

Candidate Information Pack

# **Deputy Ombudsman, Learning, Analysis and Business Services**

**Prisons and Probation Ombudsman**

**SCS Pay Band 1**

**Closing Date:** 23:55 on Sunday 5<sup>th</sup> July 2026

# Introduction

## Welcome to the Prisons and Probation Ombudsman

“Thank you for your interest in this exciting role with the Prisons and Probation Ombudsman”

The role of Deputy Ombudsman (Learning, Analysis and Business Support) provides an exciting opportunity to drive forward the work of the PPO and ensure we continue to have lasting impact for those in prison, youth custody, under immigration detention and probation supervision.

As I begin my second term, I am committed to continuing to strengthen the central function of the PPO to ensure it is resourced and has the skills to bring innovation and creativity to our learning, analysis and business support functions, which are so vital in supporting the operational functions, identifying themes from our investigations and driving forward my ambitious programme.

The post holder will be responsible for ensuring the PPO has the right processes and structures in place to deliver our work effectively and efficiently, delivering excellent value for money.

They will lead a diverse team of committed and talented staff and will ensure the team is supported and able to develop professionally by having the right skills and tools they need. The post holder will work across the organisation, particularly in special investigations, bringing together teams to work collaboratively, at pace, to deliver meaningful outcomes.

The post holder will need to work with a range of stakeholders at a senior level across the criminal justice system, using their broad skill set to navigate complex issues.

If this interests and excites you, I look forward to receiving your application!

Best wishes,

Adrian Usher, Prisons and Probation Ombudsman

## About the Ministry of Justice

The Ministry of Justice is a major government department at the heart of the justice system. We deliver some of the most fundamental public services including courts, tribunals, prisons, legal services, youth justice, probation services, and attendance centres.

The Ministry of Justice (MoJ) works to protect and advance the principles of justice. Our vision is to deliver a world-class justice system that works for everyone in society.

The justice system plays a crucial role in our success as a nation – keeping people safe, emphasising fairness, guaranteeing individual rights and giving businesses confidence to flourish.

The delivery of our three strategic outcomes are central to doing this:

- Punishment that cuts crime: to rebuild confidence in the criminal justice system by protecting the public and reducing reoffending with a sustainable and effective prison and probation service.
- Swifter justice for victims: to rebuild confidence in the criminal justice system by ensuring timely, just outcomes for victims and defendants through a modern and efficient criminal courts system.
- A beacon for justice and the rule of law: to uphold the rule of law at home and abroad; promote our world-leading legal services, which contribute to economic growth; and deliver accessible and timely civil, family and administrative justice.

For more information on who we are and what we do, please visit:

<https://www.gov.uk/government/organisations/ministry-of-justice>

## About the Prisons and Probation Ombudsman's Office

The Prisons and Probation Ombudsman (PPO) is an Arm's Length Body (ALB) of the Ministry of Justice. We have three key duties:

- to investigate complaints made by prisoners, young people in detention, offenders under probation supervision and immigration detainees; and
- to investigate deaths of prisoners, young people in detention, approved premises' residents and immigration detainees.
- to investigate deaths of recently released prisoners that occur within 14 days of release from prison (except homicide).

The Ombudsman receives around 5,000 new complaints a year, of which around half are assessed as eligible for investigation. The number of deaths in custody requiring investigation is generally between 370 and 420 per year.

The office is led by the Prisons and Probation Ombudsman who is supported by three Deputy Ombudsmen, one of whom leads the Complaints Investigations function; one of

whom leads the Fatal Incidents Investigations function, and the Deputy who leads the Learning, Analysis and Business Services functions that set direction for and underpin the investigatory functions across the office. They also provide key learning to services in remit and establish and/or undertake the PPO's special investigations commissioned by justice ministers.

# About the role

## Job Title

Deputy Ombudsman, Learning, Analysis and Business Services

## Location

London

The PPO is based at the HM Government hub at 10 South Colonnade, Canary Wharf. **PPO staff are currently expected to spend a minimum of 60% of their working time at the London office or on-site visits.**

The rest of the time may be spent working at home or at commuter hubs. It is possible that the requirements for office attendance may change in the future. During your induction period you may be required to attend the office more frequently to enable you to participate in core training and induction activities.

Please note the requirements for travel and level of flexibility available as set out in the FAQs section.

## Salary

The salary for this role is set within the MoJ SCS PB1 range

External candidates should expect their salary upon appointment to be £86,000 per annum.

