



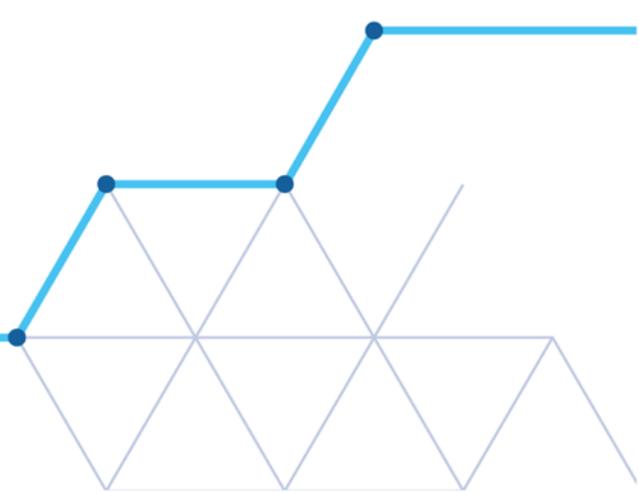
Ministry  
of Justice

# Estates Directorate

## Sustainable Operations Strategy

March 2018

Protecting and advancing the principles of justice





Ministry  
of Justice

**Estates Directorate**  
Sustainable Operations Strategy

**Version control**

<b>Policy name:</b>	<b>Sustainable Operations Strategy</b>
Version:	V1.1
Date published:	March 2018
Policy owner:	Carl von Reibnitz
Authors:	John Cole and Claire Soroczynski
Consultation:	Defra and BEIS
Next review date:	March 2019

**Version history**

<b>Version</b>	<b>Date</b>	<b>Reason for change</b>
V0.1 A	01/08/2017	New template
V0.1 CvR	23/10/2017	Amendments
V0.2	25/10/2017	Updates
V.1.0	3/11/2017	Updates
V1.1	13/12/2017	Updates

## Contents

<b>1. Purpose and Scope</b>	<b>2</b>
<b>2. Governance and Accountability</b>	<b>4</b>
<b>3 Our Objectives</b>	<b>5</b>
Carbon emissions	5
Carbon emissions from travel	6
Greenhouse gases, non-gaseous and other ozone-depleting substances	6
Waste and recycling	7
Water	7
Wood	8
Paper	8
Food and hospitality	9
Climate change adaptation	9
Biodiversity and horticulture	10
Offender rehabilitation and other social considerations	11
Built heritage	11
<b>4. Monitoring and auditing</b>	<b>11</b>
<b>5. Communication and training plan</b>	<b>11</b>
<b>6. Further Information</b>	<b>12</b>
Associated documentation	12
<b>Annex A: Ministry of Justice: Greening Government Targets to 2020</b>	<b>13</b>
<b>Annex B: Ministry of Justice bodies contributing to GGC</b>	<b>14</b>

---

## 1. Purpose and Scope

### 1.1 This Strategy:

- Sets out the Ministry of Justice (MoJ)'s aims and objectives for improving the sustainability of its estate and operations, in line with the Greening Government Commitments (GGCs) for 2016–20 (**Annex A**).
- Applies to the key organisational units we report on: Her Majesty's Prison and Probation Service (HMPPS), Her Majesty's Courts and Tribunal Service (HMCTS) and HQ, as well as MoJ's arm's length bodies and other organisations who contribute to GGC (**Annex B**).
- Will be reviewed and updated at the end of the GGC reporting period or following any changes to these arrangements.
- Is supported by a set of policies, strategies and guidance notes.

### 1.2 This Strategy provides a framework for meeting the Greening Government Commitments and Climate Change Adaptation. It will enable MoJ to:

- Comply with all relevant Acts of Parliament, Statutory Instruments, Codes of Practice and any other international Agreement, Protocol or Treaty to which the UK is signatory.
- Apply best practice in managing its estates by ensuring, as far as possible, that: departmental land does not pose an actual or potential threat to human health or the environment, for example from contamination of the soil, ground water and surface water, from buildings and building materials and from the migration of gases.
- Manage properties in accordance with the principles of high performing property asset management by ensuring efficient use of space and adopting flexible desking and working initiatives wherever appropriate, and to support sustainability.
- Minimise the use of energy, water, paper and other resources – particularly those which are scarce or non-renewable, whilst providing a safe and comfortable working environment.
- Reduce the amount of waste produced on the estate; helping to ensure we dispose of waste in a manner that promotes sustainable waste management; and using refurbished and recycled products and materials, wherever they meet business need and represent value for money.
- Develop and maintain effective systems to monitor, measure and assess our use of resources and the environmental impacts of our operations.
- Help to minimise systems or emissions from systems that have a detrimental impact on the local or global environment, including but not limited to substances that have a high global warming potential.
- The Ministry adheres to the **Government's Buying Standards** and Cabinet Office guidance for all procurements. We seek to use the most sustainable products and services, subject to practical and whole life value for money considerations.

