

Job Description: Head of Security and Operations

Function:	Justice Services
Job:	Senior Manager
Position:	Head of Security and Operations
Job holder:	
Date (in job since):	
Immediate manager (N+1 Job title and name):	Deputy Director
Additional reporting line to:	
Position location:	HMP Forest Bank

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

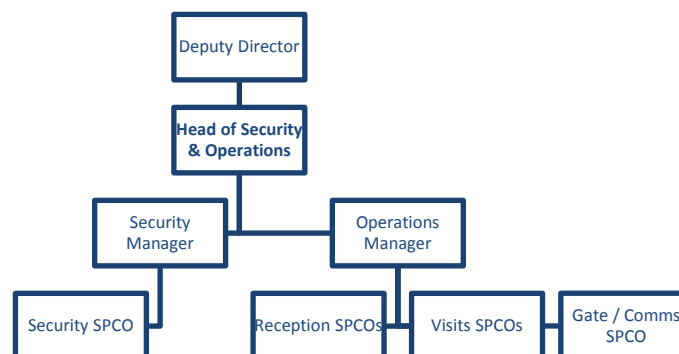
- Ensure the security of the prison and external prison escorts are maintained in line with the National Security Framework(s).
- Deliver the business and contractual requirements of the Security and Operations functions.
- Develop, manage and maintain relationships with key partners both internally and externally.
- Act as the establishment Corruption Prevention lead and RIPA Controller.
- Management of domestic and legal visits, gatehouse, control room and reception.

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 FY13:	€tbc	EBIT growth:	tbc	Growth type:	n/a	Outsourcing rate:	n/a	Region Workforce	tbc
		EBIT margin:	tbc			Outsourcing growth rate:	n/a	HR in Region	tbc
		Net income growth:	tbc						
		Cash conversion:	tbc						

Characteristics ▪ Add point

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.



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.

- Delivery of effective strategies to manage the security and operational risks balancing these with rehabilitative approaches.
- To anticipate risks (operational, financial, contractual and reputational), devising and implementing appropriate proactive strategies.
- Effective risk management through effective intelligence collection, analysis and dissemination
- To develop & maintain significant relationships with other prison departments and with partner organisations, especially the police, HMPPS security functions, Security Sub-Group, regional teams and interventions providers.
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5. Main assignments – Indicate the main activities / duties to be conducted in the job.

- To be an innovative and strategic member of the Senior Leadership team.
- Deliver the agreed performance and contractual targets on time and within budget, and use the contract change process to identify and resource new work.
- Responsible for the Prison Performance Tool (PPT) and contractual performance indicators delivery.
- Effective and timely analysis of data to inform learning and continuous improvement.
- To create an environment that supports a rehabilitative culture through effective team working with senior leader colleagues.
- To monitor, review and oversee implementation of the NSF, LSS, OSAG baselines and security procedures and processes.
- Providing a safe, caring and decent environment for staff, residents and visitors
- Ensure that the public is served, by maintaining effective safeguards in line with public protection.
- Management of a safe, secure and engaging environment for residents and visitors. Jointly implement the children and families strategy.
- Identify, manage and mitigate, and review departmental risks (operational, financial, reputational, compliance, and knowledge and people); and contribute to, support and develop the management of the prison's risk management framework and process.
- Action the agreed functional elements of the business plan on time and within budget.
- Promote the healthy prison concept through full compliance (evidenced as appropriate) with relevant legislation, policies, decisions, and standards, particularly with regard to health and safety, and equality and inclusion.
- Lead, deploy, develop, and engage staff efficiently and effectively to meet the Functions' work and skills' requirements, and to contribute to SJS succession planning process.
- To chair / co-chair relevant meetings; LTA, LTB, SIM, Pathfinders, Team Huddles.
- Review and develop prison strategy and functional policies and procedures to deliver continuous improvement within the contractual and financial frameworks; and contribute to, support and develop those of the prison as a whole.
- Engage effective personal and functional communication, internally and externally, to deliver your accountabilities and to promote SJS as provider of choice.
- Oversight of compliance to RIPA Act 2000. Acts in the role of controller to quality assure applications and risk assessments.
- Continually review the skills and competencies of the team, addressing issues proactively.
- Conduct investigations, disciplinaries, grievance hearings and appeals in accordance with Company policies and procedures
- Effective governance and quality assurance of processes.
- Reviewing the talent, succession, performance and competencies of your team and addressing issues proactively

- Manage staffing, absence and completion of PDRs / EPAs in line with company guidance and procedures.
- Timely production of management information and reports.
- Management of risk including self-harm, violence, DiC, Use of Force and Early Days in Custody. To provide a strategic direction for Safety to ensure risks are effectively identified and managed within the prison, risk escalation is monitored and communicated, and risk management plans are agreed for individual residents upon release in conjunction with identified stakeholders.
- Act as the establishment corruption prevention and professional standards lead.

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.

- Relevant Service Delivery and Schedule F Targets met or exceeded, with minimal financial penalties.
- 'No surprises' on the risk front, and managers who are trained in risk management providing clear evidence of risks being controlled.
- Monthly contributions to SLT accurately reflecting progress against targets and milestones.
- Accurate and timely data reflecting reductions in accidents, near misses, Riddors, complaints, claims, incidents, diversity complaints. Satisfactory to good scores in audit and inspection. Positive resident feedback on consultation.
- EPAs completed on time and to satisfactory quality, accurate job descriptions in place, team training needs identified and communicated to HR for inclusion in the training Plan, relevant sections of the training plan met. Good staff engagement scores. Control of sick absence and other non-effective time, overtime, and TOIL. Staff retention targets met. Succession plan in place within the function.
- Good working relationships with the client and other stakeholders. A clear understanding of and contribution to the 'Clients for Life' process. Effective networking within HMPPS, the criminal justice system, and the local community. Effective teamwork within the function and with other functions within the prison.

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

Essential

- Operational experience in prisons; security clearance to enh level; PCO badged.
- Technical knowledge of relevant prison legislation, PSOs, Standards, inspection and audit processes; and knowledge of the wider criminal justice system.
- Successful completions of incident and hostage management training, and adjudication training.
- A strong and consistent moral compass and the ability to provide value based leadership.
- Ability to exercise sound judgement in a politicised environment.
- Trained to level 2 in RIPA compliance

Desirable

- Experience of being the public face of a large organisation and conducting public speeches and media presentations in a politically sensitive environment.
- Contract knowledge and contract management skills.
- Knowledge of commercial financial management processes and procedures.
- Project management and Risk management skills.
- Business continuity planning

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

<ul style="list-style-type: none"> ■ Growth, Client & Customer Satisfaction / Quality of Services provided 	<ul style="list-style-type: none"> ■ Leadership & People Management
<ul style="list-style-type: none"> ■ Rigorous management of results 	<ul style="list-style-type: none"> ■ Innovation and Change
<ul style="list-style-type: none"> ■ Brand Notoriety 	<ul style="list-style-type: none"> ■ Business Consulting
<ul style="list-style-type: none"> ■ Commercial Awareness 	<ul style="list-style-type: none"> ■ HR Service Delivery
<ul style="list-style-type: none"> ■ Employee Engagement 	
<ul style="list-style-type: none"> ■ Learning & Development 	

9. Management Approval – To be completed by document owner

Version	V02	Date 15.07.19	
Document Owner	Matt Spencer – Prison Director		