



HM Prison & Probation Service

HQ Job Description (JD)

Band 9

Directorate: Strategy, Planning & Performance

Job Description – Strategy Development Manager

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Job Description

Job Title	Strategy Development Manger
Directorate	Strategy, Planning & Performance
Band	9

Overview of the job	<ul style="list-style-type: none"> Accountable to the Head of Strategy, the Strategy Development Manager will be responsible for supporting the work of the HMPPS Leadership Team and HMPPS Board to develop, agree and implement the agency's strategy, in collaboration with the Ministry of Justice. Will work with senior leaders and managers across all of HMPPS, leading on research, analysis and strategy development work and supporting effective implementation of agreed strategies. The remit will cover private and public sector prisons, probation and youth custody services. Working closely with experts from across HMPPS and the criminal justice system, academics, partners and key stakeholders, to ensure the Board's strategy and decision-making is based on robust, relevant evidence and user insights. Responsible for managing others directly and through matrix management. Location of the position is flexible, with the expectation of working across different locations. The post holder will report to the Head of Strategy.
Summary	<ul style="list-style-type: none"> Develop the agency's approach to strategic assessment and horizon scanning and use this to inform development of a strategy for the next 10 years. Work collaboratively with the MoJ to ensure the strategic direction of the agency is aligned with departmental strategy and objectives. Develop the strategic narrative for the Agency, ensuring the Strategy Unit acts a single point of reference on the corporate strategy for colleagues, ministers, and other government departments. Contribute to developing strategic capability across HMPPS including through matrix management, and trialling new approaches to developing and deploying strategies. Ensure a coherent, joined-up approach to implementing strategy through close collaboration with business planning, finance, and organisational development, communications, legal and operational colleagues, and contributing to development of effective governance arrangements. Work closely with finance to ensure strategy proposals are properly costed, and Spending Review, Allocations and Business Cases are aligned to strategy. Work closely with operation leads and performance analysts to ensure performance measures align with strategic priorities, and insights into organisational performance inform decision-making and future strategy. Effectively build internal and external stakeholder relations at all levels to: <ul style="list-style-type: none"> i) undertake landscape reviews to understand impacts and opportunities of emerging policy and business changes; ii) seek alignment between these and HMPPS strategic priorities to support achievement of HMPPS aims; iii) draw on research, strategic thinking and user insights from academic, think tank and representative organisations to inform strategy development.

Responsibilities, Activities and Duties	<p>The job holder will be required to carry out the following responsibilities, activities and duties:</p> <ul style="list-style-type: none"> • Create and maintain constructive links with research and analysis functions across HMPPS, MoJ, Home Office and wider agencies, to ensure all strategies are grounded in evidence. Undertake analysis of complex information and provide robust, relevant evidence and coherent, credible proposals to inform strategy development. Enhance strategic capability, drawing on expertise from within HMPPS, and from external experts in academia, think tanks and wider stakeholders. • Identify and pursue opportunities to achieve HMPPS strategic priorities now and in the future. Represent HMPPS and engage with other criminal justice agencies, academic institutions and partner organisations to meet the strategic objectives. • Manage the development of the corporate strategy including interactions with directorates to ensure cohesion between strategic direction and day-to-day operations. Ensure alignment between corporate strategy and operational strategies e.g. on drugs and competition. • Responsible for undertaking horizon-scanning of the changing government and justice landscape, including impact assessment of future internal and external policy and business change initiatives (MoJ, OGD, and other partners) on HMPPS, and vice versa. • Support HMPPS Performance Management team in establishing and reviewing relevant performance metrics, including evaluation of business change. • Co-ordinate development of the corporate strategic narrative, in conjunction with the HMPPS Communications Team. Work with the Communications Team to present a single narrative for HMPPS on the strategic intent, vision and key change vehicles for Ministers, stakeholders and internal audiences. • Build upon and champion effective working relationships across organisational boundaries (with MoJ policy, legal and analytical leads, and across Whitehall). Promote a collaborative approach and timely engagement. Act as an ambassador for HMPPS, generating commitment to shared goals, the HMPPS vision, and delivery of results. <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 or (where specified in Wales) Welsh.</p>
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Behaviours	<ul style="list-style-type: none"> • Seeing the Big Picture • Working Together • Making Effective Decisions • Communicating and Influencing
Strengths	It is advised strengths are chosen locally, recommended 4-8.
Experience	<ul style="list-style-type: none"> • Experience of strategic thinking and analytical ability in a complex area. • Strategic skills: understanding of, ability to engage in and influence policy and strategy on behalf of HMPPS; ability to communicate HMPPS' strategic direction and priorities to senior staff, commissioners, providers and partners. • Knowledge and understanding of the management and delivery of criminal justice services. • Strong networks across the criminal justice system, government departments, interest groups, service providers and other partners.

	<ul style="list-style-type: none"> • Experience of developing and supporting implementation of plans to transform services in the criminal justice arena, working with a diverse group of staff and stakeholders to achieve business and culture change.
Technical Requirements	
Ability	<ul style="list-style-type: none"> • Highly developed collaboration and influencing skills and a proven ability to build effective relationships that harness the knowledge and skills of others. • Excellent written and oral communication skills with a proven ability to present complex issues simply and effectively. • Strategic skills: understanding of, ability to engage in and influence policy and strategy on behalf of HMPPS; ability to communicate HMPPS' strategic direction and priorities to senior staff, commissioners, providers and partners. • Ability to interpret, analyse and integrate complex information.

Minimum Eligibility	<p><i>Please do not alter this box</i></p> <ul style="list-style-type: none"> • All candidates are subject to security and identity checks prior to taking up post. • 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. • All staff are required to declare whether they are a member of a group or organisation which HMPPS consider to be racist.
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Hours of Work (Unsocial Hours) Allowances	
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Success Profile

Behaviours	Strengths N.B. The below are for guidance only. It is advised strengths are chosen locally, recommended 4-8	Ability	Experience	Technical
Seeing the Big Picture		Highly developed collaboration and influencing skills and a proven ability to build effective relationships that harness the knowledge and skills of others.	Experience of strategic thinking and analytical ability in a complex area.	
Working Together		Excellent written and oral communication skills with a proven ability to present complex issues simply and effectively.	Knowledge and understanding of the management and delivery of criminal justice services.	
Making Effective Decisions		Strategic skills: understanding of, ability to engage in and influence policy and strategy on behalf of HMPPS; ability to communicate HMPPS' strategic direction and priorities to senior staff, commissioners, providers and partners.	Strong networks across the criminal justice system, government departments, interest groups, service providers and other partners.	
Communicating and Influencing		Ability to interpret, analyse and integrate complex information.	Experience of developing and supporting implementation of plans to transform services in the criminal justice arena, working with	

			a diverse group of staff and stakeholders to achieve business and culture change.	