Existing Civil Servants will be appointed in line with the Civil Service pay rules in place on the date of their appointment.

## **Contract Type**

This role is being offered on a permanent basis.

This role has a minimum assignment duration of 3 years - in line with the deliverables identified. Please note this is an expectation only, it is not something which is written into your terms and conditions or indeed which the employing organisation or you are bound by.

## **The Role**

The Deputy Ombudsman – Learning, Analysis and Business Services (LABS), is responsible for leading work to maximise the organisation's impact on prisons, probation and the Home Office. They ensure thematic learning from the PPO's investigations is shared with services in remit to drive change in improving prison complaints handling and reducing the number of fatal incidents.

The post holder is responsible for driving the PPO's special investigations, commissioned by justice ministers, determining the scope and resourcing of these investigations and/or undertaking them. This aspect of the role has expanded considerably over recent years and is a trend we expect to continue.

The post holder is also responsible for directing all of the business processes that support the day to day running of the PPO.

They provide leadership and direction to all staff within the LABS function at the PPO, ensuring that effective management and administrative systems are in place, fit for purpose and fully functional.

The postholder must be a high performing and experienced leader with a broad skill set who is able to work at pace across a wide range of issues and deal with daily conflicting priorities. They must have the ability to coach and support direct reports to provide inspirational leadership for a function with a current complement of 24 posts.

## **Key Responsibilities**

- Developing and delivering a long-term strategy for the LABS function which supports the Ombudsman's objectives for the whole office.
- Leading, shaping and/or delivering Special Investigations when commissioned by the Lord Chancellor and other Ministers, such as the review of historic abuse at Medomsley Detention Centre and the review of the restraint of pregnant prisoners on medical escort.

- Ensuring that complaint and fatal incident investigation outcomes address systemic issues across the custodial estate, through the thematic analysis of recommendations and other investigatory evidence.
- Ensuring maximum impact of the complaint and fatal incident investigation work the PPO undertakes by influencing, shaping and changing policy, as well as identifying learning for services in remit and holding them to account.
- Providing direct line management to the LABS Management Team, which include two Grade 7 and 1 SEO, and providing direction for the team of staff.
- Ensuring the LABS function is appropriately resourced and staff are adequately skilled to meet the Ombudsman's objectives.
- Directing the business processes that support the day to day running of the PPO and ensuring that the organisation adheres to the highest standards of corporate governance.
- Working with the Ombudsman and other Deputy Ombudsmen to facilitate learning the lessons from investigations and supporting the promulgation of those lessons to external stakeholders.
- Proactively liaising with key stakeholders across the CJS to promote the work of the office and to secure confidence in the PPO's investigations.
- Sharing responsibility for the management and leadership of the office including meeting the Ombudsman's business plan objectives, requirements for organisational change and efficiency targets.
- Consulting with staff and responding to feedback in order to improve engagement and contribution to the delivery of the office.
- Demonstrating and encouraging cross-office working through positive role modelling and actively leading corporate work.

# Person Specification

It is important through the recruitment process that you give evidence and examples of proven experience of each of the essential and desirable criteria.

Later on in the pack you will be told what is being assessed at which stage of the process.

## **Essential Experience:**

- **Leadership and People Management:** You are experienced in leading teams of people at a strategic level. You will have experience of setting a vision and strategy to ensure continuous improvements enabling the function to deliver against objectives.
- **Change Management:** You have a track record of managing change and leading transformation, including introducing and embedding new ways of working.
- **Stakeholder Relationships:** You have experience of building successful working relationships with stakeholders at all levels, with influence at the most senior levels in order to secure beneficial outcomes.
- **Culture and Values:** Experience of promoting a culture that respects professional, inclusive and diverse values.

## **Desirable Experience:**

- **Technical Experience:**
  - You have experience of leading and managing investigations.
  - You have experience of leading teams that support the work of operational case work function, including finance and HR.
- **Organisational Experience:** You have worked in an Arm's Length Body or similar and understand the importance of independence from Ministerial oversight on the credibility of the service you provide for those in remit.
- **Service User Experience:** You have worked with prisoners, those on community supervision or those in immigration removal centres

## **MoJ SCS Pay Band 1 Behaviours:**

You will also be assessed against the following Behaviours during the Recruitment Process:

- Delivering at Pace
- Making Effective Decisions
- Managing a Quality Service.

