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Sir Robert Neill MP
Chair of the Justice Select Committee
House of Commons
London
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[By email]

Dear Sir Bob,

MINISTRY OF JUSTICE OPERATING MODEL

I am writing to update you on changes we are making to the Ministry of Justice (MoJ) Operating Model. I hope you and the Committee will welcome the focus we are giving to enhancing capability in areas such as programme delivery, data, and digital.

The MoJ's structure has evolved over the fifteen years since the Ministry's creation. The organisation in 2021 was designed for different circumstances. There have been major changes in our operating environment and expectations of the delivery of justice services over the last few years. I am therefore making some changes to our Operating Model to ensure the Department's capability and focus reflect these changes, and we are set up to deliver our Ministers' ambitious agenda. The new Operating Model also supports the modernisation of the MoJ in line with the *Government Reform Declaration for a Modern Civil Service* which focuses on people, performance and partnership.

The changes are designed principally to:

- Put evidence and data at the centre of our decision-making;
- Further strengthen our delivery capability on major programmes; and

- Invest in further digital transformation of our services.

I am recruiting two new Directors General to lead two new groups in MoJ. A Performance, Strategy and Analysis Group will join up the strategic centre of the Department with the data and analysis team, putting data and evidence at the centre of our decision-making. The recruitment for this role is underway. A new Service Delivery Transformation Group is also being created. This will include a strengthened Project Delivery team and our Digital & Technology function, as well as three of our agencies (the Legal Aid Agency, Office of the Public Guardian, and the Criminal Injuries Compensation Authority). This group will oversee delivery of our major programmes, lead digital transformation across the business, and modernise and improve standards and effectiveness of MoJ services.

Alongside these changes, we have also brought together the Chief Financial Officer Group with the Chief People Officer Group to create a single Chief Operating Officer Group (COO). The COO will lead our finance, commercial, risk, security, property, and people teams.

The Second Permanent Secretary will line manage the DG Service Delivery Transformation alongside her role as CEO HMPPS. Within HMPPS, oversight of the Youth Custody Service has transferred to DG Probation and Wales, and the Prisons Supply Directorate transferred to DG Prisons, maximising synergies between the teams.

Yours ever

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ANTONIA ROMEO