

Candidate Information Pack

# **Deputy Director – Estates Planning, Strategy and Performance**

**HM Courts and Tribunals Service**

**SCS Pay Band 1**

**Closing Date:** 23:55 on Sunday 7<sup>th</sup> June 2026

# Introduction

## Welcome to HM Courts and Tribunals Service

“Thank you for your interest in this exciting role with the Property Directorate”

Thank you for your interest in the role of Deputy Director – Estates Planning, Strategy and Performance (SCS1) within HMCTS. This is a pivotal leadership role, shaping the long-term direction of one of government’s most complex and high-profile estates.

The postholder will take a leading role in the implementation and ongoing stewardship of HMCTS’s estate strategy, ensuring it is delivered effectively and continues to respond to organisational priorities. You will oversee performance across the estate, drive innovation through technology and data insight, and provide strategic leadership on Private Finance Initiative (PFI) buildings as they approach transition back into HMCTS. Your work will be central to delivering a modern, sustainable estate that underpins an accessible, effective justice system.

We are looking for an exceptional leader with experience in estate strategy, complex contract management, and investment planning. You will bring strong commercial acumen, the ability to inspire and lead diverse teams, and the credibility to build trusted relationships across HMCTS, government partners, and the senior judiciary.

We particularly encourage applications from people of all backgrounds, reflecting the diversity of the users we serve. If you would like to play a leading role in shaping the future of the justice system, I would be delighted to hear from you.

Best wishes,

Rupert Morgan

Property Director, HMCTS

## 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 HMCTS

Her Majesty's Courts and Tribunals Service (HMCTS) is an executive agency of the Ministry of Justice, working in partnership with the Lord Chancellor, the Lord Chief Justice, and the Senior President of Tribunals.

We are responsible for the operation of the courts and tribunals system, providing the buildings, technology, and support that enable the judiciary, magistrates, and tribunal members to carry out their vital work independently. Our estate and services span England, Wales, and tribunals across the United Kingdom for which the Lord Chancellor is accountable.

Our purpose is clear: to deliver an efficient, effective justice system that upholds the rule of law and ensures access to justice for all. By supporting an independent judiciary and modernising the way justice is delivered, we aim to provide services that are accessible, fair, and resilient for the future.

You can find out more about HMCTS here:

[www.gov.uk/government/organisations/hm-courts-and-tribunals-service](http://www.gov.uk/government/organisations/hm-courts-and-tribunals-service)

# About the role

## Job Title

Deputy Director – Estates Planning, Strategy and Performance

## Location

National

We welcome applications from candidates across the UK. Candidates will have the option of being based in any HMCTS office across England and Wales.

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: £81,000 - £117,800

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 Director – Estates Planning, Strategy and Performance is a senior leadership role within the HMCTS Property Directorate, responsible for shaping the long-term development and strategic direction of one of government's most complex operational estates.

Working closely with the Property Director and the Director of Strategy, Analysis and Change, the postholder will lead the delivery of a cohesive, data-driven Estate Strategy that reflects HMCTS's changing needs over the Spending Review period and beyond.

They will provide strategic leadership across estate capacity, investment, utilisation, and optimisation – underpinned by robust data, insight, and evidence.

The role offers a significant opportunity to influence the future of the HMCTS estate. The postholder will ensure that investment decisions deliver maximum value for money, embed continuous improvement, and enable modern, accessible justice services – including digital and remote delivery. They will oversee estate performance through benchmarking and analytics, stabilising and consolidating operations where appropriate, reducing risk, and ensuring safe, reliable, and sustainable service delivery.

A core part of the role is responsibility for 13 Private Finance Initiative (PFI) court buildings. The postholder will ensure these assets operate efficiently, meet contractual obligations, and align with HMCTS objectives. As contracts approach expiry, they will lead the complex transition of assets and services back to HMCTS, managing legal, commercial, and operational risks to safeguard continuity and long-term value.

This is a pivotal leadership role at a time of transformation. The successful candidate will provide visible strategic direction, champion innovation and sustainability, and foster an inclusive, high-performing culture. Their work will directly support HMCTS's vision of a more efficient and effective justice system, delivering real public value and access to justice for all

## Key Responsibilities

- Deliver a long-term Estate Strategy aligned with HMCTS and wider government priorities, ensuring the estate is resilient, efficient, sustainable and provides value for money. This includes making best use of digital technology, consolidating operations where appropriate, and optimising resources across the Spending Review period and beyond.
- Lead strategic oversight of PFI court buildings, ensuring contracts are effectively managed and obligations met. Direct the planning and delivery of contract expiry and transition, managing complex financial, legal, and operational risks to safeguard continuity and long-term value.
- Shape investment decisions by developing compelling business cases and funding bids through Spending Review and annual budget processes, applying robust financial analysis and Green Book principles to secure resources and deliver value for money.
- Provide strategic input to major procurement activity, including forthcoming Facilities Management contracts, ensuring alignment with organisational priorities and strong commercial outcomes.

