



Ministry
of Justice

Deputy Director, Research Insight and Analysis

HM Courts and Tribunals Service

SCS Pay Band 1

Closing Date: 23:55 on Sunday 6th September 2026

About the Ministry of Justice

The Ministry of Justice is at the centre of the justice system, with responsibility for services that are fundamental to public confidence, the rule of law and the effective functioning of society. We lead work that protects the public, supports victims, safeguards rights and enables individuals, families, communities and businesses to access justice fairly and efficiently.



As a major ministerial department, the Ministry of Justice works to protect and advance the principles of justice. Our ambition is to deliver a modern, high-performing justice system that commands confidence, responds to changing demands and works for everyone in society.

The department's work has profound national significance. It helps keep people safe, underpins fairness and due process, protects individual rights and supports the confidence on which economic activity and social stability depend. Across this broad

and complex portfolio, our priorities focus on delivering better outcomes for the public through three core strategic aims:

- Protecting the public and reducing reoffending by strengthening prison, probation and youth justice services so that punishment is effective, rehabilitation is credible and communities are safer.
- Delivering swifter and more effective justice for victims and court users through modern, efficient and resilient courts and tribunals services.
- Upholding the rule of law and sustaining a justice system that is accessible, fair and outward-looking, while supporting world-leading legal services and wider economic growth.

For further information about the Ministry of Justice and the breadth of its work, please visit: [Ministry of Justice](#)

Welcome to HM Courts and Tribunals Service (HMCTS)

Thank you for your interest in this opportunity with the HM Courts and Tribunals Service (HMCTS)

The Strategy and Analysis directorate sits at the heart of HMCTS, shaping the future direction of the organisation. We champion the vision set by the HMCTS Board and assist the Executive Team to grip challenging issues and deliver strategic outcomes.

We are responsible for providing the data, research and analysis that HMCTS needs to deliver access to justice for users and citizens. Our teams empower the organisation to

be evidence-led, providing and encouraging the use of high-quality data, insight and expertise to support effective decision-making.

The Deputy Director for HMCTS Research Insight & Analysis leads one of the four divisions in this directorate and will play a pivotal role in delivering these responsibilities. This involves working closely with HMCTS senior leaders to drive forward ministerial and judicial priorities and increasing the effectiveness and efficiency of everything we do.

You will be leading a high-capability, energised and friendly team with backgrounds in social and operational research, evaluation, modelling and forecasting.

If you have the skills, experience and motivation to take on this challenge, I would be very keen to hear from you.

Thalia Baldwin

Director, HMCTS Strategy & Analysis

The Role

Job Title

Deputy Director, Research Insight and Analysis

Location

National

All successful candidates will be appointed to the nearest viable office nearest to their home postcode. This will be at either an HQ building (subject to desk allocation), a JCC or JSO - See [Map](#)

All employees will be expected to spend a minimum of 60% of their working time in an office, (subject to local estate capacity). The MoJ is working to open more Justice Collaboration Centres and Justice Satellite Offices over time.

Please review the FAQs for further information on travel expectations and the level of flexibility associated with the role.

Salary

The salary for this role falls within the MoJ SCS Pay Band 1 range (£86,000 to £117,800).

For external candidates, the starting salary on appointment is expected to be £86,000 per annum.

Existing Civil Servants will be appointed on level transfer or promotion in line with Civil Service pay arrangements. On promotion, salary will increase either to the minimum of the SCS Pay Band 1 range or by up to 10% of current basic salary, excluding allowances, whichever is greater. Candidates appointed on level transfer will retain their existing basic salary, excluding allowances.

Contract Type

This role is offered on a permanent basis.

This role has an expected minimum assignment duration of three years,

reflecting the deliverables identified. This is an expectation rather than a contractual requirement and does not form part of your terms and conditions.

If applying as job share partners, please review the guidance here; [hub page | Civil Service Careers \(civil-service-careers.gov.uk\)](#)

The Role

HM Courts and Tribunals Service (HMCTS) is seeking an outstanding Deputy Director to lead the Research Insight and Analysis Division within the Strategy and Analysis Directorate.