- Help to ensure that, wherever feasible, procurement of goods derived from natural sources such as timber (etc.), come from sustainable sources and comply with EU and international trading rules such as the Convention on International Trade in Endangered Species (CITES) and meet Government Buying Standards.
- Help to ensure that the Ministry's buildings are designed, constructed, refurbished and managed to maximise their sustainability.
- Help to ensure that the Ministry's contracts and systems, especially those that are estate related (such as facilities management and project management contracts and processes), are designed and managed to embed sustainability and maximise performance improvements.
- Educate, train and motivate our colleagues, stakeholders, supply chain and end users to work in a sustainable manner and to support others to do the same.
- Play a full part in seeking and encouraging new sustainability ideas and initiatives.
- Communicate our sustainable operations strategy and best practice across the department (including best available scientific advice).

## 2. Governance and Accountability

- 2.1 At a corporate level in MoJ, responsibility for this strategy is shared between:
- Rory Stewart OBE MP, the Ministry of Justice Sustainable Development Minister
  - Richard Heaton, Permanent Secretary
  - Matthew Coats, Sustainability Champion
  - Andy Mills, Director of Estates
- 2.2 The Ministry has a system of governance in place with accountability at Senior Civil Service (SCS) level, through the Senior Sustainability Board. This includes the Director of Estates, Chief Commercial Officer and Chief Operating Officer. Our Sustainable Development Champion, the Chief Operating Officer, has sustainability in his objectives. Sustainability is also reported in the Ministry's Single Departmental Plan.
- 2.3 The Director of Estates sends a monthly Greening Government Commitments performance report to the Chief Operating Officer.
- 2.4 The Permanent Secretary will be updated on a bi-annual basis on the sustainable operations performance of the Ministry.
- 2.5 The MoJ Sustainability team is responsible for affecting change and seeking sustainability improvements. It also is responsible for coordinating, monitoring and reporting on sustainable operations activities. It will:
- Identify and implement changes on the estate and across MoJ's operations to reduce carbon emissions and deliver the wider GGC targets.
  - Manage and analyse data, monitor and target performance.
  - Publish quarterly reports on GGC performance and biodiversity to Strategic Assessment Management Board and others as required.
  - Provide GGC data to Defra on a quarterly basis.
  - Provide contributions to the departmental annual report, including HMPPS and HMCTS.
  - Manage Carbon Reduction Commitment requirements.
  - Provide ad hoc advice as required including support on wider sustainability issues.
  - Support where feasible individual business areas' specific sustainability requirements.
  - Use good quality communications to affect change, influence and change behaviour of relevant staff, supply chain and other stakeholders.
  - Seek to maximise opportunities to use biodiversity work to provide opportunities for offender rehabilitation, through learning and development on the HMPPS estate.
- 2.6 All individuals working on the estate or on behalf of MoJ, whether staff or contractors, are expected to follow the principles of this strategy, and any related guidance.

### 3 Our Objectives

3.1 We aim to meet these high-level commitments listed below.

#### Carbon emissions

3.2 We will meet the government target of:

- Reducing carbon emissions across the estate as agreed, periodically with BEIS and set out in GGC, or subsequent measures.

3.3 MoJ has adopted the low carbon hierarchy:

1. Measurement of energy consumption and carbon emissions
2. Analysis of energy consumption and act on information
3. Energy Conservation opportunity identification and implementation
4. Energy Efficiency
5. Renewable Energy

3.4 Reducing our carbon emissions will be realised by reducing our overall demand for energy, improved processes and behaviour change. Our plans include, but are not limited to:

- Reducing the size of the estate and better utilisation of the remaining buildings.
- Selecting and using energy efficient buildings, equipment and controls, for example through the Government Buying Standards.
- Improving thermal performance.
- Improvements in technology reflected in MoJ's Technical Standards.
- Undertaking pilot projects, lessons learned and post project evaluations.
- Educating key stakeholders, estates staff, FM providers and end-users.
- Developing better processes for data collection, benchmarking and monitoring and targeting.