- Oversee estate performance and optimisation through data insight, benchmarking, and analysis, embedding evidence-based decision-making and driving continuous improvement.
- Provide a strategic oversight to ensure a safe, stable, and compliant estate, proactively identifying risks that could disrupt justice services and implementing effective mitigations.
- Enable modern, accessible justice services by aligning estate planning with digital delivery, reform priorities, and commitments from the Independent Review of Criminal Courts.
- Embed sustainability and innovation across the estate strategy, reducing environmental impact and supporting long-term service resilience.
- Provide visible and inclusive leadership, modelling HMCTS values and Civil Service behaviours, while representing the organisation with credibility in senior internal and external forums.
- Build and sustain trusted relationships with senior judiciary, HMCTS and MoJ leaders, government partners, regulators, and suppliers to enable delivery of estate and reform priorities.
- Own and develop strategic relationships with senior judiciary, HMCTS and MoJ leaders, government partners, and suppliers to deliver estate and reform priorities.
- Lead and develop a diverse, high-performing estates team, strengthening capability, data literacy, and functional maturity, while supporting succession planning and professional growth.

# 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:

- **Lead Criteria:** Developing and delivering major investment strategies and business cases, applying financial appraisal frameworks (e.g. Green Book).
- **Lead Criteria:** Using data, insight, and performance analysis to inform strategic decision-making and optimise estates.
- Leading estate strategy or transformation in large, complex organisations
- Leading large, multidisciplinary teams and driving operational and cultural transformation.
- Influencing senior stakeholders in politically sensitive environments.
- Commercial and financial acumen to deliver value for money through procurement, supplier management, or estate optimisation.

## Desirable Experience:

- Experience in central government, arm's-length bodies, or public sector estate functions.
- Managing and transitioning complex contracts, including PFI or similar long-term arrangements.
- Embedding sustainability, innovation, or digital technology in estate strategy.
- Chartered or certified professional accreditation (RICS, IWFM, CIOB, RTPI, RIBA, CEng, CEnv).

## MoJ SCS Pay Band 1 Behaviours:

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

- Seeing the Big Picture
- Changing and Improving

- Making Effective Decisions
- Leadership

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

## **Strengths**

We are looking to understand what motivates and energises you. We want to see what your natural strengths are and what interests you.

Strengths may be assessed at interview, but these are not shared in advance.

# The Recruitment Process

## Recruitment Process

- The selection process will be chaired by Rupert Morgan, Property Director. The other panel members will be confirmed in due course.

## 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 may arrange an informal discussion with Rupert Morgan, Property Director, to learn more about the role and the organisation before applying. This is entirely optional and 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 7<sup>th</sup> June 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.

In the event we receive a high volume of applications, we will conduct the initial sift against the following lead criteria:

- **Lead Criteria:** Developing and delivering major investment strategies and business cases, applying financial appraisal frameworks (e.g. Green Book).
- **Lead Criteria:** Using data, insight, and performance analysis to inform strategic decision-making and optimise estates

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 5-minute presentation based on a topic that will be provided in advance. The interview and presentation will last for approximately 45 minutes.

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

**Behaviours, as listed on pages 7 and 8.**

### **Strengths**

You will be informed at interview which strengths you are being assessed against.

### **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:

## 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.

## Changing and Improving

You create an environment of continuous improvement and change. You see the benefit of change and promote this within your area of responsibility. You identify business needs, both current and future, and use this to identify opportunities for change, utilising innovative solutions that benefit the end user. You are able to embed change, managing risks. You evaluate the impact of change against the expected outcomes for service users and the public.

## 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.

## Leadership

You visibly demonstrate the organisation's values in all your activity, leading authentically. You seek to engage staff in the aims of the organisation and communicate the organisation's strategy in an inspiring way. You create an inclusive and fair culture which creates a sense of belonging by treating staff as individuals and actively valuing diversity

within the organisation. You empower teams and individuals to excel by creating a shared vision and objectives and demonstrate trust in staff by giving autonomy.

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 skills 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 7<sup>th</sup> June 2026

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

Week commencing 15<sup>th</sup> June 2026

### **Panel Interview and Presentation**

Week commencing 29<sup>th</sup> June 2026

# Working for the **Ministry of Justice**

## **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. 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 for part-time, 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.

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

If successful you will be based in XXXX. Relocation costs will not be reimbursed.

This role will also require travel to INSERT TRAVEL.

## **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/DV 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).