Read more in the [Civil Service Success Profiles](#) Section.

# The Recruitment Process

## Recruitment Process

The selection process will be chaired by Kimberley Bingham (Deputy Ombudsman, Complaints). The other panel members will be:

- Adrian Usher, Prisons and Probation Ombudsman and
- Susannah Eagle, Deputy Ombudsman, Fatal Incident Investigations.

## Support during the selection process

If you need any support or have any questions during any stage of the selection process, please contact the SCS Recruitment Team [scsrecruitment@justice.gov.uk](mailto:scsrecruitment@justice.gov.uk).

## Stages of the selection process

### Internal Stakeholder Conversations

You are invited to arrange an informal discussion with Kimberley Bingham/Susannah Eagle to learn more about the role and the organisation before applying. This is not part of the assessed elements of the selection process.

### Application

You will need to complete the online application process accessed via the advertisement for this role.

This should be completed no later than **23:55 on Sunday 5<sup>th</sup> July 2026**. As part of the application process, you will be asked to complete:

1. Responses to the **eligibility questions** to check you are eligible to apply for the role.
2. A response to whether you would like to **request reasonable adjustments** during the selection process. The Disability Support section explains how adjustments can be made to the selection process to accommodate a disability.
3. You will also need to **complete a CV and Statement of Suitability**. It is important that your CV and Statement of Suitability give evidence and examples of how you meet the **essential experience** set out on page 7. The Statement of Suitability should be no more than **1000** words.

Find out more information about our application process [here](#).

### After the Application Stage

You will be advised whether your application has been shortlisted for the next stage of the selection process. If you are shortlisted, we will contact you to arrange the next stage of the selection process.

Unfortunately, due to the anticipated number of applicants for this role, we are unable to provide feedback to those not successful at shortlist stage. Candidates who are shortlisted and attend an interview will be offered verbal feedback from a member of the interview panel.

### **Panel Interview and Presentation**

You will be invited to attend an interview and presentation with the selection panel. You will be asked to prepare a verbal presentation.

Further information regarding the presentation will be provided to shortlisted candidates.

The interview and presentation will last for approximately 45 minutes

### **What is being assessed?**

Behaviours, as listed on **page 8**.

### **After the Panel Interview**

Following the interview, the performance of all candidates will be reviewed, and the successful candidate identified. All candidates will be notified of the outcome as soon as possible after the conclusion of all interviews. If you are not the successful candidate but you meet the standard required, you may be invited to have your details retained on a merit list to be considered for future SCS roles.

# Civil Service Behaviours

## What are Behaviours?

The Civil Service recruits using Success Profiles and Behaviours are an element of Success Profiles used to see whether candidates are able demonstrate specific Behaviours associated with the role they are applying for during the selection process.

In this process the below Behaviours are most relevant to this role and will be assessed during the interview stage of the process. The definitions of Behaviours are set out below:

### Delivering at Pace

You translate organisational strategy into clear objectives for activity within your area of responsibility. You promote this amongst staff and ensure teams take responsibility for delivering against objectives. You prioritise competing or conflicting demands, and are able to decisively adjust activity based on changing requirements. You manage resource effectively to enable those in your area of responsibility to deliver. You delegate effectively, managing any risks associated with doing so.

### Making Effective Decisions

You make defensible, objective and fair high-impact decisions, considering the impact on the service user and wider organisation. You are willing to take ownership of your decisions, being transparent and open about the reasons for them. You effectively analyse data to make evidence-based decisions, whilst being comfortable taking considered risks based on the best evidence available. You consult with others to incorporate views and professional expertise, ensuring appropriate individuals are involved in the decision-making process.

### Managing a Quality Service

You understand the requirements of service users and are focussed on providing a service that offers the best outcomes for the public. You foster an environment where opportunities to improve service delivery are identified and adjust processes accordingly. You create plans and consider the resources needed to support implementation. You identify risks and barriers to service delivery and ensure they are removed.

Please click [here](#) or more information on Behaviours and Success Profiles

## Guidance for writing your Statement and CV

As part of the application process, you need to submit a Statement and CV. Both your Statement and CV should demonstrate how you meet the essential experience outlined in the Person Specification section.

Ensure you read through the role information thoroughly and identify the essential criteria for each area. You should ensure you provide evidence for each of the essential experience which are required for the role in your Statement and CV. You may not be progressed to the next stage of the assessment process if you do not provide this evidence.

