# Job Description

**Job Title:** **Police Custody Healthcare Subject Matter Expert**
**Accountable to:** **Business Development Director**

Practice Plus Group's mission is **Access to Excellence**. Our core values are;

- we treat patients and each other as they would like to be treated
- we act with integrity
- we embrace diversity
- we strive to do things better together

Patients can only access excellence if we commit to living our values in everything we do when we are at work.

We believe in putting the patient first, regardless of the environment or their history. The prison population is one of the most vulnerable and challenged patient groups in society, and the delivery of their health care is conducted within often difficult and demanding environments.

## Role Purpose

The Police Custody Subject Matter Expert (SME) will provide specialist operational and market expertise to strengthen Practice Plus Group's growth in police custody healthcare and related non-custodial services.
Working within the Health in Justice Business Development team, the post-holder will use deep knowledge of police custody healthcare to shape credible, differentiated and deliverable propositions. They will work closely with the Business Development Director, Director of Strategy, Solutions Architect, bid team and operational, clinical and commercial colleagues so proposals reflect the realities of custody healthcare, commissioner expectations and the needs of people who come into contact with the criminal justice system.
The role will also support external stakeholder relationships and market development, helping Practice Plus Group build credibility, understand emerging requirements and create stronger routes to growth in police custody.

## Key accountabilities

### 1. Police custody subject-matter expertise

- Act as the Business Development team specialist adviser on healthcare delivery within police custody environments.
- Provide practical insight into custody healthcare pathways, operating models, clinical interfaces, workforce considerations and operational constraints.
- Interpret commissioner requirements and test proposed models against the realities of police custody healthcare.
- Advise on the needs of people presenting in custody, including physical health, mental health, substance misuse, vulnerability and safeguarding needs.
- Maintain awareness of developments in custody healthcare, criminal justice, commissioning and relevant national policy.

### 2. Opportunity shaping and service design

- Work with the Solutions Architect to convert opportunities and commissioner requirements into credible police custody healthcare models.
- Help define end-to-end healthcare pathways, access, assessment, escalation, referral, onward care and continuity arrangements.
- Challenge assumptions on staffing, skill mix, operating hours, demand, interfaces, technology and local delivery.
- Identify operational risks, dependencies and improvement opportunities early in solution development.

### 3. Winning proposals and tenders

- Act as a specialist member of multidisciplinary bid teams for police custody and relevant non-custodial opportunities.
- Support bid leads and writers with specialist content, evidence, examples and operational insight.
- Review responses, service models and presentation materials for technical accuracy, practicality and authenticity.
- Identify meaningful police custody differentiators and translate specialist expertise into clear commissioner benefits.
- Support bidder presentations, dialogue and clarifications where specialist expertise adds value.
- Build reusable police custody evidence, case studies and specialist content.

### 4. Stakeholder and market relationships

- Support the Business Development Director and wider team to build purposeful relationships with commissioners, police stakeholders, health partners and other relevant organisations.
- Bring credibility and specialist insight to early market engagement and commissioner conversations.
- Help map local stakeholders, operational priorities and potential partnership requirements.
- Represent Practice Plus Group professionally at market-engagement events, conferences, workshops and stakeholder forums.
- Use external insight to inform opportunity qualification and proposition development while maintaining appropriate confidentiality and procurement boundaries.

### 5. Partnerships and local integration

- Identify the organisations, pathways and interfaces needed for integrated, locally credible custody healthcare models.
- Support engagement with prospective delivery partners, specialist providers and community organisations.
- Advise on interfaces with NHS services, mental health, substance misuse, safeguarding, liaison and diversion, urgent and emergency care and other relevant pathways.
- Help proposals demonstrate credible continuity of care from custody into community and other healthcare settings.

### 6. Evidence, learning and continuous improvement

- Capture learning from market engagement, procurements, bid feedback and operational evidence and convert it into improvements.
- Work with operational and clinical colleagues to identify evidence of outcomes, improvement and good practice.
- Contribute to post-bid reviews and strengthen future propositions.
- Build police custody knowledge across the Business Development team.

### 7. Commercial and delivery assurance

- Work with the Solutions Architect, Finance, Commercial, Workforce and Operations to test whether proposed models are realistic and deliverable.
- Provide specialist input to workforce, operating model, interface, resilience and mobilisation assumptions.
- Identify where specialist resources, partners or further due diligence are needed.
- Contribute to internal opportunity and solution reviews, articulating operational risk and implications of design choices.

## Core outputs

- Police custody market and operational insight for opportunity qualification
- Specialist input to solution blueprints and patient pathways
- Operational assumptions, risks, dependencies and design recommendations
- Stakeholder and partner mapping for priority opportunities
- Evidence, case studies and specialist content for proposals
- Technical reviews of tender responses and presentation materials
- Market-engagement briefings and stakeholder discussion points
- Reusable police custody knowledge and lessons learned

## Success profile

**Credible practitioner:** Brings genuine police custody healthcare experience and distinguishes what works operationally from what only looks good on paper.

**Market-facing specialist:** Builds trusted relationships and represents the organisation confidently with commissioners, police stakeholders and partners.

**Commercially aware:** Uses specialist expertise to strengthen propositions, differentiation and sustainable growth.

**Collaborative:** Works effectively with the Solutions Architect, bid team, operational leaders and clinicians.

**Constructive challenger:** Tests assumptions and identifies risk early.

**Clear communicator:** Turns complex operational and clinical knowledge into concise, persuasive recommendations.

## Essential Skills

- Substantial recent experience of healthcare delivery, leadership, commissioning or service development within police custody.
- Practical experience of custody healthcare operations and multidisciplinary interfaces with police custody teams.
- Experience working with commissioners, police stakeholders or partner organisations in police custody.
- Experience contributing to service redesign, mobilisation, quality improvement or development of healthcare models.
- Strong knowledge of police custody healthcare pathways, operational pressures, risks and stakeholder interfaces.
- Strong understanding of physical health, mental health, substance misuse, vulnerability and safeguarding needs in custody.
- Understanding of NHS, integrated care system, criminal justice and community healthcare interfaces.
- Able to translate operational knowledge into practical service-design recommendations and compelling proposal content.
- Excellent relationship-building, facilitation, influencing and communication skills.
- Commercial awareness and confidence working with senior leaders and multidisciplinary bid teams.
- Relevant healthcare, criminal justice, commissioning, operational leadership or equivalent professional qualification/experience.

## Desirable Skills

- Experience supporting tenders, proposals, procurement dialogue or business development.
- Current or previous professional clinical registration, where applicable.

- Relevant training in quality improvement, service design, project/change management or business development.

## Additional requirements

- Ability and willingness to travel nationally to services, partner meetings and stakeholder events.
- Ability to work flexibly around live opportunities and tender deadlines.
- Commitment to Practice Plus Group values, equality, diversity and inclusion.
- Compliance with all relevant employment checks, screening and site-access requirements associated with Health in Justice environments.
- The duties described are not exhaustive and may reasonably evolve in line with business priorities and the post-holder's level of responsibility.