



HM Prison & Probation Service

HQ Job Description (JD)

Band 11

Directorate: Womens Directorate

Job Description – Head of Women’s Operational Policy & Strategy

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Job Description

Job Title	Head of Women's Operational Policy & Strategy
Directorate	Women's Directorate
Band	Band 11

Overview of the job	<p>The Head of Women's Operational Policy and Strategy is a high-profile senior management role.</p> <p>This is a key role in providing leadership and direction to the safe and effective management of women in the community and across the custodial estate, a high-profile area with significant Ministerial, media and stakeholder interest.</p> <p>The postholder will provide leadership and accountability to embed women's considerations into operational policy, practices and strategic decisions across HMPPS. This will include engagement within HMPPS, MOJ, stakeholders and other agencies, and ensuring alignment with HMPPS strategic priorities and objectives and effective delivery of the Female Offender Strategy.</p> <p>This is a senior managerial post reporting directly to the Director of Women and will be a member of the Women's Directorate Senior Leadership Team.</p> <p>The job holder will have line management responsibility and provides oversight of policy and strategic roles within the Women's Policy and Strategy Team.</p> <p>The geographical base for the post can be flexible and will require some work across sites within the Women's Directorate, attendance at headquarters and other locations.</p> <p>This is a non-operational role but requiring significant knowledge of operational settings.</p>
Summary	<p>The postholder will represent HMPPS on all matters relating to women who are touched on by HMPPS services – particularly providing advice to sentencers, holding those remanded into custody, and delivering community and custodial sentences. They will be required to develop strong working relationships with Policy colleagues, and Ministers both within the MOJ and across government departments.</p> <p>The postholder will lead strategic planning for women offenders within HMPPS, providing expert input into wider strategic planning across prisons and probation by HMPPS and MoJ.</p>

	<p>The postholder will have oversight, responsibility and delivery of HMPPS commitments under the MoJ Female Offender Strategy and Prisons Strategy White Paper, together with responsibility for and delivery against the £14m women's safety in custody SR21 allocation.</p> <p>The postholder will lead a team that oversees operational policies for women across prisons and probation and provides operational delivery advice and guidance to staff working with women managed in custody and in the community. The team works closely with MoJ policy teams and provides subject matter expertise to HMPPS HQ teams and others.</p> <p>They will lead the team ensuring that the necessary systems, processes, evidence, strategic links and relationships are in place to continually develop and introduce new and revised policies to allow effective and legitimate use of policy.</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"> • Represent the Women's Directorate, including in forums with Ministers, MOJ and HMPPS senior leaders, other government departments and stakeholders. • Provide timely, accurate, politically sensitive and strategic advice to Ministers and Parliament on matters relating to Women in the Criminal Justice System. • Influence and contribute to the design and delivery of an effective Female Offender Strategy and subsequent Delivery Plan to deliver better outcomes for women at all stages of the criminal justice system. Manage projects, programmes and related workstreams to deliver agreed outputs. • Ownership of operational policies related to women in custody and community, ensuring that existing policies remain current and to identify and address areas of weakness, ambiguity or inconsistency. Accountable for identifying policy design taking into account the strategic priorities of the organisation and/or Ministerial priorities and/or identified threats. • Work collaboratively with MOJ and HMPPS Policy Teams to influence organisation policy decisions, innovation and change programmes, ensuring women's distinct needs, risks and outcomes are taken into account. • Responsible for ensuring effective translation of policy into prisons and community provision, providing effective operational support and guidance. • Work collaboratively with RPDs, Governing Governors and frontline staff to maximise opportunities to deliver effective outcomes for women across HMPPS in both custody and community settings. • Oversight, responsibility and delivery of HMPPS commitments in relation to women in the Prisons Strategy White Paper. • Provide strong leadership to the business-as-usual functions of the policy and strategy team.

	<ul style="list-style-type: none"> • Assure HMPPS compliance with legislation, government policy and best practice in relation to the specific policy area. • Working in partnership with partners and stakeholders across and beyond the Criminal Justice System, influence wider programmes of interventions which address women offenders' complex needs. • Build and disseminate a knowledge base about what works with women by influencing research and commissioning agendas and actively seeking knowledge from diverse sources to inform practice in Custody and the Community. • Manage the operation for admissions, refusals and appeals to Mother and Baby Units and the Women's Estate Case Advice and Support Panel (WECASP). Oversee performance of, and provide appropriate support, guidance and training to Mother and Baby Unit Independent Chairs (noting these roles will become Public Appointments). <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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Behaviours	<ul style="list-style-type: none"> • Seeing the Big Picture • Making Effective Decisions • Delivering at Pace • Working Together • Communicating and Influencing
Strengths	It is advised strengths are chosen locally, recommended 4-8.
Experience	<ul style="list-style-type: none"> • Extensive knowledge of prison and probation priorities (including both the political landscape and cross-cutting operational issues) and expertise in advising and working with Ministers. • In-depth knowledge and understanding of the needs of women offenders and care and management of women in community and custody settings. • Broad knowledge of the strategic priorities of HMPPS and MoJ and ability to build a network of stakeholders across wider Government. • Extensive experience of working at a senior strategic level across HMPPS, OGDs, agencies and stakeholder and provider groups. • Excellent senior leadership, interpersonal and communication skills. • Strong written and verbal communication skills for communicating effectively with Ministers, internal and external partners/stakeholders, including trade unions.

Technical Requirements	
Ability	<ul style="list-style-type: none"> • Have high levels of integrity and professional credibility amongst operational and policy colleagues. • Excellent leadership and experience of leading a team coupled with an ability to think strategically and work with others. • Be confident and resilient under pressure with the ability to function effectively and autonomously in different environments and react to issues of immediate concern to mitigate further harm. • Experience of liaising and working with a diverse set of stakeholders, including senior members of staff. • The ability to engage and influence a broad range of people, with strong and sometimes conflicting views, to reach a consensus. • The ability to see the bigger picture and create a culture of change and support. • Experience of interpreting and communicating complex information from multiple sources of evidence, including complex data.

Minimum Eligibility	<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	37 hour working week
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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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Seeing the Big Picture		Have high levels of integrity and professional credibility amongst operational and policy colleagues.	Extensive knowledge of prison and probation priorities (including both the political landscape and cross-cutting operational issues) and expertise in advising and working with Ministers.	
Making Effective Decisions		Excellent leadership and experience of leading a team coupled with an ability to think strategically and work with others.	In-depth knowledge and understanding of the needs of women offenders and care and management of women in community and custody settings.	
Delivering at Pace		Be confident and resilient under pressure with the ability to function effectively and autonomously in different environments and react to issues of immediate concern to mitigate further harm.	Broad knowledge of the strategic priorities of HMPPS and MoJ and ability to build a network of stakeholders across wider Government.	
Working Together		Experience of liaising and working with a diverse set of stakeholders, including senior members of staff.	Extensive experience of working at a senior strategic level across HMPPS, OGDs, agencies and stakeholder and provider groups.	

Communicating and Influencing		The ability to engage and influence a broad range of people, with strong and sometimes conflicting views, to reach a consensus.	Excellent senior leadership, interpersonal and communication skills.	
		The ability to see the bigger picture and create a culture of change and support.	Strong written and verbal communication skills for communicating effectively with Ministers, internal and external partners/stakeholders, including trade unions.	
		Experience of interpreting and communicating complex information from multiple sources of evidence, including complex data.		