



# HM Prison & Probation Service

## HQ Job Description (JD)

### Band 11

**Directorate: Strategy, Planning and Performance**

## **Job Description – Head of Custody Improvement, Effective Practice and Service Improvement Group (EPSIG)**

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# Job Description

<b>Job Title</b>	Head of Custody Improvement, Effective Practice and Service Improvement Group (EPSIG)
<b>Directorate</b>	Strategy, Planning and Performance Directorate
<b>Band</b>	11

<b>Overview of the job</b>	<p>The Effective Practice and Service Improvement Group (EPSIG) is responsible for supporting continuous improvement across HMPPS. EPSIG helps identify priorities for improvement across the whole system (Prison, Probation and the Youth Custody Service) and develops products and services which are responsive to the needs of HMPPS.</p> <p>The Head of Custody Improvement will work as a senior strategic leader to influence the development of an improvement culture within all HMPPS and contracted offender services in Custody which supports and complements national programmes and strategies, including Prison Reform, Prison Recovery (Covid-19) and HMPPS Reducing Reoffending.</p> <p>The post holder, as the subject matter expert in custodial improvement, will be responsible for agreeing improvement priorities to cover all HMPPS and contracted offender services in Custody and developing and delivering the EPSIG Custody Improvement Strategy agreeing both with senior stakeholders including the Director General for Prisons, the Executive Director for Youth Custody and with relevant governance including the Prison Performance Committee (PPC).</p> <p>The post holder will form and maintain effective relationships with senior leaders in Her Majesty's Inspectorate of Prisons to ensure HMPPS Custody improvement work takes into account the Inspectorates Expectations and is responsive to their findings and recommendations including urgent, high profile situations including Urgent notification.</p> <p>The post holder will lead the development of 'place based' support across Custody including leading national teams such as the Prison Performance Support Programme (PPSP) (for the prisons of most concern) and the Standards Coaching Team. Working closely with national senior leaders and locally with Prison Group Directors (PGDs) and governors to identify and address the root cause of performance issues, applying evidence based interventions, and ensuring a disciplined focus to measure the impact of our services which target more efficient and effective processes and improved outcomes.</p> <p>The post holder will lead the development of 'thematic' products to support service improvement across all HMPPS and contracted out custodial services ensuring they meet business need. This will include a review of existing products and the development of new that are responsive to changes in policy, standards, delivery models and emerging practice and performance issues.</p> <p>The post holder will lead and coordinate EPSIG support for the Next Generation Prison Reform Programme in achieving its ambition of delivering a modern and more efficient prison service.</p> <p>The post holder will have a significant span of control leading and holding budget responsibility for a Custody Improvement team (circa 40 staff) including a group of senior managers and their performance as an SLT. The span of control and accountability of the post holder will extend to (approx.) 40 further operational staff to be deployed across a range of prisons as part of the Standards Coaching Team and be managed by EPSIG Custody Improvement Team during their deployment, and (approx.) six PPSP Service Improvements leads.</p>
