

Rt Hon. Meg Hillier MP  
Chair, Public Accounts Committee

Rt Hon. Yvette Cooper  
Chair, Home Affairs Select Committee

House of Commons  
London  
SW1A 0AA

01/04/2021

Dear Chairs,

## HOME OFFICE TRANSFORMATION PROGRAMME

I am writing to inform the Public Accounts Committee and Home Affairs Select Committee of the Home Office transformation programme and associated restructuring at Director General level which will be implemented from today (1<sup>st</sup> April).

The One Home Office transformation programme seeks to equip the Department for the future, help us to move on from COVID, respond to Windrush and ensure we are well placed to capitalise on the opportunities of EU Exit. All of our work will be underpinned by our new Home Office values: respectful, courageous, compassionate and collaborative.

The transformation will deliver four outcomes:

- **clearer roles and responsibilities** for all teams, which will increase efficiency and enable us to be more effective in delivering outcomes for customers and citizens;
- **creation of more integrated teams** which will enable us to take a crosscutting approach and develop a shared sense of priorities;
- a strategic organisation with **increased focus on our customers and service delivery; and**
- an **inclusive organisation**, where diversity is integral to who we are.

An element of One Home Office is the implementation of a new structure, known as the Blueprint. This will reduce the number of DGs from 10 to 8, and Directors from 68 to about 54.

The new structure has three vertical DG led “Missions” (Homeland Security, Public Safety, and Migration and Borders) set up to deliver end-to-end services; and five horizontal “Capabilities”, centres of excellence delivering high-quality and efficient services, both to the Department and directly to customers. Four horizontals are DG led (Customer Service, Borders and Enforcement, Legal, and Corporate Enablers), and one at Director level (Communications). The capabilities and missions will work together closely and hold one another to account.

Drawing together the whole business, to help deliver cross-cutting activity, and to ensure we are pulling together in pursuit of shared objectives, will be the STARS function – Science, Technology, Analysis, Research and Strategy. This diagram shows the new structure and current DG leads:



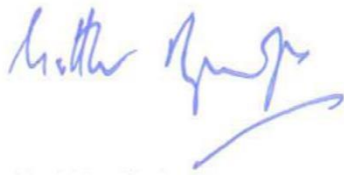
The new structure removes the DG Serious Organised Crime role and merges two other DG roles (Paul Lincoln’s and Tyson Hepple’s) into one. Emma Haddad is temporarily DG Asylum and Protection for up to a year to support the transition to this new model, after which her functions will fit into the Customer Service capability and Migration and Borders mission.

Following Shona Dunn’s appointment this week as Second Permanent Secretary at DHSC, we are running a competition for a new Second Permanent Secretary. In

the new structure this person will oversee the horizontal capabilities, focusing on instilling operational delivery excellence.

I hope this update is helpful for the Committees. I would be happy to answer any questions you may have.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Matthew Rycroft", with a long horizontal flourish extending to the right.

**Matthew Rycroft**  
**Permanent Secretary**