This Deputy Director role provides strategic leadership and delivery oversight for HMCTS' modelling, forecasting, and research (social, behavioural, operational and evaluation), insight capability. The DD will ensure that HMCTS has robust, evidence-based insight to underpin critical decisions on resource allocation, judicial

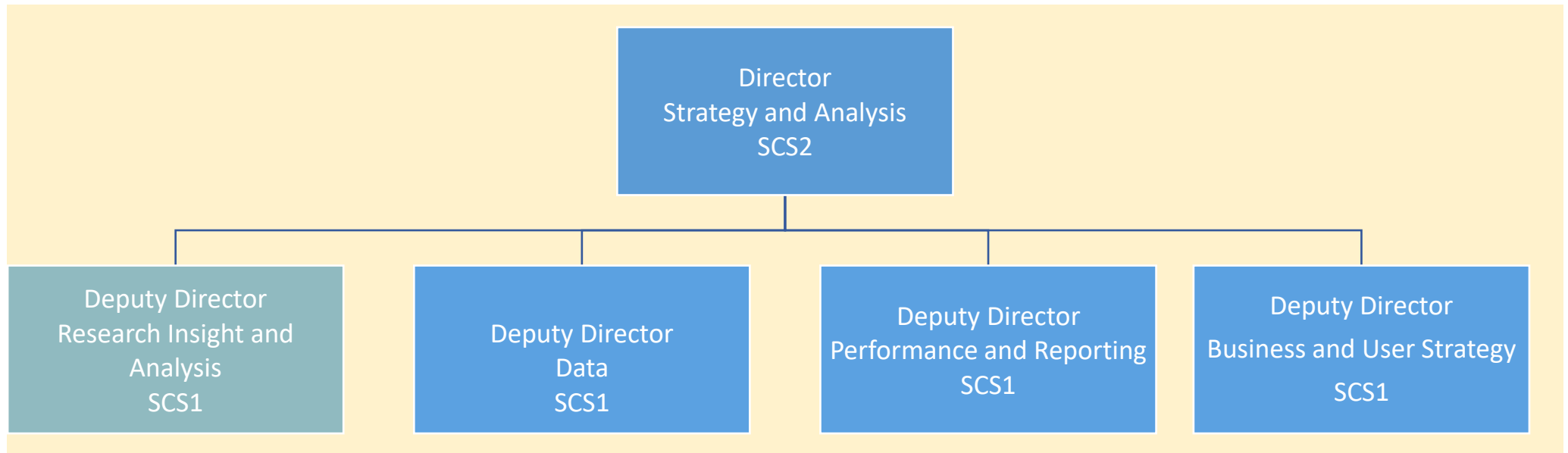
planning, operational performance and service design.

Key Responsibilities

The post-holder will:

- provide visible leadership across HMCTS and MoJ, in particular leading HMCTS' social research portfolio across crime, civil, family, and tribunals, fostering collaboration between analytical teams and with others in different professions including strategic finance, service teams, central operations, and policy colleagues.
- lead the research, evaluation, modelling and analysis HMCTS will need when developing and implementing key policy and legislative changes, including to housing dispute resolution, immigration and asylum, employment rights and the agreed recommendations from the Independent Review of Criminal Courts (IRCC).
- oversee the development and application of sophisticated techniques to create modelling that will support annual allocations, in-year organisational performance management and judicial capacity forecasting.
- develop innovative and advanced methods for embedding evidence into HMCTS services, including speech and survey analytics, data science and behavioural insight.
- own HMCTS' evaluation portfolio, ensuring HMCTS is learning from past initiatives and is set up to learn from future programmes.
- help lead the Strategy and Analysis Directorate, setting coherent strategic direction, maintaining a high-capability team and creating the conditions for a supportive team culture that prizes curiosity and collaboration.

Organogram



Person Specification

Throughout the selection process, you should provide clear evidence and examples that demonstrate how you meet the essential and desirable criteria for the role.

Later in this pack, you will find details of which elements will be assessed at each stage of the process, helping you focus your application and prepare effectively.



Essential Experience:

- Strategic skills with the ability to identify longer term outcomes, set direction and navigate through uncertainty and significant change, ideally within an operational

organisation of significant scale and complexity

- Effective, positive and visible leadership skills with the ability to motivate, inspire and develop a diverse and high performing team
- Experience of delivering a programme of high-quality analytical work, juggling competing demands from multiple senior stakeholders with flexibility, positivity and resilience
- Lead senior stakeholder and partner engagement, developing and maintaining close working relationships with a complex stakeholder landscape including external bodies, other government departments and with other justice system partners.
- Strong communication skills to manage analytical teams comprised of several different types of professional analysts and the ability to bring to life and explain difficult

and complex analysis to a diverse group of people

Technical:

- You will need to be an analytical professional of the requisite experience and need to hold (or be capable of holding) a technical specialism in one of the analytical professions (GES, GORS, GSR, GSS)

MoJ SCS Pay Band 1 Behaviours:

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

- Communicating and Influencing
- Seeing the Big Picture
- Working Together
- Making Effective Decisions

For further guidance on Behaviours and Success Profiles, please visit our [Senior Civil Service](#) web page.