When structuring your Statements try to:

- Evidence your experience by using subheadings and paragraphs. This will help to ensure you are writing about the experience that is directly relevant for the role you are applying for.
- You should ensure that you detail recent and relevant examples of the essential experience required for the role and describe the outcome that came from this.

### Using AI in your application

Artificial Intelligence can be a useful tool to support your application, however, all examples and statements provided must be truthful, factually accurate and taken directly from your own experience. Where plagiarism has been identified (presenting the ideas and experiences of others, or generated by artificial intelligence, as your own) applications may be withdrawn and internal candidates may be subject to disciplinary action.

Please see our [candidate guidance](#) for more information on appropriate and inappropriate use

### Providing a name-blind CV and Success Profile Statements

In both your CV and Success Profile Statements please remove references to any personal information that could identify you. For example:

- Name and title
- Educational institution names
- Age and gender
- Email address
- Postal address and telephone number
- Nationality and immigration status.

This will help us to recruit based on your knowledge and skills, and not on your background, gender or ethnicity. Recruiting this way is called name-blind recruitment.

For more information on how to write your Statement and CV please visit the [Civil Service Careers Website](#)

# Expected Timeline

We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, in order to meet the dates given. Please note that these dates may be subject to change.

The anticipated timetable is as follows:

## **Advert Closing Date**

23:55 on Sunday 5<sup>th</sup> July 2026

## **Outcome of CV and Statement of Suitability**

Week commencing 20<sup>th</sup> July 2026

## **Panel Interview and Presentation**

Week commencing 27<sup>th</sup> July 2026

# Working for the Prisons and Probation Ombudsman's Office

## Equality, Diversity, Inclusion and Wellbeing

Our departmental values - purpose, humanity, openness and together - are at the heart of our commitment to create a culture where all our people are able to thrive and flourish in the workplace.

We want to attract and retain the best talent from diverse backgrounds and perspectives. We want everyone to be the best of themselves, to feel supported and have a strong sense of belonging in the workplace. Our commitment to creating a diverse and inclusive workforce is reflected in all of our people policies and strategies.

## Benefits

As a PPO employee, you'll be entitled to a large range of benefits which include but are not limited to:

### Pension

The Civil Service Pension Scheme is one of the best workplace pension schemes in the UK public sector. Visit [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk) for more details.

### Generous Annual Leave and Bank Holiday Allowance

25 days annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service. This is in addition to 8 public holidays. This will be complemented by one further day paid privilege entitlement to mark the King's Birthday.

### Flexible Working

While not every type of flexible working will be suitable for every role and business area, flexible working can take many forms and The Ministry of Justice is committed to delivering its business effectively and sustainably by creating modern and inclusive workplaces that enable smart, flexible and hybrid working.

For more information on our amazing benefits including our Civil Service Pension Scheme, annual and special leave, and our Equality, Diversity, Inclusion and Wellbeing schemes please visit our [Senior Civil Service](#) website

# Disability Support

## **What reasonable adjustments can be made if I have a disability?**

We are committed to supporting all candidates to take part in the recruitment process. This includes supporting individuals who have a disability by making reasonable adjustments to the recruitment process.

If you feel you require any kind of support and/or would like to discuss this with someone, please indicate 'yes' to requesting reasonable adjustments in your application form and ensure that you respond to the Reasonable Adjustments Scheme team by email.

## **How we can support you**

There are many types of reasonable adjustments that can be made during assessment processes.

Examples of some types of adjustments include:

- Extra time to complete assessments;
- Providing a break within an assessment;
- Providing interview questions in a written format at the interview as well as orally;
- An interview at a certain time of day;

This is not an exhaustive list but rather some examples of how we can support you during the SCS Recruitment Process.

Whilst we aim to confirm all adjustments requested, there may be occasions where this isn't possible. If an adjustment cannot be provided, the reasons for this will be explained to you.

## **Help with your application**

It is important you contact us as early as possible by email if you would like to request reasonable adjustments so that the recruitment process runs smoothly for you.

If you do decide during the process that you do require adjustments and you have not completed all your assessments, please contact the SCS recruitment team in advance of your next assessment.

If you have any questions in advance of making your application regarding reasonable adjustments please contact the SCS recruitment team at [scsrecruitment@justice.gov.uk](mailto:scsrecruitment@justice.gov.uk).

