

# **Unlocked**

# **INFORMATION PACK**

**Head of Curriculum  
October 2021**

# JOB TITLE: KEY FACTS

Reports to	Programme Director
Location	London, Birmingham or Manchester with some remote working flexibility
Salary	£50,000
Start date	Negotiable
Hours	Full-time (negotiable)
Closing date for applications	Mon 15 <sup>th</sup> November, 2021, 9:00am

## ABOUT UNLOCKED

Thank you for your interest in Unlocked Graduates, and the role of Head of Curriculum.

Unlocked Graduates exists to break cycles of reoffending, with particular focus on breaking the link between disadvantage and reoffending. Currently, prison is not a place which successfully does this: the average prisoner has 16 previous convictions and 48 percent of prisoners reoffend within a year of release. This is the problem which Unlocked Graduates exists to fix.

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, and we know that the most effective prison officers have a hugely positive impact on prisoners. Unlocked Graduates develops outstanding individuals to lead rehabilitation, and in doing so raises the status of the prison officer and makes the frontline of prisons a place where cycles of reoffending can be broken. We have successfully recruited, trained and placed five cohorts of over 500 extremely high potential graduates into prisons across the country. We are listed in the Times Top 100 Graduate programmes and feedback on our participants has been extremely positive: they are doing a great job.

Over the next few years, we are planning further expansion. We want to do more work in the prisons we are in, and work with more prisoners in more prisons.

We need to be exceptionally high performing because the work we do is both extremely challenging and massively urgent. We aspire to have deep impact on the landings of individual prisons, but also breadth of impact through the whole sector, and society at large.

If this sounds like a challenge you are keen to meet, then please do apply.

## THE ROLE

This role presents a unique opportunity in the curriculum job market. As Head of Curriculum, you will oversee the design and development of an entire two-year programme of study that develops our participants into transformative prison officers and leaders. You will lead a team to produce a curriculum (in-person, digital and online) which will empower our participants with the knowledge and capabilities to work with prisoners to dismantle the damaging cycles of reoffending that are so costly to those individuals and broader society.

You will work closely with our recruitment and programme teams to ensure a seamless transition from their blue-chip recruitment experience, through their initial six-week training (Summer Institute) and onwards through the two-year leadership development programme. This includes their Master's degree in Applied Custodial Leadership and their ongoing training throughout the two years. The goal of the programme is to enable Unlocked officers to maximise impact on the frontline in prisons and to drive change at an individual, prison and system-wide level.

You do not need prior knowledge of prisons or prison officer training to successfully take on this role. You will be supported by current and former prison service staff and have access to all the information and resources you require to build your knowledge-base quickly. You will be required to have a strong understanding of up-to-date research and evidence on how people learn and how to build practice into training.

It's important that our resources are thoughtfully sequenced and research-informed. Our practice-based curriculum and pedagogy is built on the work of [Doug Lemov](#), and the knowledge aspects of the curriculum are embedded in theories of explicit teaching rather than discovery learning for novice practitioners, as per the work of ED Hirsch. These theories will be therefore essential understanding for anyone taking on this role. As Head of Curriculum you will be responsible for championing and integrating an evidence-led approach, for example challenging the ever-prevalent myth of learning styles [as explained by Willingham](#).

You'll be in charge of designing and implementing approaches to training that maximise learning and embody the Unlocked mission. This includes design of all of our online and face-to-face training suites, an online preparation unit, and required pre-reading. Another key element will be developing the train-the-trainer programme so our experienced prison officers can teach effectively. Upskilling these staff requires expert understanding of teaching and learning and an ability to work with people who are novice trainers.

You will play a key role in the broader management of the MSc qualification, working closely with our university partner and ensuring quality and ongoing improvements take place. You will also line manage two full-time roles as well as one secondment and be responsible for motivating and developing these staff members.

## KEY ACCOUNTABILITIES

- Develop and implement a vision for curriculum: lead curriculum design, strategy and implementation for in-person, digital and online learning
- Embed research-informed pedagogy throughout all content including the Unlocked Master's Degree (with our partner university), through-year training and Summer Institute
- Plan the timetable and scheduling for Summer Institute
- Provide strong leadership to a team of trainers during Summer Institute
- Lead and design facilitation training and coaching for teams of trainers and mentors ('train the trainer')
- Build a network of internal and external experts and partners, from governmental and non-governmental organisations, for curriculum content purposes, including identifying new training opportunities, and collaborating to design and deliver face-to-face, digital and online learning
- Lead and develop feedback and quality assurance systems, and evaluation mechanisms for curriculum content and delivery, including reporting to HMPPS
- Work closely with curriculum, data, programme and recruitment teams to measure impact of face-to-face, online and digital learning in order to inform iterative improvements to all curriculum content
- Develop the capabilities and expertise of the curriculum team