3.5 Where feasible the remaining energy demand will come from Low or Zero Energy sources.

3.6 We recognise that decarbonisation of the national energy infrastructure and new innovative technologies will also play an important role in MoJ delivering this strategy.

3.7 Our full plans are set out in the Carbon and Energy Reduction Strategy 2017.

**Carbon emissions from travel**

- 3.8 We will meet the cross-government target of reducing carbon emissions from UK Travel and reducing domestic flights. We will:
- Seek to improve the availability of video conferencing, and Skype for business.
  - Ensure that sustainability is taken account of when reviewing staff travel and subsistence rules and mileage rates.
  - Increase the number of low emission fleet vehicle and look to improve the operating performance of battery powered and hybrid-powered vans to support the ultra-low emissions fleet 25% target by 2022.
  - Consider the most sustainable option for conducting business and, wherever practical, follow the travel hierarchy set out below:



**Greenhouse gases, non-gaseous and other ozone-depleting substances**

- 3.9 We will manage other greenhouse gas emissions and ozone depleting substances by:
- Meeting the requirements of the Requirements of the 2014 EU fluorinated greenhouse gas (F gas) regulation, including phasing out HFCs, and product bans.
  - Buying more environmentally acceptable alternatives, when the opportunity arises, where it is safe, cost-effective and technically feasible to do so.

Guidance can be found [here](#).

## Waste and recycling

3.10 We will ensure that all waste is treated in accordance with legislation and best practice guidance and that all staff are encouraged to reduce, reuse and recycle wherever opportunities or facilities exist. We will meet the cross-government targets by:

- Reducing total waste.
- Minimising landfill waste.
- Increasing the proportion of waste which is recycled.
- Minimise the use of single use plastics.

3.11 To achieve this, we will continue to promote the efficient use of resources across by following the waste hierarchy set out below:



3.12 We will ensure that our Facilities Management staff and contractors provide the appropriate recycling facilities for staff. We will ensure that all project mandates for new build and refurbishment works include a requirement to use our online reuse portal – [WARP-IT](#)

## Water

3.13 We will meet the GGC requirement to reduce water consumption. To help achieve this, we will seek the early identification of water leaks. We will also seek to reduce water consumption by following best practice guidance, specifying the use of water-efficient appliances and equipment. We will also install more smart meters and efficient technologies such as water harvesting where practical and economical to do so.

3.14 We will also:

- Reduce and work towards eliminating, the provision of bottled mineral water and to instead provide tap water at meetings, for staff and other hospitality requirements.
- Ensure that our activities do not cause damage to water supplies, groundwater or other natural water courses.

## Wood

- 3.15 We will ensure that all wood procured complies with the Government's timber procurement policy (TPP) to prove legality and sustainability.
- 3.16 We will apply **Government Buying Standards** to ensure sustainable timber use, and appropriate **documentation** will be required to confirm that timber is either Category A: a recognised certification scheme or Category B: other evidence of legality and sustainability.
- 3.17 We will follow guidance as applicable from the **Central Point of Expertise on Timber** (CPET). We will also put procedures in place to monitor timber procurement policies and exchange information and examples of best practice with other government departments and agencies.

## Paper

- 3.18 We will meet the cross-government targets to reduce paper consumption by encouraging the use of alternative technologies and electronic media where practical by:
- Ensuring that we digitise our current paper based processes as technology evolves.
  - Printing emails and documents only when necessary, through a pin to print strategy.
  - Ensuring the relevant settings are enabled to allow for double sided printing and copying and/or printing of more than one page per sheet.
  - Greater uses of computer applications for reviewing and commenting on draft documents.
- 3.19 We will also reduce the environmental impact from our paper use by:
- Meeting the **Government Buying Standards for paper**.
  - Using 100 per cent recycled paper for all work not requiring specialist paper (e.g. printed publications).
  - Ensure that, when sealing is necessary, water based varnishes are used wherever possible and material is bound using materials that do not inhibit recycling practices.

## Food and hospitality

3.20 We will ensure that all catering and hospitality arrangements are fully aligned with the **Government's Buying Standards for Food**, We will also adopt other sustainable food and catering guidance as appropriate,<sup>1</sup> including **Defra's Balanced Scorecard**.

## Climate change adaptation

3.21 We design, construct and maintain prisons to provide a decent, safe and secure environment for staff and prisoners. MoJ keeps the design of prisons under continual review, looking to improve its provision by incorporating emerging best practice. This includes specifically mitigating the risk of overheating in prison buildings. MoJ existing prison estate allows control of temperature to guard against overheating by both natural and mechanical means.