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	<p>The post holder will work collaboratively as one of 5 members of a newly formed EPSIG SLT to ensure the EPSIG operating model, and associated group wide ways of working across the four EPSIG functions, support the effective and efficient delivery of cross-cutting work for the Group where 'thematic' work spans HMPPS. The post holder will lead the development of products and services which will support improvement in both community and custody settings.</p> <p>The post holder will ensure the EPSIG service offer and our group ways of working actively address inequality and that EPSIG demonstrates support for the HMPPS and MoJ Belonging agenda including Diversity and Inclusion and Race Action Plans and strategies.</p>
<b>Summary</b>	<p>The post holder will:</p> <ul style="list-style-type: none"> <li>• Ensure the EPSIG Custody Improvement function is understood across HMPPS and with wider stakeholders. The post holder will lead EPSIG engagement with Her Majesty's Inspectorate of Prisons.</li> <li>• As the Strategy Planning and Performance Directorate (SPP) subject matter expert in custody improvement, be expected to advise and consult with the HMPPS Leadership Team (HLT), the Director General for Prisons and Executive Director for Youth Custody around priorities for custody improvement and how to target the resources of the agency's custodial services budget as well as EPSIG resource to maximise impact of national teams, making decisions in line with data and evidence provided by Data Working Group and Prison Performance Committee. The post holder will have a significant influence over spend associated with PPSP and Standards Coaching Team including how to target both capital and revenue investment.</li> <li>• Produce, lead and review the EPSIG Custody Improvement Strategy and Plan ensuring activity supports agreed improvement priorities across all HMPPS and contracted out custodial services. Leading the plan through governance and ensuring appropriate quarterly reviews are shared with key stakeholders.</li> <li>• Be responsible for embedding and further developing EPSIG improvement services and products for custody including for the Youth Custody Service (YCS) ensuring reach across the PGD and YCS areas securing better outcomes via more efficient and effective processes and services.</li> <li>• Ensure EPSIG staff, our customers and wider stakeholders learn from our approach through a disciplined and continuous approach to applying evidence, measuring the impact of our products and services, refining and sharing impact.</li> <li>• Ensure effective representation and engagement with appropriate HMPPS and partnership governance to support understanding of the EPSIG custody improvement function and its complementary approaches with Prison and YCS system governance.</li> <li>• Work across the Strategy Planning &amp; Performance Directorate with Deputy Directors and their SLTs to achieve effective collaboration and 'joined up' delivery; ensuring customers and stakeholders experience the directorate approach as cohesive.</li> </ul> <p>Location is flexible, but is likely to involve some travel to venues in England and Wales which may require some overnight stays.</p>
<b>Responsibilities, Activities and Duties</b>	<p>The job holder will be required to carry out the following responsibilities, activities and duties:</p> <ul style="list-style-type: none"> <li>• Lead the development of Custody 'place based' and 'thematic' services and products to address the underlying causes of performance and quality issues, addressing inefficient and ineffective services. Place based work will include further development and implementation of the Prison Performance Support Programme (PPSP) working with the most challenged prisons (circa 6 prisons typically performing at the lowest level) and the deployment, leadership and management of the national Standards Coaching Team informing deployment decisions with data and evidence from the data working group.</li> <li>• Place based work includes another circa 12 to 18 establishments with multiple performance issues and likely of concern or serious concern to HMPPS. For thematic work this includes the further development of products, services and tools to support performance improving the effectiveness and efficiency of</li> </ul>

