

Job Description: Drug Strategy Lead Manager



Function:	Sodexo Justice Services
Job:	Drug Strategy Lead Manager
Position:	
Job holder:	
Date (in job since):	
Immediate manager (N+1 Job title and name):	
Additional reporting line to:	
Position location:	HMP Northumberland

1. Purpose of the Job – State concisely the aim of the job.

To aide and assist in the strategic oversight of the three key strands of the drug strategy at HMP Northumberland:

- Restricting Supply
- Reducing Demand
- Building Recovery

To support the Deputy Director linking in the work streams of individuals, partners and functions to ensure activities undertaken under each of the three headings is co-ordinated, collaborative and has the opportunity to maximise positive outcomes across the prison.

Working with the authority of the Deputy Director the drug strategy lead manager will have autonomy to access information, engage partners and make recommendations or business cases for new ways of working to achieve the overall objectives of our drug strategy.

The drug strategy lead manager will be required to facilitate sub-group meetings around the three drug strategy themes, as well as instigate “micro-battles” to achieve specific objectives within set timescales.

2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department.

Revenue FY18:	€tbc	EBIT growth:	Growth type:	Outsourcing rate:	Region Workforce
		EBIT margin:			
		Net income growth:		Outsourcing growth rate:	HR in Region
		Cash conversion:			
Characteristics <div>▪</div>					

3. Organisation chart – Indicate schematically the position of the job within the organisation. It is sufficient to indicate one hierarchical level above (including possible functional boss) and, if applicable, one below the position. In the horizontal direction, the other jobs reporting to the same superior should be indicated.

Deputy Director

Drug Strategy Lead Manager

4. Context and main issues – Describe the most difficult types of problems the jobholder has to face (internal or external to Sodexo) and/or the regulations, guidelines, practices that are to be adhered to.

HMP Northumberland has previously had some of the highest MDT positive rates within the country, and continues to perform poorly against prisons in its comparator group.

Notwithstanding this there is an indication that MDT rates are reducing most likely in response to a number of initiatives within the prison.

Month	Total Tests	Total Positive	Percentage Positive	Target 26.4%
April	67	19	28.36%	
May	67	20	29.85%	
June	67	12	17.91%	
July	67	18	26.87%	
August	67	24	35.82%	
September	67	17	25.37%	
October	68	16	23.53%	

On review there are number of factors which may contribute to the challenges of reducing drug activity within the prison, those being:

- Well established culture of substance misuse within North East prisons including abuse of buprenorphine and an increasing market for psychoactive substances
- Prison population mostly from the local area meaning established links within the community for substance trading
- A static population of some long term residents where criminality around substances can be created, nurtured and exploited
- Physical environment with a large prison footprint and fence-line
- OCG nominal representing approximately 6% of the overall population who will be motivated to continue lucrative criminal businesses whilst in custody

There are a number of interconnecting pieces of work on-going within HMP Northumberland in order to reduce the scale of illicit substance taking and drug economy and these are being managed through two separate strands of work.

Drug Supply Reduction

This aspect of work within the prison is managed by the Head of Security & Operations and focuses on maintaining and developing strategies to reduce the routes of supply to the jail. This work ranges from the management of the newly established drug dog handler and his active / passive dogs, physical enhancements such as to CCTV systems, and managing the risk of corruption of our staff.

Drug Recovery

Led by our clinical and non-clinical substance misuse partners, this field of work seeks to support men with drug or

alcohol addictions in a way that helps encourage recovery whilst in custody or beyond.

This area of work will also incorporate the management of men on a prescribed substance programme, commonly through the administration of methadone.

Both strands of work feed into the local Substance Misuse Partnership, which meets bi-monthly and is chaired by the Deputy Director. Attendees to the meeting include leads for the two aspects of our work enabling dialogue and support from one another in a way that can help strengthen both approaches to create a more rehabilitative culture within the prison.

Conversely, trends and dialogue around violence and self-harm which cross over with known influences by substance misuse take place within other forums such as the weekly Violence Reduction and Self-Harm Reduction improvement groups, the monthly Safer Custody and Security Committee meetings and other ad-hoc meetings.

Presently, and other than the formal oversight by the Deputy Director there is no overarching manager who has responsibility for daily management, direction and development of drug strategy work on a proactive and responsive basis.

5. Main assignments – Indicate the main activities / duties to be conducted in the job.

Within a month of taking up post the drug strategy lead manager will:

- Review / amend / publish the establishment's drug strategy
- Create a comprehensive position paper in response to the drug strategy and current issues
- Devise a multi-disciplinary action plan for the activities for the forthcoming year
- Establish a meeting schedule for the sub-group meetings

In conjunction with the Violence Reduction, Safer Custody and Communications managers the drug strategy lead manager will create and publish a monthly stability dashboard against which outcomes for drugs, violence and self-harm will be reported.

The drug strategy lead manager will provide weekly update reports to the Deputy Director covering work undertaken and to be taken forward.

In addition submissions will be provided to the monthly / bi-monthly meetings as follows:

- Security Committee
- Safer Custody
- Substance Misuse Partnership
- SMT

A report will be generated at the nine month in post stage detailing more fully the work undertaken and effectiveness of the role in reducing drug misuse within the prison.

6. Accountabilities – Give the 3 to 5 key outputs of the position vis-à-vis the organization; they should focus on end results, not duties or activities.

The drug strategy lead manager should seek to help influence a reducing trend to bring us consistently at within target and around the 20% positive rate mark. This figure roughly represents the average MDT positive rate for establishments within our comparator group during the period June to October 2018.

7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively

The drug strategy lead manager must be a motivated and innovative individual who has the ability to influence and direct a broad range of colleagues and partners in order to achieve results.

Prior experience of working as part of a substance misuse service would be welcome but not essential, as would familiarity of working within a custodial or criminal justice environment.

8. Competencies – Indicate which of the Sodexo core competencies and any professional competencies that the role requires

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|---|
| <ul style="list-style-type: none">■ Growth, client and customer satisfaction, quality of services provided:
<i>Seeks to introduce innovative ideas and solutions</i>
<i>Builds a network of contacts to further business interests</i>
<i>Engages the team to input to and align / deliver the strategy</i>
<i>Engages with individuals across multiple functions to deliver the strategy</i>
<i>Analyses past trends and internal data to help predict future trends</i> |
| <ul style="list-style-type: none">■ Rigorous management of results
<i>Translates vision or long term strategy into SMART objectives with practical working plans</i>
<i>Balances resources to manage short term essentials whilst sustaining focus on long term objectives</i> |
| <ul style="list-style-type: none">■ Innovation and change
<i>Analyses issues to understand the root cause and decide on course of action</i>
<i>Encourages ideas and feedback to inform new ways of doing things</i>
<i>Confident in engaging people at all levels and when introducing new ways of doing business</i>
<i>Deals effectively with setbacks and takes positive actions</i>
<i>Involved people and communicates throughout change</i>
<i>Analyses both successes and failures to support improvement</i> |

9. Management Approval – To be completed by document owner

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Document Owner			