

Candidate Information Pack

# **Executive Director, Youth Custody Service**

**His Majesty's Prison and Probation Service**

**SCS Pay Band 2**

**Closing Date: 23:55 on Sunday 6<sup>th</sup> July 2025**

# Introduction

## Welcome to HM Prison and Probation Service

“Thank you for your interest in the Executive Director, Youth Custody Service role”

We currently have responsibility for approximately 500 children and young people located in Secure Children’s Homes, Secure Training Centre, Secure School and Young Offender Institutions across England and Wales. The children in our care have complex needs and can present very challenging behaviour. Our duty is to look after them safely and to help and support them to grow and develop as individuals who can make a positive contribution to society.

The YCS vision is to work together to make sure every child in our care is safe, supported and strives for a better future, to reduce reoffending and protect the public.

A key aspect of the role will be delivering against the YCS Strategy building on progress in key areas to reduce violence and increase education and learning opportunities, driving the roadmap improvements to the current YOI estate and overseeing major projects to change the future estate. The role will require dedicated support to the committed people working in the youth estate.

The role will require you to collaborate and work effectively with a wide range of stakeholders, including colleagues in the Ministry of Justice, the NHS, the Youth Justice Board (who act as independent advisers to the Secretary of State on Youth Justice matters); statutory partners (including law enforcement, local authorities and the Children’s Commissioner); and third sector partners (such as children’s societies and advocacy groups).

You will also have direct and regular engagement with Ministers, reporting to them on the performance of the Youth Custody Service on behalf of the Agency. You will need to learn from and respond to a high level of scrutiny through close working with HMIP, Ofsted and other scrutiny bodies.

We particularly encourage applicants from diverse backgrounds. If you’d like to play a major part in a key delivery role, please get in touch.

Best wishes,

Michelle Jarman-Howe, Director General Operations, HMPPS

## 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 HM Prison and Probation Service

His Majesty's Prison and Probation Service (HMPPS) is an executive agency of the Ministry of Justice (MoJ). As set out in our Business Strategy, our vision is to work together to protect the public and help people lead law-abiding and positive lives. The strategy sets out the outcomes we will achieve to deliver the vision, and the principles we will work to in doing so.

More information can be found at HM Prison and Probation Service - GOV.UK ([www.gov.uk](http://www.gov.uk))

HMPPS work with our partners to carry out the sentences given by the courts, in both custody and the community, and to reduce reoffending by supporting the rehabilitation of people in our care. The Agency directly manages public sector prison and probation services (His Majesty's Prison Service and the Probation Service respectively). A small

headquarters is focused on providing operational support service and contract manages private sector providers who provide offender management services in both custody and community

# About the role

## Job Title

Executive Director, Youth Custody Service

## Location

National

The MoJ is working to open more Justice Collaboration Centres and Justice Satellite Offices over time. Click [here](#) to learn more about where our currently open Justice Collaboration Centres and Justice Satellite Offices are, to identify where you may be based

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 PB2 range

External candidates should expect their salary upon appointment to be £100,000 - £120,000 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

Reporting to the Director General for Operations, the Executive Director for the Youth Custody Service is a member of the HM Prison and Probation Higher Leadership Team (HLT), the Agency Board, and has direct accountability for the management of children (aged 10-18) detained in custody in England & Wales by the Court.

The role includes direct line management responsibility for three Deputy Directors, and through them direct management of three Youth Offender Institutions, the contract management of a privately-run STC, oversight of a discrete children's unit in a privately operated adult site, the management of commissioned places in local authority operated Secure Children's Homes, and the operation of a Secure School run by a charity.

## **Key Responsibilities**

- Accountability for ensuring a safe, secure and decent living environment for children in the custody of the Youth Custody Service
- Accountability for developing a child first ethos across the Youth Custody Service with an emphasis on educational attainment and personal social development
- Accountability for the performance of the Youth Custody Service, including making best use of resources, driving change, and implementing business improvements
- Providing safe and effective services for vulnerable children in our care complying with our statutory responsibilities to safeguard them
- Providing strong and effective leadership of 1500 colleagues across YCS sites and Headquarters teams
- Providing effective monitoring and performance management of contracts with private and social sector providers of Youth Custody services and with the Local Authority providers of Secure Children's Homes
- Providing sound financial oversight and governance in relation to the Youth Custody Service
- Integrate and share practice and learning between all sectors of delivery in Youth Custody
- Delivering strategic priorities of the Youth Custody Service to improve the care we provide for young people and the outcomes we achieve for them
- Provide professional support for the DG Operations, as well as Ministers relating to Youth Custody
- Represent HMPPS as a senior leader across the Civil Service, working collaboratively with colleagues, notably in DfE and Health, and more widely

- Develop work which supports the Agency in tackling disproportionate outcomes for staff and offenders across all protected characteristics by improving collaborative relationships across HMPPS

## **Youth Custody Service Estate**

- Direct management of three Youth Offender Institutions (YOIs)
  - Feltham A
  - Werrington
  - Wetherby
- Provide direct management and oversight of the operation of Feltham B, a small Category C adult training prison
- Oversight of the Young Person Unit run by G4S at HMP Parc
- Contract management of privately-run STC – Oakhill
- Management of commissioned places in Secure Children's Homes
- Oversight of a Secure School operated by a charity.

