mechanisms for listening to the views of current and future beneficiaries on the performance of the charity, as well as on areas for future development**

**To recognise and value the importance of the lived experience of prison within the operation of the charity, including by creating feedback mechanisms, opportunities and communication with people with experience of living in prison**

## **3.2. Communications**

- To foster good communications throughout the charity and externally**
- To develop, as appropriate, the charity's public profile and foster good relationships with stakeholders including government, statutory, funding, voluntary and private bodies**
- To support relevant policy and campaigns across civil society and criminal justice sectors which would help Sing Inside further our vision, as well as developing individual policy positions as and when appropriate and within scope of the charity's resource**



**4. Together with the Chair, to enable the Board to fulfil its duties and responsibilities for the proper governance of the charity and to ensure that the Board receives timely advice and appropriate information on all relevant matters**

## **4.1. Strategy and planning**

**In partnership with the Chair, to ensure that the trustees set the values, ethos, vision, mission, strategic objectives and strategic priorities for the charity**



# RESPONSIBILITIES CONTINUED

## 4.2. Ensuring high-quality governance

- To ensure that the Board receives all necessary advice, guidance and information on matters relating to current performance, the short- and long-term future of the charity, regulatory and legal compliance, and other appropriate issues; and making sure that such advice, guidance and information are timely, honest, balanced and relevant
- In partnership with the Chair, to develop an annual programme of Board and committee meetings and Board away-days
- In partnership with the Chair, to ensure that the right and appropriate items reach Board agendas and that high-quality papers support each item on the agenda, including by gathering Board reports from direct reports
- To ensure that the staff understand and support the governance role of the Board and that there is a positive and constructive working relationship between the Board and the executive
- To ensure with the Chair that the Board reviews regularly the charity's governing instruments and governance structure, and to assist with the Board's assessment of its own performance
- In partnership with the Chair, to ensure that the Board's delegated authority is recorded in writing and understood fully by staff and volunteers, and that all agreed reporting procedures are followed
- To work closely with the Board to ensure that the Board has on it the skills it requires to govern the charity well, and that the Board has access to relevant external professional advice and expertise, induction, information and training.
- To assist the Chair in ensuring that there is a systematic, open and fair procedure for the recruitment or co-option of trustees, future Chairs of the Board and future Chief Executive Officers
- To implement Board decisions

## 4.3. Relationship with the Chair of Trustees

- To have monthly one-to-one meetings with the Chair at which the Chair and Chief Executive Officer can talk openly, discuss progress and problems, agree expectations of each other, plan the Board's annual programme together and prepare together for meetings
- In close consultation with the Chair, to agree respective roles in advocacy for Sing Inside and representing the charity at public functions, public meetings with prospective and potential funders and to the press/media.

# ABOUT THE APPLICATION PROCESS

One of our values is to be an anti-racist and inclusive organisation. We are committed to building an organisational culture which challenges the racism and discrimination at play within the criminal justice system and we recognise that recruitment practices play a significant role in building that organisation. We actively encourage applications from those who are Black, Asian and Minoritised or who identify as disabled.

We are also committed to placing the voices of people who have experienced life in prison at the heart of our work, and we particularly encourage applicants with lived experience of the criminal justice system. We want to hear from candidates who could bring different perspectives and experiences to our work; if you have any questions about the process, please don't hesitate to ask.

We are aiming to follow the recruitment timeline below:



# HOW TO APPLY

**To apply, please email your CV and a cover letter (no more than 2 sides of A4) referencing how you fulfil the essential criteria below to [trustees@singinside.org](mailto:trustees@singinside.org).**

- **Leadership**
- **Commitment to anti-racism, equity and inclusion**
- **Competence in delivering charity governance and statutory obligations, in particular financial and**
- **risk management**
- **Knowledge about the criminal justice sector, in particular the prison system and working**
- **within it**
- **Good management of people, including staff and volunteers**
- **Clear and enthusiastic communication, with competence across written and spoken communication, including public relations and relationships with prospective and existing funders.**

**If you have any questions about the role, please do contact our trustee Aine Jackson on [trustees@singinside.org](mailto:trustees@singinside.org) to arrange a conversation.**



**It couldn't possibly have been better. I was treated as a human being. Not once did I feel like a prisoner. I had a little private cry at lunchtime.**

**{Workshop participant}**



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