The Recruitment Process

Support during the selection process

If you need support or would like to discuss any aspect of the process, please contact the SCS Recruitment Team at scsrecruitment@justice.gov.uk. We are here to help candidates engage with the process confidently and fairly.

Stages of the selection process

Internal Stakeholder Conversations

You are invited to arrange an informal conversation with Thalia Baldwin to learn more about the opportunity and the organisation before applying. This conversation is separate from the assessed process and is intended to help you make an informed decision about applying.

Application

Applications must be submitted online via the link in the advertisement for this role.

Applications must be received by **23:55 on Sunday 6th September 2026**. As part of your application, you will be asked to provide:

- Eligibility responses confirming that you meet the requirements to apply.
 - An indication of whether you wish to request reasonable adjustments during the selection process. The Disability Support section explains the support available.
 - A CV and Statement of Suitability setting out clear evidence of how you meet the **essential experience**. The Statement of Suitability should be no more than **750** words.
1. **Please note that if you do not submit both a CV and a Supporting Statement, the panel may have insufficient evidence on which to**

assess your application against the person specification.

Find out more information and guidance on our application process [here](#).

After the Application Stage

You will be informed whether your application has been shortlisted for the next stage. If shortlisted, we will contact you with full details of the next part of the process and any preparation required.

Due to the anticipated volume of applications, we are unable to provide feedback to candidates who are not shortlisted. Candidates who are shortlisted and attend interview will be offered verbal feedback from a member of the 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 5-minute presentation based on a topic that will be provided in advance. The interview and presentation will last approximately 45 minutes.

What is being assessed?

Behaviours, as listed on page 7

Technical skills:

- Technical skills will be tested via the presentation at interview stage. The topic will be given to candidates one week in advance of their interview.

After the Panel Interview

Following the interview stage, the panel will consider all evidence and identify the appointable candidate. Candidates will be notified of the outcome as soon as possible after interviews conclude. If you are not appointed but meet the required standard, you may be invited to have your details retained on a merit list for future SCS opportunities.

Guidance for Writing your Statement and CV

As part of your application, you will be asked to submit a CV and Statement of Suitability. Together, these should provide clear evidence that you meet the essential criteria set out in the Person Specification. Read the role information carefully and address each essential criterion with relevant evidence. Focus on your most significant and recent achievements, making clear the context, scale of your contribution and the impact you delivered.

When preparing your Statement of Suitability, it may help to:

- Present your evidence clearly so the panel can see how your experience aligns to the essential criteria.
- Use recent, relevant examples that show the scale of your responsibilities, the complexity you handled and the outcomes you achieved.

Using AI in your application

Artificial Intelligence may help you shape or refine your application, but everything you submit must be accurate, authentic and based on your own experience. Examples should reflect your personal contribution and judgement. Applications may be withdrawn where content is

misleading, plagiarised or not the candidate's own work. Internal candidates may also 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

Please ensure your CV and Statement of Suitability are name-blind. Remove personal information that is not relevant to the assessment of your suitability for the role, for example;

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

This supports a fair and objective assessment by enabling the panel to focus on your evidence, capability and potential rather than personal identifiers.

For more information and guidance on how to write your Statement and CV please visit the [Senior Civil Service](#) web page.

Civil Service Behaviours

What are Behaviours?

The Civil Service recruits using [Success Profiles](#). Behaviours are one element of that framework and help assess how candidates demonstrate the leadership qualities, judgement and ways of working needed to succeed in the role.

For this campaign, the behaviours most relevant to the role will be assessed during the interview stage of the process. The descriptions below are included to help you understand what each behaviour looks like in practice.

Communicating and Influencing

You communicate clearly and with confidence, both verbally and in writing. You are open, honest and transparent in your communications. You communicate effectively with internal and external senior stakeholders to present information in a convincing and influential manner. You tailor your

communication methods and content to the audience, simplifying strategic messages.