	<p>processes and services to get better outcomes such as increasing the confidence and competence of inexperienced prisons officers.</p> <ul style="list-style-type: none"> <li>• To develop new products and services to meet business improvement need across HMPPS, testing and learning from new approaches including Human Factors and Criminal Exploitation to achieve better outcomes from existing resource.</li> <li>• To implement a disciplined, evidenced based impact assessment to measure the impact of our services and products, leading quarterly reviews and engaging senior stakeholders to ensure a shared understanding of impact and ongoing engagement in prioritisation of our services.</li> <li>• To lead EPSIG support for Prison reform, ensuring the EPSIG contribution is coordinated across Next Generation Prison Reform Programme targeting our knowledge and experience so its impact is reflected both in national strategy and local delivery.</li> <li>• Lead the implementation of the EPSIG Prison Stakeholder Strategy ensuring effective collaboration with a range of senior stakeholders including HMPPS Leadership Team, HMPPS Performance Committees and Operational Management Committees, Director Generals and Executive Directors across the agency, Deputy Directors/their SLTs within the SPP Directorate, MoJ Deputy Director Policy Leads including Analytical Services and external stakeholders including HM Inspectorate, in order that they influence and understand our improvement priorities, products and services, planned activity and impact.</li> <li>• The post holder will be responsible for ensuring effective representation and engagement with appropriate governance including the agency HLT and working with the Head of Performance Intelligence to provide effective support to both the Prison Performance Committee and the chairing of the associated Data Working Group. They will work collaboratively across the Strategy Planning and Performance Directorate ensuring our activity is joined up and efficient and where appropriate lead or contribute to cross-Directorate activity being an active member of the Extended Leadership Team.</li> <li>• Lead horizon scanning activity to ensure EPSIG projects are informed by changing political priorities and associated developments.</li> <li>• Provide strategic direction and leadership to the geographically dispersed Custody Improvement team and operational staff deployed to numerous prison establishments as part of the Standards Coaching Team and new improvement leads within the PPSP Leading and managing Senior Managers responsible for the delivery of Custodial Improvement Plans and managing their performance as part of a Senior Leadership Team.</li> <li>• The post holder will have the seniority and authority to represent the Deputy Director on significant, sensitive, high profile operational improvement issues including with Ministers.</li> <li>• Lead the Strategy Planning and Performance Directorate's engagement with MOJ policy colleagues on custody improvement matters and lead on the drafting of advice, information and updates to contribute to submissions to Ministers.</li> <li>• Work with the Head of Business Development to organise team resources, to meet agreed priorities documented with an annual plan; ensuring a flexible approach to enable a 'responsive' service to be activated for urgent need associated with the most acute performance concerns/business need and manage people resources dynamically to deliver key milestones achieving outcomes across a range of projects and BAU activity.</li> </ul> <p>The duties/responsibilities listed above describe the post as it is at present and is not intended to be exhaustive. The job holder is expected to accept reasonable alterations and additional tasks of a similar level that may be necessary. Significant adjustments may require re-examination under the Job Evaluation Scheme and shall be discussed in the first instance with the job holder.</p> <p>An ability to fulfil all spoken aspects of the role with confidence through the medium of English.</p>
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<b>Behaviours</b>	<ul style="list-style-type: none"> <li>• Changing and Improving</li> <li>• Making Effective Decisions</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Managing a Quality Service</li> <li>• See the Big Picture</li> </ul>
<b>Strengths</b>	It is advised strengths are chosen locally, recommended 4-8.
<b>Ability</b>	<ul style="list-style-type: none"> <li>• The ability to analyse performance issues working sensitively with national and local leaders and across organisational boundaries taking account of political and economic considerations.</li> <li>• The ability to respond quickly to urgent, high profile performance concerns such as Urgent notifications. Managing highly political situations with balance and good judgement.</li> <li>• The ability to direct new and creative solutions to address performance issues, identifying learning and refining.</li> <li>• Highly developed skills to apply a detailed knowledge of policy and strategic developments in relation to offender services.</li> <li>• Ability to use authority, influence and negotiation skills with senior stakeholders (both internal and external) within a political and economic environment where there are likely to be conflicting interests.</li> <li>• The ability to lead and chair senior leadership groups, which cross organisational boundaries, embedding collaborative approaches to achieve challenging objectives within tight deadlines.</li> <li>• Ability to support senior leaders to direct, lead and manage their teams to achieve demanding objectives across geographically dispersed areas.</li> <li>• The ability to develop, nurture and foster mature, productive relationships with internal and external stakeholders at all levels using highly developed communications skills in a complex and multi-layered delivery landscape.</li> <li>• Substantial skills and ability to function effectively with a high level of personal resilience.</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience of working as a successful senior leader informing and influencing senior decision makers often around sensitive high profile issues, including Ministers, governance bodies and stakeholders, providing constructive challenge as appropriate.</li> <li>• An in-depth knowledge of the required standards of delivery in custodial settings.</li> <li>• A proven track record of improving performance and quality of practice.</li> <li>• Experience of design and implementation of strategic business plans to achieve improvement.</li> <li>• Experience of leading programmes of work or large complex projects.</li> <li>• Experience of applying project management techniques to implement significant change and/or practice improvements.</li> <li>• Experience of applying analytical thinking to understand and simplify complex problems.</li> <li>• Significant experience of preparing and delivering written and oral reports including strategic proposals based on evidence and data.</li> <li>• Experience of delivering presentations to multi-agency audiences and large groups.</li> <li>• Knowledge of the strategic priorities of HMPPS and wider MoJ.</li> <li>• A political awareness which informs everyday working within the civil service including a knowledge of procedures for working with and briefing Ministers.</li> <li>• Experience of effective management of a complex array of stakeholders including the most senior leaders, enabling clear, honest communication to ensure the successful delivery of a programme or project.</li> <li>• Significant experience of leading teams, inspiring and developing people to deliver their best. Commitment to continued professional development of self and team.</li> <li>• Experience of working under pressure and to tight deadlines.</li> <li>• Experience of managing budgets and securing value for money.</li> </ul>

