



HM Prison &  
Probation Service

## HQ Job Description (JD)

**Band 8**

**Directorate: Public Sector Prisons**

**Job Description: Prison Group Drug and Alcohol  
Lead**

<b>Document Ref.</b>	HQ-JES-2606 Prison Group Drug Strategy Lead v3.0
<b>Document Type</b>	Management
<b>Version</b>	3.0
<b>Classification</b>	Official – Sensitive
<b>Date of Issue</b>	
<b>Status</b>	Baselined
<b>Produced by</b>	Head of Group
<b>Authorised by</b>	Reward Team
<b>JD Evidence</b>	

## Change History

Date	Version	Nature of Change	Edited By	Sections Affected
22.11.18	0.1	Initial draft version	Ailish Nunn	All
01.03.19	1.0	JD reformatted and baselined – to be used by all Prison Groups, including LTHSE and Women's Group	MS	All
09/10/19	2.0	Success Profiles Conversion	SC	All
18/02/25	2.1	JD reformatted and baselined, includes alcohol– to be used by all Prison Groups, including LTHSE and Women's Group.		
21/03/25		Baselined and reformatted pending moderation & TU consultation	DC	All

## Job Description

Job Title	Prison Group Drug and Alcohol Lead
Directorate	Public Sector Prisons
Band	8

Overview of the job	<p>The job holder will be responsible for providing regional drug and alcohol strategy advice to establishments within their Prison Group. Providing assurance to the Prison Group Director (PGD), Area Executive Director (AED) and delivering work aligned to the strategic direction set out by HQ. The post will provide direct support to establishments to deliver a comprehensive prison drug and alcohol strategy. They will be the integral link for establishments, the PGD and HQ in all matters associated with this essential work.</p> <p>In the interests of promoting drug and alcohol strategy outcomes for all, support from this role should also be made available to privately managed prisons.</p> <p>This is a non-operational role, open to both operational and non-operational staff. There is no line management responsibility.</p>
Summary	<p>The role is responsible for leading the development and management of the regional drug and alcohol strategy, ensuring alignment with national policies and HMPPS objectives. This includes supporting establishments in reducing drug and alcohol supply and demand, overseeing provider contracts and fostering recovery environments like Incentivised Substance Free Living Units (ISFLs) and Drug Recovery Wings (DRWs). The post holder will collaborate with internal and external stakeholders, ensuring integrated service delivery and effective joint working across the region.</p> <p>Additionally, the role involves monitoring and evaluating the effectiveness of drug strategies, conducting assurance visits, and identifying areas for improvement. The post holder will disseminate best practices, support the annual needs analysis process, and provide responsive support during drug-related incidents. They will also ensure compliance with national drug policies and drive improvements in service delivery and outcomes within the region.</p>
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"><li>• Lead the development, implementation and ongoing management of the regional drug and alcohol strategy, ensuring alignment with national policies, strategic goals and HMPPS objectives, including the development of recovery environments (ISFLs, DRWs) across the assigned establishments.</li><li>• Provide detailed management information to the Area Executive Director, Prison Group Director and HQ, offering insight into performance, governance and practices within each establishment.</li><li>• Collaborate with internal and external stakeholders (e.g., safer custody, security, healthcare providers and drug and alcohol services)</li></ul>

	<p>to reduce drug and alcohol supply and demand, supporting the development and implementation of relevant policies and strategies.</p> <ul style="list-style-type: none"> <li>• Support establishments in reducing drug and alcohol supply and demand, offering direct support to Governors, conducting assurance visits and providing advice on improving drug strategy outcomes.</li> <li>• Monitor and evaluate the effectiveness of drug and alcohol strategies within establishments, using established tools to assess outcomes against local action plans, identifying areas for improvement and providing ongoing support.</li> <li>• Oversee and manage provider contracts for services related to drug and alcohol, ensuring services meet outcomes and are aligned with national standards and regional needs.</li> <li>• Support an annual needs analysis process to ensure that drug-related needs are identified and addressed appropriately within each establishment.</li> <li>• Drive improvements in service delivery and compliance with national drug and alcohol strategies and policies, fostering a whole-prison approach to rehabilitation and recovery.</li> <li>• Identify, capture and disseminate good practices and lessons learned across establishments and the wider Prisons Directorate to promote consistency and enhance service delivery.</li> <li>• Respond to drug and alcohol-related incidents (including deaths in custody) and support HMIP outcomes related to drug strategies, ensuring timely action, reporting and improvements.</li> <li>• Collaborate with Health and Justice Partnership Coordinators (H&amp;JPC), local Criminal Justice Partnerships (LCJP), Lived Experience Recovery Organisations (LEROs) to strengthen external partnerships, continuity of care, and enhance service delivery.</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>The job holder will be required to carry out the following responsibilities, activities and duties:</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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<b>Behaviours</b>	<ul style="list-style-type: none"> <li>• Seeing the Big Picture</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Working Together</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>
<b>Strengths</b>	<p>NB: The below are for guidance only. It is advised strengths are chosen locally, recommended 4-8.</p> <ul style="list-style-type: none"> <li>• Change Agent</li> <li>• Service focussed</li> <li>• Influencer</li> <li>• Relationship Builder</li> </ul>

	<ul style="list-style-type: none"> <li>• Team player</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Knowledge or experience of drug strategy delivery in prisons or in the community.</li> <li>• Working in partnership with a range of internal and external stakeholders</li> <li>• High level written and oral communication skills.</li> <li>• Good data analysis and analytical skills.</li> <li>• IT literacy.</li> </ul>
<b>Technical Requirements</b>	
<b>Ability</b>	

<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>
<b>Hours of Work</b>	37 hour working week

### Factor Examples

Please provide job-specific examples to support the factors below (please refer to guidance for completion)

