



HM Prison & Probation Service

NPS Job Description (JD)

NPS Pay Band D

Directorate: National Probation Service

Job Description: Head of Operations

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NPS Job Description

Job Title	Head of Operations
Directorate	National Probation Service
Band	NPS Pay Band D

Overview of the job	<p>The post holder will be responsible for operational delivery by the NPS within the region. The job holder will report to the Regional Director and have line management responsibility for a number of Heads of Local Delivery Unit (LDU) Clusters and the Public Protection function in each region. In larger regions, there will be more than one post holder and responsibility for LDUs will be divided between post holders.</p>
Summary	<p>The post holder will provide operational direction for the NPS within the region, overseeing and joining up services across several LDU Clusters to ensure an integrated system that delivers on the purpose of probation: to protect the public and reduce reoffending. A key objective will be to ensure that high performance is consistent across LDUs. They will be responsible for strategic direction of the interface with courts and sentencers, as well as key public protection functions such as victims, safeguarding and MAPPA. Working with the Regional Director, they will contribute to the development of strategic objectives across the probation region and operationalise these within the delivery arm of the business.</p> <p>The post holder will ensure that any action plans developed by the Performance and Quality function are implemented in the operational line in a timely manner, embedding a culture of continuous improvement and actively addressing underperformance. They will implement national operational policies and procedures, using an overview of the whole region to identify and address areas of underperformance, ambiguity or inconsistency. The job holder will provide assurance to the Regional Director that the necessary processes are in place and being adhered to in relation to both operational and corporate responsibilities. They will demonstrate inspirational, confident and empowering leadership, supporting the Regional Director in driving an inclusive and positive culture for the region. They will collaborate with external partners at a regional or sub-regional level and represent the Regional Director as appropriate.</p> <p>In line with NPS policies and procedures, the job holder must at all times demonstrate a commitment to equality and inclusion and an understanding of their relevance to the work they do. The post holder must work proactively to deliver the recommendations of the Lammy Report and implement the strategic framework for working with female offenders.</p> <p>The post holder must adhere to all policies in respect of the sensitive/confidential nature of the information handled whilst working in this position.</p> <p>They may be required to participate in out of hours senior management on call rota.</p>
Responsibilities, Activities & Duties	<p>The job holder will be required to carry out the following responsibilities, activities and duties:</p> <ul style="list-style-type: none"> • Line manage a number of 'Heads of Function' who are responsible for operational delivery in the LDU Clusters and Public Protection. • Hold senior leaders to account for the performance of their LDU Clusters and Public Protection teams, ensuring that consistent and high standards are maintained and taking effective action to address deficits. • Develop and implement regional strategies in line with the national strategic framework. • Work with senior leaders to ensure a holistic approach to delivery against the strategic direction set by the Regional Director.

	<ul style="list-style-type: none"> • Provide advice and make ultimate decisions on the management of offenders where senior management authorisation or involvement is necessary. • Provide assurance to the Regional Director that systems are in place to manage, monitor and escalate critical cases. Ensure that senior managers, Ministers and Press Office are provided with prompt and accurate information on high profile and sensitive cases that will have a bearing on the reputation of the organisation. • Lead strategic work on delivering services to the Courts, working with sentencers and other CJS partners to improve sentencer confidence. • Manage devolved budgets in accordance with the financial procedures outlined in the budget delegation and ensure that the region implements effective financial controls. • Provide assurance to the Regional Director that LDUs are compliant with all relevant regulations and that all corporate responsibilities are being met. • Work with Criminal Justice partners and stakeholders at a regional or sub-regional level to ensure effective delivery. Represent the Regional Director with external agencies in line with delegated functional and decision-making responsibilities. • Encourage whole-system alignment within the LDUs by liaising with the Head of Community Integration to ensure contracted and voluntary sector providers of probation services are available to deliver the best outcomes for offenders. • Liaise with those responsible for centrally managed services such as Approved Premises to ensure timely allocation to accommodation. • Work collegiately with NPS and HMPPS leaders at a national level to inform strategic planning, maintaining a current awareness of wider developments with an impact on the organisation. • Model effective management behaviour as a visible and approachable leader, demonstrating a commitment to equality and inclusion. Reinforce pro-social behaviour and attitudes and challenge anti-social behaviour and attitudes. • Manage resources effectively, balancing competing demands in the prioritisation and allocation of resources across LDUs. • Deliver Human Resources related policies and practices including chairing grievance appeals, conduct and discipline and capability hearings. <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>
Behaviours	<ul style="list-style-type: none"> • Leadership • Managing a Quality Service • Changing and Improving • Making Effective Decisions • Seeing the Big Picture • Developing Self and Others
Strengths	It is advised strengths are chosen locally, recommended 4-8.
Ability	
Experience	<ul style="list-style-type: none"> • Significant experience of the delivery of probation services at senior manager level. • Substantial experience of line management of staff, including supervision, appraisal and motivating. • Experience of formulating and implementing policy successfully and effectively.

Technical	<p>Mandatory - Professional Qualification in Probation (PQiP). Or, a qualification which was recognised at the time of qualification by the Secretary of State for Justice as per Section 10 of the Offender Management Act 2007.</p> <p>The following qualifications gained in England and Wales were previously recognised as providing such eligibility:</p> <ul style="list-style-type: none"> • Probation Qualification Framework Graduate Diploma/Honours Degree in Community Justice integrated with Level 5 Diploma in Probation Practice • BA (Hons)/Graduate Diploma in Community Justice (incorporating a level 5 Diploma in Probation Practice (Vocational Qualification)) • Diploma in Probation Studies • Diploma in Social Work (with Probation Option) • CQSW (with Probation Option)
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.
Hours of Work (Unsocial Hours) Allowances	<p><i>Leave Blank</i></p> <p>To be used by the JES Team only</p>

Success Profile

Behaviours	Strengths It is advised strengths are chosen locally, recommended 4-8	Ability	Experience	Technical
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Leadership			Significant experience of the delivery of probation services at senior manager level.	Mandatory - Professional Qualification in Probation (PQiP). Or, a qualification which was recognised at the time of qualification by the Secretary of State for Justice as per Section 10 of the Offender Management Act 2007.
Managing a Quality Service			Substantial experience of line management of staff, including supervision, appraisal and motivating.	<p>The following qualifications gained in England and Wales were previously recognised as providing such eligibility:</p> <ul style="list-style-type: none"> • Probation Qualification Framework Graduate Diploma/Honours Degree in Community Justice integrated with Level 5 Diploma in Probation Practice • BA (Hons)/Graduate Diploma in Community Justice (incorporating a level 5 Diploma in Probation Practice (Vocational Qualification)) • Diploma in Probation Studies • Diploma in Social Work (with Probation Option) • CQSW (with Probation Option)
Changing and Improving			Experience of formulating and implementing policy successfully and effectively.	

Making Effective Decisions				
Seeing the Big Picture				
Developing Self and Others				