# Person Specification

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

In the Recruitment Process Section, you can find more about what is being assessed at which stage of the process.

## Essential criteria

- A track record of strong leadership including experience of leading large, geographically dispersed staff groups across multiple business units and of delivering significant organisational change and improvement
- Significant senior operational delivery experience, in custodial management or secure care, preferably with children/young people, with an ability to think strategically and develop innovative and practical solutions to the management of complex operational and strategic issues
- Success in building and developing effective partnerships, negotiating with and influencing senior and other stakeholders to enable delivery of a complex range of goals
- Proven ability to effectively manage budgets and contracts and deliver value for money
- A strong understanding and experience of strategic planning and delivery, including ideally SRO / Programme Management
- An understanding of and commitment to equalities and diversity in employment and service delivery.

## Civil Service Success Profiles

You will also be assessed against the following behaviours at interview stage:

- Leadership
- Communicating and influencing
- Working together
- Making Effective Decisions
- Seeing the bigger picture
- Changing and improving

Further information about the Civil Service Behaviours Framework and their definitions can be found here: <https://www.gov.uk/government/publications/success-profiles/success-profiles-civil-service-behaviours>

# The Recruitment Process

## Recruitment 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

### Application

To apply for this post, you will need to complete the online application process accessed via the advertisement listed for this role.

This should be completed no later than **23:55 on Sunday 6th July 2025** and will involve uploading the two documents outlined below:

Document details:

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
2. A **Statement of Suitability** (no more than 1000 words) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.
3. As part of the application process, you will be required to complete your diversity information. All monitoring data will be treated in the strictest confidence and will not be provided to the selection panel. We capture this information to monitor our internal vacancy filling processes with a view to ensuring that we continue to build a talented workforce with diverse perspectives and backgrounds.
4. In addition to diversity information, you will be asked whether you wish to apply for the role as part of the Disability Confident Scheme. For more information about the scheme, please see the FAQs section.

Please submit and complete all of the documents listed so that the panel will have all the required information on which to assess your application against the criteria in the person specification. Please note failure to submit a CV and Statement of Suitability will result in your application not being considered for this role

## Selection Panel

Paul Kernaghan, a Civil Service Commissioner, will chair the process. The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.
- Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty – and forms part of the relationship between civil servants and their employer.

More detailed information can be found on the [Civil Service Commission website](#).

In addition to Paul Kernaghan, the other panel members will be:

- Michelle Jarman-Howe, Interim DG Operations
- Ed Cornmell, Executive Director Long Term High Security Estate
- TBC

## Internal Stakeholder Conversations

You are invited to arrange an informal discussion with Ed Cornmell to learn more about the role and the organisation before applying.

### What is being assessed at application stage?

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**.

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

## Shortlist

The panel will assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out on **page 7**.

Shortlisted candidates will be advised of the outcome as soon as possible following the shortlist meeting. Feedback will only be provided if you attend an interview or assessment.

## 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.

Feedback will only be provided if you attend an interview or assessment.

### **Assessment**

If you are shortlisted, you will be asked to take part in a series of assessments which could include psychometric tests and a staff engagement exercise. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

You may also have the opportunity to speak to Michelle Jarman-Howe, prior to the final interview to learn more about the role and the organisation. Please note this is not part of the formal assessment process.

You will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the Person Specification. Please note, you may be asked to complete a presentation on a topic chosen by the panel at interview stage.

Full details of the assessment process will be made available to shortlisted candidates.

### **Offer**

Regardless of the outcome, we will notify all candidates as soon as possible after the final interview

## **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:

- Group evidence of the same experience together 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.

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 6<sup>th</sup> July 2025.

### **Shortlist Meeting**

Week commencing 14<sup>th</sup> July 2025

### **Assessments – Staff Engagement Exercise**

Week commencing 21<sup>st</sup> July 2025

### **Interviews**

Week commencing 4<sup>th</sup> August 2025

# FAQs

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

Yes. This role is open to suitably qualified people in the external market and to existing civil servants and those in accredited Non-Departmental Bodies, however applicants must have substantial experience in an operational delivery role, ideally a custodial environment or secure care, preferably in with children and young people.

