



# HM Prison & Probation Service

## HQ Job Description (JD)

### Band 10

### Directorate: Strategy, Performance and Corporate Delivery

### Job Description: Head of Evidence-Based Practice Team

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# Job Description

<b>Job Title</b>	Head of Evidence-Based Practice Team
<b>Directorate</b>	Strategy, Performance and Corporate Delivery
<b>Band</b>	10

<b>Overview of the job</b>	<p>This HQ job reports directly to the Head of Evidence and Insights and leads a team of evidence specialists including chartered psychologists and colleagues with postgraduate research qualifications.</p> <p>The purpose of the job is to provide an evidence-based practice service to the whole HMPPS agency. The job holder must maintain established standards for acceptable evidence and keep the entire evidence base in relation to correctional practice under review in order to ensure that HMPPS policy and practice is defensible and effective. The job holder is responsible for effectively communicating the evidence base to others across the organisation and for developing the evidence base, involving both in-house resource and collaboration with research partners in the Ministry of Justice (MoJ) and beyond the agency.</p> <p>Evidence Based Practice integrates scientific evidence with the operational perspective to design and provide high-quality services reflecting the goals of the organisation and the interests, values, needs, and choices of the individuals we serve.</p> <p>The job holder needs to have an established track record in evidence-based research and practice, significant experience in conducting and reviewing high quality research and a professional qualification that reflects specialist skill in this area.</p>
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<b>Summary</b>	<p>This is a Senior Management role working directly to the Head of Evidence and Insights. This HQ role is a member of the Strategy, Evidence and Corporate Services Group SMT, and is accountable for building and evaluating the evidence base to inform and direct operational policy and practice. The post holder directly influences operational policy, strategy and practice through the generation of evidence summaries on topics relevant to staff working in prison, probation and youth custody, through original research to build the evidence on practice related issues and through providing evidence consultation to central and local teams. The post holder is also responsible for building links with national and international experts in correctional research.</p> <p>HMPPS aims to deliver safe, decent, fair and rehabilitative services to those in prison, in youth custody or on the probation caseload. The Evidence-Based Practice team contributes to these aims through the expert translation of evidence to shape everyday practice in prisons, probation and youth custody, delivering research to fill knowledge gaps and consulting into the strategic development of policies and practice to bring the best outcomes for the organisation, staff, the people in our care and the public. The team works alongside colleagues in Learning and Development, Human Resources, psychology and effective practice in each of our three sectors as well as central strategy and policy teams and operational staff and leadership.</p> <p>The post holder will have line management responsibility for senior professional advisors and overall responsibility for the team, most of whom are chartered psychologists or hold professional research qualifications.</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>• Responsible for developing and maintaining an up to date knowledge of the international evidence base in relation to correctional practice, monitoring the academic literature and collecting information through professional links, discriminating between high and low quality evidence, being able to draw conclusions from contradictory literature, and ensuring that new and relevant research findings are quickly evaluated and integrated into the HMPPS knowledge base by being effectively communicated to those who need to know them.</li> <li>• Influence HMPPS directors' understanding of the evidence base related to their spheres of responsibility and support them in using this strategically.</li> <li>• Accountable for the development, interpretation, translation and dissemination of research evidence to support and steer evidence-based practice at national and local levels. Produce formal and informal evidence-based guidance for Directors, central teams and practitioners across the organisation.</li> <li>• Strategically plan, organise and lead in-house research to develop the evidence base in relation to HMPPS priorities, identifying the key gaps in the evidence base, deciding when these gaps can best be filled by in-house staff or in</li> </ul>

	<p>partnerships with research colleagues both in and beyond the wider organisation, and leading on designing research projects to fill these gaps, ensuring that all in-house research meets high standards of evidence and delivers value for money.</p> <ul style="list-style-type: none"> <li>• Inspire public and professional confidence in HMPPS by achieving a reputation for HMPPS of excellence in evidence-based practice and through leadership and effective personal promotion of HMPPS work in relation to evidence-based practice.</li> <li>• Provide expertise on evidence and clear evidence-based recommendations across HMPPS, MoJ, provider organisations, other government departments, independent, private and voluntary and other organisations and agencies.</li> <li>• Represent Head of Group within HMPPS, provider organisations and MoJ, to Ministers, other organisations and agencies as required.</li> <li>• Provide line management and professional oversight of senior managers (research/evidence specialists) and their teams. Develop technical and professional skills of the team as well as other staff within the Group through direct skills transfer, arranging Continuous Professional Development activities and communicating new information quickly and clearly.</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 or (where specified in Wales) Welsh.</p>
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## Civil Service Success Profile Criteria

<b>Behaviours</b>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Working Together</li> <li>• Seeing the Big Picture</li> <li>• Making Effective Decisions</li> <li>• Leadership</li> </ul>
<b>Strengths</b>	<p><b>Note:</b> we recommend you choose 4 to 8 strengths locally – <a href="#">select from the list of Civil Service strength definitions on the intranet.</a></p>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• A proven track record in applied research in the field of criminal justice or related fields demonstrated through peer reviewed publication of critical literature reviews or; quantitative and qualitative research studies</li> <li>• Extensive experience in working with Ministers and/or senior officials.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Excellent written and oral communication skills, in particular the ability to translate complex research information into plain English and give high impact presentations. Strong drafting skills and proven ability to produce finished written products. Ability to describe and debate complex information in pressured environments, including international forums with academic experts and senior leaders in the field of corrections.</li> <li>• A competent and proven leader and senior manager, able to manage a specialist team which is geographically dispersed.</li> <li>• High level understanding of the role played by HMPPS in the criminal justice sector.</li> <li>• Experience of working at a strategic level across stakeholder and provider groups.</li> <li>• Advanced understanding and experience of correctional services, reducing reoffending/rehabilitation and public protection.</li> <li>• Experience of managing high level organisational change at a senior leader level.</li> <li>• Experience of business planning, project leadership and budget management.</li> </ul>
<b>Technical Requirements</b>	<ul style="list-style-type: none"> <li>• A high-level academic qualification that certifies advanced knowledge and skills in reviewing, interpreting and conducting research, such as a research doctorate or equivalent PhD.</li> </ul>
<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>
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<b>Hours of Work (Unsocial Hours) Allowances</b>	37 hour working week
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