



# Candidate Brief

Brief for the position of  
Chair, HM Prison and Probation Service  
November 2017



HM Prison &  
Probation Service

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## Background

Her Majesty's Prison and Probation Service serves the public by delivering the sentences and orders of the Courts. Our responsibility is to protect the public and to reduce reoffending – **Preventing Victims by Changing Lives**.

Her Majesty's Prison and Probation Service (HMPPS) is a new Executive Agency of the Ministry of Justice (MoJ). Replacing the National Offender Management Service (NOMS) the new operationally focused frontline service has full responsibility for the operational management of offenders in custody and the community and for rolling out the government's reform programme to reduce reoffending and protect the public. The launch of HMPPS presents a great opportunity to focus on and improve operational performance in prisons, probation and youth custody.

The Agency is made up of Her Majesty's Prison Service, the National Probation Service, the Youth Custody Service and HMPPS Wales.

In England and Wales HMPPS is responsible for:

- Running prison and probation services
- Rehabilitation services for people in our care leaving prison
- Making sure support is available to stop people reoffending
- Contract managing private sector prisons and services such as the prisoner escort service and electronic tagging.

Her Majesty's Prison Service (HMPS) runs 103 public sector prisons and 14 contracted out prisons, plus two Immigration Removal Centres and one Secure Training Centre. HMPS works to keep offenders safe and secure, in decent surroundings, free from violence, disorder and drugs, so that we can prepare them for a better, more purposeful life on the outside..

Through the National Probation Service (NPS) we oversee probation delivery in England and Wales including through Community Rehabilitation Companies (CRCs). The NPS and CRCs work in partnership with courts, police, and private and voluntary sector partners to manage offenders safely and effectively.

The Youth Custody Service works to prevent offending by children and young people, ensuring youth custody is safe, secure and tackles the significant issues that are often presented, including the causes of their offending behaviour.

HMPPS in Wales works in partnership with the Welsh Government to deliver services in Wales.

## Aims and Objectives

Our role is to deliver and manage world class prison, probation and youth justice services in England and Wales. We aim to provide safe, secure and decent prisons and community services that protect the public, supporting offenders to reform through tackling the underlying causes of offending. Our goal is to provide a continuous path to reform by integrating the prisons system more closely with services in the community and making better use of early interventions. We are also aiming to deliver more effective and tailored interventions for those in our care who are vulnerable or have distinct needs, such as women and young offenders.

We will achieve these aims by:

- Developing and empowering our leaders, and holding them to account for what we expect them to achieve
- Tackling the behaviours that we know make people more likely to commit crimes
- Delivering changes and implementing reform in areas that need a national response
- Operating in line with MoJ values promoting decency and inclusivity to allow both staff and those under our supervision to expand and fulfil their potential

## **Governance**

### **HMPPS Board**

The board provides support and advice to the chief executive regarding strategic direction of the Agency. The day to day management is the responsibility of the executive management committee, who provide reports to the board as appropriate.

The board's responsibilities include:

- Agreeing the vision and strategy of the Agency and aligning the values of the Agency with those of the Civil Service code (Integrity, Honesty, Objectivity and Impartiality)
- Agreeing appropriate governance and internal controls; including processes to ensure sound financial management and good value for money
- Agreeing processes to manage financial and performance risks
- Supporting the executive team to deliver operations.

### **HMPPS Executive Management Committee**

The executive management committee advises the board and reports on all day-to-day activity in the agency. The committee has the power to make management decisions about the agency, to make sure the agency can provide its services and meet its objectives.

### **HMPPS Audit Committee**

The audit committee is a separate non-management group that gives independent advice on:

- risk
- governance and control
- the audit programme
- internal audit reports

Throughout the year, it reviews the progress of plans and checks that these are on track to being completed. It also looks at how the recommendations from other organisations' audits are being carried out and if these are successful.

## Role Description

Her Majesty's Prison and Probation Service is seeking to recruit a Chair.

The Agency's role is to deliver and manage prison, probation and youth justice services across England and Wales. It has a responsibility to implement the orders and sentences of the court; to protect the public; to support the effective rehabilitation of offenders and to deliver best value for money from public resources.

HMPPS Non-Executive Board members support the Agency's Chief Executive (Accounting Officer) and the Executive Team by providing independent challenge and advice as part of the Agency's internal governance arrangements.

### The Agency Board

The Agency Board will be chaired by a Non-Executive Director. Non-Executive Directors are appointed by the Department's Permanent Secretary, in consultation with the Secretary of State and the Agency's Chief Executive following the normal rules of public appointments.

The Agency Board sets the vision and strategy for the Agency to meet Ministerial objectives and expectations. The day to day management of HMPPS is the responsibility of an Executive Management Committee.