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

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

## **Will the role involve travel?**

Regular travel to London will be required.

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

If successful you will be based in one of our offices across England and Wales at least three days per week. Travel to London, frontline delivery sites and other locations in England and Wales will also be required on an occasional/frequent basis.

Relocation costs will not be reimbursed.

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

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

## **What are the nationality requirements for this role?**

This job is broadly open to the following groups:

- UK nationals
- Nationals of the Republic of Ireland
- Nationals of Commonwealth countries
- Nationals from the EU, EEA or Switzerland with (or eligible for) status under the European Union Settlement Scheme (EUSS)
- Relevant EU, EEA, Swiss or Turkish nationals working in the Civil Service

- Relevant EU, EEA, Swiss or Turkish nationals who have built up the right to work in the Civil Service
- Certain family members of the relevant EU, EEA, Swiss or Turkish nationals

For further information on whether you are eligible to apply, please visit Gov.UK

### **Reserved for UK Nationals**

Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens, this is **not** a reserved post.

### **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](#).

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

We welcome and encourage applications from all candidates and 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. We are also able to provide support to candidates who require adjustments to the assessment process due to more temporary difficulties (e.g. linked to a recent injury).

We will ask you within your application form if you would like to request reasonable adjustments. 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.

We understand that the support requested will be unique to every candidate and we will work with you to help you to identify your individual requirements.

We make reasonable adjustments so that all candidates are given a fair opportunity to undertake the recruitment process. Therefore, disclosing information regarding your disability or access requirements will have no impact on the outcome of your application, regardless of your request or the role you have applied to.

### **How we can support you**

There are many types of reasonable adjustments that can be made during assessment processes, and the type or combination you choose to request will depend on your individual requirements.

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;
- Coloured overlays or different fonts for assessment materials.

This is not intended to be an exhaustive list but rather some examples.

Whilst we aim to confirm all adjustments requested, there may be occasions where this isn't possible. For example, if a candidate were to request that they are not assessed on a specific behaviour outlined in the job advert this would not be possible because the behaviour has been identified as important for the job role and all candidates are assessed against this criterion. If an adjustment cannot be provided, the reasons for this will be explained to you during your contact with the reasonable adjustment scheme team

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### **Help with your application**

During the application process, we will ask you if you require reasonable adjustments. It is important you tell us as early as possible 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 need any help with your application, 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?**

Disabled applicants who meet the minimum selection criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Disability Commitment, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability.

### **Do you offer a Guaranteed Interview Scheme for Veterans?**

Yes. Veteran applicants who meet the minimum selection criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Great Place to Work for Veterans scheme, you should complete the relevant section of the online application

### **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.

The Civil Service Code sets out the standards of behaviour expected of Civil Servants.

We recruit by 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?**

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department.

If you believe that you may have a conflict of interest, please contact SCS Recruitment on [scsrecruitment@justice.gov.uk](mailto:scsrecruitment@justice.gov.uk) before submitting your application.

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

Yes. As this role is one of the more senior posts within the Civil Service, a Commissioner will oversee the recruitment process and chair the selection panel. More detailed information can be found on the Civil Service Commission [website](#).

## **Benefits of working for HMPPS**

Whatever your role, we take your career and development seriously and want to enable you to build a really successful career with the HMPPS and wider Civil Service. It is crucial that our employees have the right skills to develop their careers and meet the challenges ahead, and you'll benefit from regular performance and development reviews to ensure this development is ongoing. As a HMPPS employee, you'll be entitled to a large range of benefits

### **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 Ministry of Justice 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. For SCS 1 roles, you will start with a base salary of £76,000. In addition, through automatic enrolment to the Civil Service Pension Scheme, we will contribute £22,000 to your pension, providing a total reward package of £98,000.

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.

# 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 wherever it is found. To learn more please see the [Civil Service People Plan](#) and the [Civil Service D&I Strategy](#).

**The Civil Service Code sets out the standards of behaviour expected of civil servants.**

We recruit by 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 you are able to raise a formal complaint in the following order.

1- To Shared Service-Connected Ltd (0845 241 5358 (Monday to Friday 8am - 6pm) or e mail Moj-recruitment-vetting-enquiries@gov.sscl.com);

2- To Ministry of Justice Resourcing (resourcing-services@justice.gov.uk);

3- To the Civil Service Commission  
(https://civilservicecommission.independent.gov.uk/contact-us/)

## 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).