

Consultancy brief and invitation to apply for Women in Prison 2025-2030 Strategy Development

March 2024

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1. Background

Women in Prison developed its current Vision, Purpose and Values in 2023 ([Women in Prison — Our Vision, Purpose & Values](#)). We do not currently work to a strategy, so this will be a new process for staff, along with a new way of working to co-design a strategy that supports our commitments and progress to work towards achieving our vision.

The leadership of Women in Prison is looking for a consultant to support this process.

From March 2024, we will enter the strategy development process for a 2025-2030 strategy. We hope to have a draft strategy for review by our Board by the end of October 2024.

Strategy development aims

1. The final strategy and strategy development will clearly align with Women in Prison’s Vision, Purpose and Values
2. The strategy process will be collaborative, feminist and will embed co-production
3. The strategy will cover all aspects of the organisation’s work and approach at a strategic enough level of intent to enable planning; focus and coherence across the organisation

2. Strategy development design

Our strategy development principles

1. Led by our values
2. Shared power, co-production, inclusive of all voices and make collective decisions where possible
3. Ambitious for impact, rather than scale, and realistic about what we can achieve
4. Transparent and accountable
5. Open to challenge and learning, constructive and solutions oriented

3. Consultant brief and requirements

The leadership of Women in Prison is looking for an experienced facilitator who combines a strategic mindset and project management skills and who can work closely with our strategy working group – a group of internal staff, women with lived experience of the criminal justice system, and Women in Prison board members.

This work will take place between April and October 2024.

The consultant will:

- Project manage the strategy development process with the strategy working group to ensure we are on track and taking advantage of opportunities to input into the strategy.
- Facilitate key strategy discussions with staff and women with lived experience and other key workshops as agreed. The number of facilitated sessions needed can be agreed in discussion with the consultant.
- Facilitate an all staff away day.
- Digest and write up findings from these sessions.
- Provide essential distance, objectivity and challenge.
- Write content and drafts of the strategy for consultation.

Key experience and skills

- Experience of facilitating strategy development processes for non-profit organisations
- Ability to compose the right questions and ensure they are being asked.
- Ability to build relationships and gain trust quickly.
- Experience of working in co-production with people who have lived experience of the work's focus
- Good knowledge of Equity, Diversity and Inclusion and understanding of how to work in an inclusive way.
- Excellent group facilitation skills and an ability to ensure that people are fully engaged in discussions.
- Fantastic listening skills and ability to distil patterns and themes from what is shared.
- Great writing skills.

Specified outputs

- Developing a project plan in line with the strategy development process (and improving on that process) and in consultation with the strategy working group.
- Staff, board, and lived experience consultation facilitation including away days.
- Attendance and noting strategy working group meetings on a monthly basis.
- Written summary outputs from facilitated discussions.
- Strategy drafts.
- Regular check-in calls with Chief Executive on progress.
- End-point review and wrap-up.

4. How to respond to this brief

If you are interested in working with Women in Prison on our strategy development, please respond to this brief with no more than two pages of A4, including:

- An indication of how you meet our criteria.
- A description of how you would approach the work and respond to this brief.
- The day rate and time estimate, or flat rate you would charge for this work.

The deadline for your response is 9th April.

Shortlisting will take place the following week, and we anticipate inviting preferred consultants to interview on 17th April ahead of a decision by 26th April.

For an informal discussion of the brief please contact Sonya Ruparel on sonya.ruparel@wipuk.org

5. Further context and timeline for the strategy development process

Roles and responsibilities

Strategy Development Working group: to commission additional work, to discuss outputs, to consult on the activities in the strategy development process and provide additional content for the strategy.

- All members of the Leadership Team: Sonya Ruparel (Chief Executive); Rachel Ozanne (Director of Programmes and Partnerships); Nicola Drinkwater (Director of External Affairs and Campaigns); Tonye Vianana (Interim Director of Finance & Resources)
- Two trustees – Jess Donnelan (Vice Chair of the Board); Hazel Renouf (Trustee and Safeguarding Lead for the Board)
- 5 members of staff
- 2 women with lived experience of the criminal justice system

Internal and external challenge: We will convene workshops of staff and individuals from other organisations to provide stretch and challenge to our plans during the project timeframe.

Day to day: The consultant will be directly accountable to the Chief Executive who will drive the process and provide oversight.

Co-production and critical friends: Members of the strategy working group will ensure that co-production with women of experience in the criminal justice system is prioritised and that we support a critical friends group to give robust feedback

6. Timeline and activities