Seeing the Big Picture

You understand the wider context of the organisation's work, considering the political, social, economic, and technological environment both currently and in the future. You create and implement strategies to achieve the organisation's aims and meet the needs of the public. You promote the organisation externally, advocating positive outcomes for the sector you operate within. You motivate staff by ensuring they understand how their work fits into the big picture.

Working Together

You work collaboratively to achieve outcomes both within your area of responsibility and across the organisation. You create a supportive working environment where all opinions are considered, and individuals are valued for their expertise and unique

contribution. You proactively maintain relationships with peers and external senior stakeholders and utilise these to achieve positive outcomes.

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.

For further guidance on Behaviours and Success Profiles, please visit our [Senior Civil Service](#) web page.



Expected Timeline

We will aim to offer as much flexibility as possible; however, it may not always be feasible to provide alternative dates for assessments or interviews. We therefore encourage candidates to review the timetable carefully and keep the relevant dates available where possible. Please note that the timetable may be subject to change.

The anticipated timetable is as follows:

Advert Closing Date	23:55 on Sunday 6 th September 2026
Outcome of CV and Statement of Suitability	Week commencing 21 st September 2026
Panel Interview and Presentation	Week commencing 5 th October 2026

Working at the Ministry of Justice



The Civil Service Code

The Civil Service Code sets out the values and standards expected of all civil servants. Issued by the Prime Minister as Minister for the Civil Service, it is founded on four core principles—integrity, honesty, objectivity and impartiality—and forms part of the contractual relationship between civil servants and their employer.

Equality, Diversity, Inclusion and Wellbeing

The Ministry of Justice offers senior leaders the opportunity to lead work of national importance in an organisation defined by public purpose, integrity and visible impact. Our values—purpose, humanity, openness and together—shape a culture of pace, integrity and inclusive leadership. We are committed to a diverse, high-performing workplace that reflects the society we serve, where different perspectives, wellbeing, belonging and sustainable leadership matter.

Benefits

As part of the Ministry of Justice, you will benefit from a competitive package that supports your wellbeing, flexibility and longer-term career development, including:

Pension

You will have access to the alpha pension scheme, which includes a 28.97% employer contribution and comparatively low member contributions by public sector standards.

The Civil Service Pension Scheme is a significant part of the overall reward package, offering long-term security and valuable benefits for you and your family. Further details are available at

www.civilservicepensionscheme.org.uk.

Generous Annual Leave and Bank Holiday Allowance

You will receive 25 days' annual leave on entry, rising to 30 days after five years' service, in addition to 8 public holidays and a day of paid privilege leave to mark the King's Birthday.

Flexible Working

We support flexible and hybrid working where this aligns with the needs of the role and the business, helping leaders balance impact, collaboration and personal wellbeing.

Further information on benefits, including pension, leave and Equality, Diversity, Inclusion and Wellbeing support, is available on our [Senior Civil Service](#) web page.

Disability Support

Do you offer a Disability Confident Scheme for Disabled Persons?

As a Disability Confident employer, the Ministry of Justice is committed to creating a recruitment process that is fair, accessible and inclusive. In most campaigns, disabled candidates who meet the minimum selection criteria will be offered an interview. You will be able to indicate on the application form whether you would like to be considered under this scheme.

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

We want every candidate to be able to take part in the selection process on a fair and equitable basis. For senior roles, that means giving you the opportunity to demonstrate your experience, judgement and leadership capability fully, with reasonable adjustments in place where needed.

If you would like to request support or discuss an adjustment in confidence, please indicate this on your application form by selecting 'yes' to reasonable adjustments and responding to the Reasonable Adjustments Scheme team by email. We encourage you to raise any requirements as early as possible so that arrangements can be put in place in good time.

How we can support you

A range of reasonable adjustments can be considered across the selection process, depending on your circumstances and the nature of the assessment. Our aim is to work with you to identify support that enables you to take part with confidence and on an equal footing.

Examples may 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.

These examples are illustrative rather than exhaustive. Appropriate support will depend on your individual circumstances, and each request will be considered thoughtfully and on its own merits.

We will make every reasonable effort to provide the adjustments requested. Where a particular adjustment is not possible, we will explain this clearly and work with you to explore appropriate alternatives wherever we can.