#### The Board's responsibilities are to:

- Agree the vision and strategy of the Agency and aligning the values of the Agency with those of the Civil Service code (Integrity, Honesty, Objectivity and Impartiality).
- Agree and monitor appropriate governance and internal controls; including processes to ensure sound financial management and good value for money.
- Agree and monitor processes to manage financial and performance risks.
- Support the Executive team to deliver operations.

#### You can read more about the Agency and its role at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/605933/HMPPS\\_framework\\_document.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/605933/HMPPS_framework_document.pdf)

## Role of Chair

### **The role of the Chair is to:**

- Ensure a high standard of discussion and decision making.
- Facilitate Board meetings, and collective working.
- Ensure that systems are in place to provide Board members with accurate and timely information of good quality to allow the Board to consider properly all matters before it.
- Ensure that a Board effectiveness review is performed annually with independent input at least every two years, and that results are acted upon.

### **The Chair will:**

- Encourage open discussion of issues and work towards consensus to achieve successful outcomes.
- Work effectively with the executive and non-executive members to ensure the Board provides strong leadership.
- Provide an objective viewpoint and be prepared to constructively challenge and help develop proposals on the agency's strategy and development.

### **All Non-Executive Directors:**

- Sit on the Agency Board and the Agency Audit and Risk Committee, chaired by a Non-Executive Director.
- Advise on business performance and transformation, strategy and the effective management of the Agency.
- Provide independent scrutiny as part of the Agency's governance arrangements.
- Advise on implementation of Government and Departmental initiatives and policies.
- Work with Executives and their offices to continue to improve the performance of the Agency.

Be available to attend relevant Agency, Departmental or Executive Committees to provide advice and support as appropriate.

## Person Specification

### **The successful candidate will need to demonstrate the following qualities or skills:**

- Have proven senior leadership experience in a complex business environment in the private, public or voluntary sectors.
- Have extensive experience of risk, performance and financial management.
- An ability to bring external, private or social, experience to bear in the government operating environment.
- Sound judgement and a high level of integrity and a commitment to the seven principles of conduct in public life (<http://www.public-standards.gov.uk/about-us/what-we-do/the-seven-principles>).
- Have a clear understanding of the key challenges faced by the changing role of the public sector.

### **Essential criteria**

Successful candidates will have more detailed expertise in at least one or more of the following:

- Financial scrutiny and Risk management: Significant experience of assessing and managing risks, and approving and scrutinising the allocation of resources to deliver outcomes with a public interest element.
- Delivering a strategy and/or strategic change: experience of transforming business processes to improve efficiency and effectiveness at significantly lower cost and/or experience in managing large scale and complex projects and programmes. Board-level experience of involving stakeholders in change would be a distinct advantage.

## Terms and Conditions

### Location

- London, SW1

### Time Requirements

- Approximately 10-20 days per annum, three-year appointment.

### Remuneration

- £15,000 per annum.

### Additional Information

- The appointment is an initial period of 2 – 3 years with the possibility of re-appointment. It is hoped to identify a suitable candidate by Autumn 2017.

### Interviews

- Shortlisted candidates will be invited to an interview with the Permanent Secretary, HMPPS CEO and Lead Non-Executive Board Member.

## Recruitment Timetable

Process	Date
Closing date	Noon, 1 <sup>st</sup> December 2017
Longlisting	w/c 11 <sup>th</sup> December 2017
Preliminary interviews	w/c 8 <sup>th</sup> January 2018
Shortlisting	w/c 15 <sup>th</sup> January 2018
Stakeholder meetings	w/c 22 <sup>nd</sup> January 2018
Final panel interviews	w/c 29 <sup>th</sup> January 2018

## How to Apply

The recruitment process is being undertaken by Odgers Berndtson on behalf of HM Prison and Probation Service if you wish to apply for one or both of these positions, please supply the following:

- A comprehensive CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability and setting out how you meet the person specification. Please note that the covering letter is an important part of your application and is as much the means by which you will be assessed as your CV.
- Please provide details of two professional referees together with a brief statement of the capacity and over what period of time they have known you. Referees will not be contacted without your prior consent.
- Diversity monitoring form – our client for this assignment has asked us to collect diversity monitoring data. Your data will be stored separately from your application and will at no time be connected to you or your application.

### **To apply online (preferred) please visit:**

[www.odgers.com/64845](http://www.odgers.com/64845)

### **Alternatively, applications should be emailed to:**

[64845@odgersberndtson.com](mailto:64845@odgersberndtson.com)

If you are unable to apply online, please post applications to:

Government Practice  
SJM/64845  
Odgers Berndtson  
20 Cannon Street  
London EC4M 6XD

### **Further Information**

If you would like an informal conversation about this role, please contact Odgers Berndtson: Nicky Oppenheimer on +44 7802 456751 or Laura Spurgin on +44 207 529 1072.