3.22 To counteract potential overheating problems the Ministry's Estates Directorate is:

- Replacing problematic Building Management Systems.
- Conducting research into positioning prison facilities to avoid solar gain; physical means of reducing solar gain in prison such as brise-soleils and solar film across windows; new and different types of window.
- Allowing prisoners control over levels of heating in their cells.
- Looking at how we can integrate solar collection within the roof structure and develop our 'buildings as power stations'.

3.23 Future climate conditions will be considered when managing the built and natural environment of our estate, and where necessary and operational practicable, adaptation plans will be implemented, to protect the environmental value of the site and its operational security. We are working with our client and design advisors to incorporate Centre for Climate Change Scenarios into Prison Estate Transformation Programme (PETP) modelling and our energy strategy. This aims to ensure that summertime overheating is not a significant problem and additionally the energy used by future cooling domains is considered at the design stage. We are ensuring that:

- PETP is incorporating BREEAM requirements to ensure the new prisons sites are assessed for flood risks, rainfall and orientation.
- MoJ will use UK Climate Change Risk assessment 2017 to identify risks.
- All sites bordering or containing a Site of Special Scientific Interest (SSSI) have Local Biodiversity Action Plans to mitigate the effects of climate change.

---

<sup>1</sup> For example, *Defra's Catering Services and Food Procurement Toolkit* [www.defra.gov.uk/farm/policy/sustain/procurement/toolkit.htm](http://www.defra.gov.uk/farm/policy/sustain/procurement/toolkit.htm); the *Marine Stewardship Council's Standard* [www.msc.org/html/content\\_504.htm](http://www.msc.org/html/content_504.htm); the *Marine Conservation Society's Good Fish Guide* [www.mcsuk.org/mcsaction/fisheries/sustainable+seafood](http://www.mcsuk.org/mcsaction/fisheries/sustainable+seafood) and *Defra's Guidance for Public Bodies on Improving the Sustainability of Public Sector Food Procurement and Catering Services* [www.defra.gov.uk/farm/policy/sustain/procurement/guidance.htm](http://www.defra.gov.uk/farm/policy/sustain/procurement/guidance.htm)

- MoJ has a National Biodiversity Action Plan for its estate. This will reduce the overall loss of biodiversity, increase priority habitats, improve the landscape to manage our existing biodiversity and reduce the impacts of climate change.

## Biodiversity and horticulture

- 3.24 The MoJ Estates Cluster is one of the largest and most diverse built and non-estates within the Government estate. MoJ has 10 nationally designated sites, two of which are European designated sites, with a further 39 biodiversity significant sites and local nature reserves. The MoJ Ecology lead and the Ecology network work with multiple wildlife and NGOs to protect over 14 of the UK's 28 broad habitats, and are working tirelessly to protect both legally protected and nationally declining species. Working across a rich varied tapestry of landscapes within England and Wales, the MoJ are developing and managing important species datahubs and regional habitat conservation projects that will deliver against our challenging biodiversity outcomes, and supporting a rich community that is valuable in ecosystem services.
- 3.25 95% of our SSSIs are also in target condition: that is 'favourable' and 'unfavourable recovering' (top 2 categories). However, we want all our SSSIs to be in the best possible condition (favourable) and have developed a SSSI Action Plan to support this, and will be driving improvements through greater collaboration and partnerships. We will strive to ensure that at least 60% of our 10 Sites of Special Scientific Interest are in a favourable condition by 2020 as part of Defra's b2020 strategy. Much of this work is tempered by the fact that our sensitive sites and protected species are safeguarded by UK and European law and as such we are working closely with those statutory bodies who can advise us on legislative compliances.
- 3.26 All 10 SSSI sites will have Site Management Agreements (SMA) with the relevant Statutory Authority as well as a Local Biodiversity Action Plan. These will be agreed with onsite staff, Facilities Management representatives and our Ecology Lead. Formal monitoring arrangements will be incorporated into the KPIs of each FM contract.
- 3.27 We will maintain grounds appropriately, respecting the local ecology and biodiversity and actively encouraging native flora and fauna to flourish. We will substitute all slow renewables, such as peat, with organic wastes such as compost, manure, leaf mould, bark chippings or coir, and compost all waste vegetation and other organic matter on site where facilities to do so can be provided. We will use the [Government Buying Standards for Horticulture and Park Services](#).
- 3.28 We will minimise the use of pesticides and artificial fertilisers, for example, by adopting natural methods of controlling weeds, insects and fungi wherever possible and maintaining soil fertility. We will also encourage the use and purchase of peat free composts both in our procurement process and for use by our commercial horticultural units, across the MoJ Estates Cluster, in-line with the Government's commitment to encourage a ban on peat-free product compost sales by 2020.