Help with your application

If you think you may need an adjustment, we encourage you to contact us as early as possible so arrangements can be made with sufficient notice, and support can be tailored to your needs.

If your circumstances change during the process, or you identify a need for support after applying, please contact the SCS Recruitment team in advance of your next assessment wherever possible.

If you have any questions before applying about reasonable adjustments, please contact the SCS Recruitment team at scsrecruitment@justice.gov.uk. We will be happy to help.

Diversity and Inclusion

At the Ministry of Justice, we believe inclusive, respectful and high-performing workplaces are essential to delivering better outcomes for the public.

We want talented people from every background to feel welcomed, valued and able to succeed here.

That commitment shapes how we recruit, develop and support our people—and helps create an environment where diverse perspectives strengthen leadership, decision-making and impact.



We know the strongest leadership teams reflect the diversity of the society they serve. That is why we are committed to building an inclusive Civil Service where talented people from all backgrounds can thrive, contribute and lead with confidence.

Our Diversity and Inclusion Strategy focus on creating a Civil Service that:

- draws on the broadest possible range of talent, experience and perspective
- is visible, accessible and open to people from all backgrounds
- supports flexible, inclusive ways of working that help people and performance flourish
- attracts, develops and retains exceptional leaders at every stage of their career

For executive candidates, this means joining an organisation that values inclusive leadership, sees difference as a strength, and is committed to creating the conditions for diverse talent to succeed, influence and shape outcomes of national importance.

FAQs

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

Yes. This role is open to both internal and external applicants.

Is this role suitable for part-time working?

This role is offered on a full-time basis. Flexible working options, including job share, may be considered where they align with business need.

Where will the role be based?

If appointed, your base location will be National.

Please note that relocation expenses will not be payable.

The role will also require travel to London.

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

Expenses incurred during the recruitment process will not usually be reimbursed, except in exceptional circumstances.

Am I eligible to apply for this role?

For further guidance on eligibility to apply for this role, please refer to [GOV.UK](https://gov.uk).

Is security clearance required?

Yes. If successful, you will be required to obtain security clearance to SC level, if you do not already hold it. Further information about the vetting process can be found [here](#).

Will this role be overseen by the Civil Service Commission?

No. However, this recruitment campaign will be conducted in accordance with the Civil Service Commission's Recruitment Principles.

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

All appointments to the Civil Service must be made on merit, on the basis of fair and open competition, and in line with the [Civil Service Commission's Recruitment Principles](#).

If you believe these principles have not been followed and wish to make a complaint, you

should first contact

scsrecruitment@justice.gov.uk.

If you are not satisfied with the response, you may escalate your complaint in the following order:

1. Shared Services Connected Ltd (0845 241 5358, Monday to Friday, 08:00 to 18:00, or (Moj-recruitment-vetting-enquiries@gov.sscl.com))
2. Ministry of Justice Resourcing (resourcing-services@justice.gov.uk)
3. Civil Service Commission (civilservicecommission.independent.gov.uk/contact-us)

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

If you believe you may have a conflict of interest, you must declare this before submitting your application by contacting the SCS Recruitment team at scsrecruitment@justice.gov.uk.

Data Sharing

We will handle your personal information with care and in line with applicable data protection law, including the UK General Data Protection Regulation and the Data Protection Act 2018.

Data Sharing

To administer your application, your personal data will be shared only with the Ministry of Justice SCS Recruitment Team, panel members and others directly involved in the recruitment process where necessary.

The legal basis for processing your personal data is:

- Processing is necessary for the performance of a task carried out in the public interest. In practice, this supports the fair and effective administration of recruitment and helps the Civil Service improve candidate and employee experience.
- Sensitive personal data includes information such as racial or ethnic origin, religious beliefs, trade union membership, health data and other special category data protected by law.
- Processing may be necessary for reasons of substantial public interest, including the exercise of functions by the Crown, a Minister of the Crown or a government department, and to understand whether different groups experience the Civil Service differently so that appropriate action can be taken.
- Processing may also be necessary to identify or review equality of opportunity and treatment between groups, with a view to promoting or maintaining that equality.
- If you are successful, relevant sensitive personal data will also be used during onboarding to create your employee record.
- For further information please see the [GDPR Privacy Notice](#).

Contact Us

Should candidates wish to discuss the role in more detail before submitting an application, please contact **SCS Recruitment** on scsrecruitment@justice.gov.uk