Factor	Examples
<b>Skills &amp; Knowledge</b>	Advanced knowledge and understanding of policies and frameworks such as the HMPPS Drug and Alcohol Operational Framework, testing policies, recovery environment framework. Knowledge in this should support the development, implementation and management the regional drug strategy and support local establishments to develop their own.
	The job holder will possess the skills, knowledge and confidence to advise Governors, Deputy Governors and local leads to support and challenge their local drug and alcohol strategy and assist in improving drug supply, demand and recovery.
	The job holder will be required to have a strategic awareness of the national targets in relation to drugs and alcohol and lead on implementation within region.
	The job holder will need to display knowledge around managing contracts, in order to monitor contracts of provider agencies working within prisons within the region to deliver drug or alcohol services, ensuring relevant outcomes are measured. An example of this may be the seizures and testing contract.
<b>Accountability &amp; Decision Making</b>	Ensuring the strategy is implemented across different levels of the group, locally and regionally, measuring its impact, and making adjustments as needed.
	Liaise with HQ, PGD and local prisons to escalate concerns where needed and support prisons to address and mitigate any live risks.
	Ensuring all key stakeholders are informed, engaged, and collaborating efficiently to reduce drug and alcohol use, improve public health, or achieve other specific goals relating to drugs and alcohol within the group.
	Provide assurance to the Area Executive Director, Prison Group Director and HQ that establishments are effectively managing their drug and alcohol strategy.
<b>Problem Solving</b>	Ability and requirement to be able to source a vast range of information, in order to consider and recommend appropriate solutions to problems, and actions to manage an issue. An example of this may be responding to HMIP visits, drug and alcohol related incidents or improving treatment outcomes.
	Ensure that recovery environments (such as ISFLs and DRWs) are integrated with the wider prison regime, aligning with education, employment and resettlement pathways to support sustained recovery.
	Monitor emerging trends in drug and alcohol use, supply methods, and associated risks. Develop and implement responsive strategies in collaboration with security teams, healthcare providers, and other partners to mitigate new and evolving threats.
	Recognising how different systems within the prison (e.g., healthcare, security, reoffending) interact and how drugs and alcohol may affect or be affected by these systems. Develop strategies that address these interdependencies to reduce supply, demand and harm.

<b>Resource Management &amp; Financial Impact</b>	Support the analysis of data and performance outcomes to inform and advise prisons on the allocation of resources across establishments, ensuring funding and staffing are directed towards high-impact areas.
	Contribute to the development of business cases across the group, ensuring they support the expansion and improvement of recovery environments (such as ISFLs and DRWs), ensuring proposals are evidence-based, aligned with strategic priorities and demonstrate value for money.
	Provide oversight of contracts such as healthcare, substance misuse and testing contracts. Support the management of resources related to drug and alcohol detection and seizures processes.
<b>Organising &amp; Planning</b>	The job holder will be expected to carry out regular site visits which will need to be coordinated with the establishment, other departments within the wider Prisons Group and may involve joint visits with HQ functions. Including planning and coordinating support for establishments before, during and after HMIP inspections, ensuring that drug and alcohol strategy processes are effectively reviewed, gaps identified and recommendations are addressed.
	Develop and implement structured plans to engage with healthcare and drug and alcohol service providers, ensuring collaborative approaches are in place to enhance service delivery, address performance issues and improve recovery outcomes.
	Organise and facilitate joint working initiatives with other regional functions (e.g., safer prisons, security and reducing reoffending) to align objectives, promote best practices and deliver coordinated events that support whole-system approaches to reducing drug and alcohol related harm.
<b>People Management</b>	Provide strategic leadership and engage with establishment Governors, Prison Group Directors, HQ as well as a wide range of internal and external stakeholders.
	The role does not involve direct management responsibility but the role provides significant strategic leadership to establishment band 7 drug strategy leads and will require the ability to successfully matrix manage.
	The role will involve matrix managing of drug and alcohol services within prisons to ensure successful service delivery within prisons.
<b>Information Management</b>	Analyse data and information, and present data in written form for a wide range of audiences. Information provided will need to be summarised and presented in an easy-to-read format.
	Job holder will provide advice and guidance for key stakeholders in relation to the policies within the job holder's area of responsibility.
	Shares information as appropriate within the Prison Group, this may involve contributing to group business plans, updating group risk registers and information that supports HQ and PGDs with external and internal briefings.
	Work with colleagues in intelligence functions, share risks and issues appropriately ensuring those of a sensitive nature are considered and only shared where necessary.
<b>Influencing &amp; Interaction</b>	Collaborate with establishment Governors, Deputy Governors and local leads to support and advise their drug strategy, providing challenge where appropriate.
	Organise and chair regional drug strategy meetings, bringing together local drug strategy leads, key stakeholders and at times coordinating joint events with other group leads (e.g., safety, reducing reoffending)

	A degree of strong influencing is required in the development and implementation of a drug and alcohol strategy. Working alongside key senior stakeholders internally and externally. Representing the region in this specialised area of work.
	Collaborate with Health and Justice Partnership Coordinators (H&JPC), local Criminal Justice Partnerships (LCJP), Lived Experience Recovery Organisations (LEROs) to strengthen external partnerships, continuity of care, and enhance service delivery.
	Engage with other group leads and HQ functions such as drugs, security and safety to ensure consistency and collaborative working across the group.
Emotional Demand & Risk	Demonstrate resilience when challenging those who in some cases may be more senior to them.
	The post holder will have access to sensitive material and will come face to face with prisoners during establishment visits. This will be regularly, likely during briefings, recovery environment visits.
	The post holder will be required to travel within their group and it may require staying away from home. It may involve travelling to other prisons or for training in central locations.

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