**Do you offer a Disability Confident Scheme for Disabled Persons?**

As a Disability Confident employer, the MoJ offer an interview to disabled candidates who meet the minimum selection criteria, except in a limited number of campaigns. This could be in terms of the advertised essential skills and/or application form sift criteria. Within the application form, you will be asked if you would like to be considered for an interview under this scheme, so please make us aware of this when prompted.

# FAQs

## **Can I apply if I am not currently a civil servant?**

Yes.

## **Is this role suitable for part-time working?**

This role is available full-time or flexible working arrangements (including existing job share). If you wish to discuss your needs in more detail, please get in touch with the named point of contact in this pack.

## **Where will the role be based?**

If successful you will be based in London.

The PPO is based at the HM Government hub at 10 South Colonnade, Canary Wharf. **PPO staff are currently expected to spend a minimum of 60% of their working time at the London office or on-site visits.** The rest of the time may be spent working at home or at commuter hubs. It is possible that the requirements for office attendance may change in the future. During your induction period you may be required to attend the office more frequently to enable you to participate in core training and induction activities.

Relocation costs will not be reimbursed.

This role will also require some travel relating to on-site visits.

## **Can I claim back any expenses incurred during the recruitment process?**

Unfortunately, we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

## **Am I eligible to apply for this role?**

For information on whether you are eligible to apply, please visit [Gov.UK](https://www.gov.uk).

## **Is security clearance required?**

Yes. If successful you must hold, or be willing to obtain, security clearance to SC level. More information about the vetting process can be found [here](#).

## **Will this role be overseen by the Civil Service Commission?**

No. However, the recruitment process will still be governed by the Civil Service Commission's Recruitment Principles.

### **What do I do if I want to make a complaint?**

The law requires that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles.

Should you feel that the recruitment process has breached the recruitment principles and you wish to make a complaint, you should contact [scsrecruitment@justice.gov.uk](mailto:scsrecruitment@justice.gov.uk) in the first instance.

If you are not satisfied with the response you receive from the Department you are able to raise a formal complaint in the following order.

1. To Shared Service-Connected Ltd (0845 241 5358 (Monday to Friday 08.00 – 18.00) or e-mail [Moj-recruitment-vetting-enquiries@gov.sscl.com](mailto:Moj-recruitment-vetting-enquiries@gov.sscl.com))
2. To Ministry of Justice Resourcing ([resourcing-services@justice.gov.uk](mailto:resourcing-services@justice.gov.uk))
3. To the Civil Service Commission (<https://civilservicecommission.independent.gov.uk/contact-us/>)

### **What should I do if I think that I have a conflict of interest?**

If you believe that you may have a conflict of interest you must declare it by contacting SCS Recruitment on [scsrecruitment@justice.gov.uk](mailto:scsrecruitment@justice.gov.uk) before submitting your application

# Data Sharing

We will ensure that we will treat all personal information in accordance with data protection legislation, including the General Data Protection Regulation and Data Protection Act 2018.

## Data Sharing

To process your application your personal data will be shared with the Ministry of Justice SCS Recruitment Team, campaign Panel Members and anyone else necessary as part of the recruitment process.

### **The legal basis for processing your personal data is:**

Processing is necessary for the performance of a task carried out in the public interest. Personal data are processed in the public interest because understanding civil servant experiences and feelings about working in the Civil Service can inform decision taken to improve these experiences, and ultimately organisation performance.

Sensitive personal data is personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation.

### **The legal basis for processing your sensitive personal data is:**

1. Processing is necessary for reasons of substantial public interest for the exercise of a function of the Crown, a Minister of the Crown, or a government department: it is important to know if groups of staff with specific demographic characteristics have a better or worse experience of working for the Civil Service, so that appropriate action can be taken to level this experience;
2. Processing is of a specific category of personal data and it is necessary for the purposes of identifying or keeping under review the existence or absence of equality of opportunity or treatment between groups of people with a view to enabling such equality to be promoted or maintained.
3. Please note if you are successful in your application your sensitive personal data will be used as part of the on-boarding process to build your employee record.

For further information please see the [GDPR Privacy Notice](#)

# Diversity & Inclusion

The Civil Service is committed to attract, retain and invest in talent where it is found. To learn more, please see the [Civil Service People Plan](#) and the [Civil Service D&I Strategy](#)

## Contact us

Should candidates like to discuss the role in more detail before submitting an application, please contact **SCS Recruitment** on [scsrecruitment@justice.gov.uk](mailto:scsrecruitment@justice.gov.uk).