



Ministry  
of Justice

# Strategic Asset Management Plan 2017

Protecting and advancing the principles of justice



# Executive Summary

## **Our vision is to deliver a world-class justice system that works for everyone in our society.**

We are at the heart of the justice system, an organisation working together to bring the principles of justice to life for everyone in society. From our civil courts, tribunals and family law hearings, to criminal justice, prison and probation services. From seeing to it that sentences are served and offenders are encouraged to turn around their lives and become law-abiding citizens, keeping the public safe. From safeguarding victims and the vulnerable to regulating our legal services.

We will

- deliver a modern courts and justice system
- create a prison and probation service that reforms offenders
- promote Global Britain and protect the rule of law, and
- create a transformed department that delivers excellent services.

We use asset management to ensure that the Ministry's land and buildings are structured to reflect the current and future best interests of our operations.

## **Our portfolio**

We manage the second largest government property portfolio comprising around 1,400 property holdings, covering a collective floor area of nearly six million square metres. It comprises prisons, courts, probation and administrative offices. We will deliver one of the most significant changes to the prison estate in over a century to replace up to 10,000 old prison places with new fit-for-purpose accommodation. We are reforming and modernising courts and tribunals. As part of the reforms, prisons and court and tribunal buildings that do not have a long-term future will be closed.

By disposing of surplus property assets, including courts and prisons as well as the sale of land 'outside the wire' of prisons, we will raise receipts and release land for much needed housing. We are firmly committed to our Greening Government Commitments which require further reductions in carbon emissions, air travel, water consumption and waste.

Adapting our administrative estate to reflect modern collaborative working practices and the importance of wellbeing in the workplace is also part of our Plan. MoJ National (part of the MoJ transformation Programme) will transform our office estate, reducing reliance on expensive properties, maximising the efficiency of the properties we retain through the use of modern technology and employing a 6:10 desk ratio. Using a regionally dispersed commuter hub network we will increase our business and asset efficiency, while supporting a better work-life balance for our staff. We have developed strategic partnerships with the Libraries Taskforce, the Government Property Unit and other Government Departments to extend our commuter hub network and deliver benefits far beyond the Ministry of Justice. We are at the forefront of smarter working and our headquarters offices already work on a 6:10 desk ratio. We are confident that we will exceed the government space target of 8m<sup>2</sup>/FTE by implementing this plan.

In a period of fiscal constraint on departments we are increasingly challenged to provide a fit for purpose, legally compliant and well maintained estate. Our strategy focuses on securing sustainable funding for maintenance, continuing to drive down demand and future liabilities and prioritising available funding. We are committed to creating a financially sustainable and affordable estate by further strengthening our estates data and retrieval systems to inform good decision making. Our 2017-18 programme will see a step up in strategic asset activities to identify the next generation of estate efficiencies and right sizing. We are moving towards leading practice strategic asset management planning by putting efficient data gathering and management at the heart of our culture and business processes.

## **Our people**

We will invest in our people to develop inclusive, valued and high performing teams empowered by inspiring leaders. During 2017-18 we will build on our investment in learning and development by supporting professional development in property, project delivery, facilities management and health and safety disciplines. We will also strengthen our entry level jobs offer with apprenticeships, internships and Fast Stream opportunities.