## PERSON SPECIFICATION

### Experience

- Curriculum expertise with substantial knowledge of learning design theory, pedagogy and curriculum design principles
- Experience of curriculum and training design (online and in-person)
- Deep understanding of practice-based learning and the role of modelling and feedback in driving improvement
- Experience of working on complex projects with challenging timescales
- Experience of effectively managing a varied workload with competing priorities
- Teaching experience, preferably including teaching trainers and educators
- Master's degree in relevant subject (desirable)

### Characteristics and skills

- Focused on what works
- Excellent leadership qualities
- Able to respond productively to constructive feedback
- A genuine and demonstrative commitment to diversity, equity and inclusion in the workplace and in prisons
- Able to galvanise, influence and hold team members to account
- High attention to detail
- Clear communicator, including to larger groups, in spoken and written context
- Fast learner, willing to seek support where expertise is missing
- Able to navigate between execution (the detail) and strategy (bigger picture).

## Mission alignment

- Care intensely about what Unlocked is trying to achieve
- Be excited to relentlessly maximise our impact, making difficult decisions where necessary and taking the right decision above what is popular
- Embody an organisation-wide culture of using data to improve insights and performance
- Believe every problem can be solved, bounce back quickly from setbacks and use them as opportunities to learn.

## DIVERSITY AND INCLUSION

The communities that we exist to serve are diverse, and to thrive in our work towards our mission, we must be too. We believe that diversity simply makes for a stronger team. We therefore aim to create a workplace that is welcoming for all, inclusive of ethnicity, disability, age, religious belief, marital status, pregnancy, sexuality or gender.

Currently our senior team is too homogenous, particularly when it comes to ethnicity. We are therefore actively seeking applicants from Black, Asian and ethnic minority backgrounds for this role.

We are also keen to see more applications from people who have been in prison.

To remove bias where possible, we blind assess candidates for interview based on their relevant skills, qualifications, or experience.

## WHY WORK FOR UNLOCKED?

First and foremost, Unlocked offers the satisfaction of working for a high-performing and exciting organisation which is actively making an impact on one of the most challenging social justice issues which exists in our society today.

We want Unlocked to be a great place to work. What we are doing is difficult. We have high levels of challenge, and to make sure we achieve what we need to, we need excellent people who will welcome the opportunity to become brilliant at what they can offer the organisation as well as come up with great ideas to make us better. Because our organisation is small, the scope of work is comparatively large compared to most similar organisations. This means you will have more opportunities and get more senior experience than in a bigger organisation.

These demands also mean we want to offer higher levels of support. With that in mind, all employees at Unlocked are offered the following core package of benefits.

Holiday	<b>27 days annual leave</b> plus (by CEO discretion) office typically closes from 25 December to 1 January
Pension	We offer <b>10 percent employer contribution</b> even if you make no employee contribution. You can also opt to pay more by salary sacrifice if you wish.
Flexibility	<b>Fully agile working</b> policy – our team can work when and where works best to deliver the requirements of their role.
Wellbeing	<b>Employee Assistance Programme:</b> monthly employee coaching from Sanctus, and a team of Mental Health First Aiders on our staff.
Health	<b>Gym membership:</b> discounted gym and fitness membership through Gympass. You can also opt to reduce the employer pension contributions to nine percent in exchange for a £30 a month gym membership subsidy. <b>Cycle to work scheme</b>
Development	We want all of our team to understand our mission and the challenges facing prison officers. You will have opportunities to <b>attend study days</b> with our participants and <b>visit prisons</b> to really understand our work.  We believe in <b>supporting people to develop the skills they need to be excellent</b> – whether this means funding external training, finding a mentor to support them or giving them the time to learn from others in the organisations through our regular CPD sessions.
Volunteering	<b>Want to volunteer</b> as a trustee or in some other capacity for a mission-aligned organisation? We support our team to take on these commitments without taking annual leave.
Our staff also tell us they like	Modern and professional <b>centrally located offices</b> in London, Manchester and Birmingham including perks like free coffee and fruit deliveries.  For staff <b>working at home</b> we support them to create a workspace and provide technology that enable them to work effectively.  Regular opportunities to <b>get together as a whole staff</b> and in your team, including away days, social events and other <b>development events</b> .

## HOW TO APPLY

Please apply using this link: <https://app.beapplied.com/apply/hgtlxxt0u>

The closing date applications is Monday 15<sup>th</sup> November at 09:00am.

First round interviews will be held online on 18<sup>th</sup> and 19<sup>th</sup> November.

Final round interviews will be held on Thursday 24<sup>th</sup> November.

For more information about the role. contact [libby.gray@unlockedgrads.org.uk](mailto:libby.gray@unlockedgrads.org.uk).