## **Offender rehabilitation and other social considerations**

- 3.29 We will work with HMPPS to offer opportunities to support offender rehabilitation<sup>2</sup> by offering learning and development, with appropriate certification in:
- Waste management
  - Ecology
- 3.30 We will encourage staff to take an active role in volunteering in the community.

## **Built heritage**

- 3.31 We are working with HMCTS Property team to develop a strategy for its historic estate that will ensure that important historic and heritage buildings are properly protected and maintained, including (as far as is possible) after disposal by HMCTS.
- 3.32 HMCTS is obtaining additional surveying, professional and historic building support to assist in developing a plan with Historic England that ensure that HMCTS meet its obligations.

## **4. Monitoring and auditing**

- 4.1 MoJ's Sustainability team will lead on promoting and implementing this strategy. Data gathering and reporting MoJ's performance against GGC targets is undertaken by an external supplier, and assured internally before reporting to Defra.

## **5. Communication and training plan**

- 5.1 This strategy is to be published on the GOV.UK website, MoJ's Intranet, and all associated intranets (HMPPS/HMCTS). Appropriate training will be provided to support delivery of this strategy.

---

<sup>2</sup> Gardening, horticulture and biodiversity awareness programmes have been shown to enhance offenders' psychological wellbeing. The programmes increase self-efficacy and self-worth, decrease anxiety in offenders and reduce recidivism rates for those involved in these initiatives. These programmes serve as an alternative therapy to treat the symptoms of mental illness as well as helping offenders gain vocational skill that can be used upon release.

## 6. Further Information

- 6.1 For any questions on, or suggestions for improving this strategy, please contact:  
[SDEnquiries@justice.gsi.gov.uk](mailto:SDEnquiries@justice.gsi.gov.uk)

### Associated documentation

**Annex A:** Greening Government Commitments targets

**Annex B:** MoJ bodies contributing to GGC

## Annex A: Ministry of Justice: Greening Government Targets to 2020

	<b>GGC Target</b>	<b>MoJ Target</b>	<b>MoJ Performance 2016–17</b>
<b>Carbon</b>	Under review by BEIS	-38%	-28%
<b>Domestic Flights</b>	Reduce domestic flights by 30% vs 2009–10	-30%	-12%
<b>Paper</b>	Reduce paper use by 50% vs 2009–10	-50%	-33%
<b>Water</b>	Reduce consumption against 2014–15 levels (i.e. for MoJ improve on -3% vs 2009–10 baseline)	-10%	-3%
<b>Waste</b>	Reduce total waste against 2009–10 and continue to improve against 2015–16 performance (i.e. for MoJ improve on -31% vs 2009–10 baseline)	-32%	-30%
	Landfill waste to be less than 10%	<10%	14%
	Increasing the proportion which is recycled against 2015–16 performance (i.e. for MoJ better than 59%)	60%	58%

## Annex B: Ministry of Justice bodies contributing to GGC

Department and ALB	GGC reporting status
Criminal Injuries Compensation Authority	Full
HM Courts and Tribunals Service	Full
HM Inspectorate of Prisons	Full
HM Inspectorate of Probation	Full
HM Prison Service (Now HMPPS)	Full
Information Commissioner's Office	Full
Judicial Appointments and Conduct Ombudsman	Full within MOJ core
Judicial Appointments Commission	Full
Law Commission	Full within MOJ core
Legal Aid Agency	Full
National Offender Management Service (NOMS) Now HMPPS	Full
Office of the Public Guardian	Full
Parole Board for England and Wales	Full
Prison Services Pay Review Body	Full within MOJ core
Prisons and Probation Ombudsman	Full
Probation Trusts x 35	Full
The National Archives	Full
Victims Commissioner	Full within MOJ core

Source GGC Report 2016

**Note:**

The Youth Justice Board is exempt from reporting.

Probation Trusts that have become CRCs are ineligible to report.

The National Archives is part of DCMS but continues to report within MoJ.



© Crown copyright 2018

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/open-government-licence/version/3](https://nationalarchives.gov.uk/doc/open-government-licence/version/3)

Where we have identified any third-party copyright information you will need to obtain permission from the copyright holders concerned.

Alternative format versions of this report are available on request from [SDEnquiries@justice.gsi.gov.uk](mailto:SDEnquiries@justice.gsi.gov.uk).