<b>Technical</b>	
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<b>Minimum Eligibility</b>	<p><i>Please do not alter this box</i></p> <ul style="list-style-type: none"> <li>• All candidates are subject to security and identity checks prior to taking up post.</li> <li>• All external candidates are subject to 6 months' probation. Internal candidates are subject to probation if they have not already served a probationary period within HMPPS.</li> <li>• All staff are required to declare whether they are a member of a group or organisation which HMPPS consider to be racist.</li> </ul>
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<b>Hours of Work (Unsocial Hours) Allowances</b>	<p><i>Leave Blank</i></p> <p><b>To be used by the JES Team only</b></p>
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## Success Profile

Behaviours	Strengths It is advised strengths are chosen locally, recommended 4-8	Ability	Experience	Technical
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Changing and Improving		The ability to analyse performance issues working sensitively with national and local leaders and across organisational boundaries taking account of political and economic considerations.	Experience of working as a successful senior leader informing and influencing senior decision makers often around sensitive high profile issues, including Ministers, governance bodies and stakeholders, providing constructive challenge as appropriate.	
Making Effective Decisions		The ability to respond quickly to urgent, high profile performance concerns such as Urgent notifications. Managing highly political situations with balance and good judgement.	An in-depth knowledge of the required standards of delivery in custodial settings.	
Leadership		The ability to direct new and creative solutions to address performance issues, identifying learning and refining.	A proven track record of improving performance and quality of practice.	
Managing a Quality Service		Highly developed skills to apply a detailed knowledge of policy and strategic developments in relation to offender services.	Experience of design and implementation of strategic business plans to achieve improvement.	
Communicating and Influencing		Ability to use authority, influence and negotiation skills with senior stakeholders (both internal and external) within a political and economic environment where there are likely to be conflicting interests.	Experience of leading programmes of work or large complex projects.	
Seeing the Big Picture		The ability to lead and chair senior leadership groups, which cross organisational boundaries,	Experience of applying project management techniques to implement significant change and/or practice	

		embedding collaborative approaches to achieve challenging objectives within tight deadlines.	improvements.	
		Ability to support senior leaders to direct, lead and manage their teams to achieve demanding objectives across geographically dispersed areas.	Experience of applying analytical thinking to understand and simplify complex problems.	
		The ability to develop, nurture and foster mature, productive relationships with internal and external stakeholders at all levels using highly developed communications skills in a complex and multi-layered delivery landscape.	Significant experience of preparing and delivering written and oral reports including strategic proposals based on evidence and data.	
		Substantial skills and ability to function effectively with a high level of personal resilience.	Experience of delivering presentations to multi-agency audiences and large groups.	
			Knowledge of the strategic priorities of HMPPS and wider MoJ.	
			A political awareness which informs everyday working within the civil service including a knowledge of procedures for working with and briefing Ministers.	
			Experience of effective management of a complex array of stakeholders including the most senior leaders, enabling clear, honest communication to ensure the successful delivery of a programme or project.	
			Significant experience of leading teams, inspiring and developing people to deliver their best. Commitment to continued professional development of self and team.	
			Experience of working under pressure and to tight deadlines.	
			Experience of managing budgets and securing value for money.	