

Ministry of Justice creates leaders of the future to drive the New Prisons Programme

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A new secondment scheme pilot supports emerging talent across the wider portfolio through the Alliance 4 New Prisons

The Ministry of Justice (MoJ) has completed a successful secondment pilot scheme to support the New Prisons Programme (NPP), looking to improve construction knowledge and grow emerging talent across the Alliance 4 New Prisons (A4NP). Led by Mace, the groundbreaking scheme brought together colleagues from Mace, ISG, Wates and the MoJ to better understand the key elements of a major programme like the NPP and support their development into future leaders.

The MoJ's NPP is delivering thousands of new prison places as part of Government's commitment to deliver 20,000 modern prison places across the UK. Mace is the Delivery Partner for the NPP alongside the Alliance Manager on the A4NP, comprising Kier, Laing O'Rourke, ISG and Wates. Mace, ISG, Wates and the client took part in the pilot scheme to support development of a range of MoJ projects.

Each partner organisation hosted secondees on a temporary basis, embedding them into their respective teams to enable the participant to focus on a particular skill or knowledge gap. Initially planned to rotate after four months, the pilot was extended to eight months to maximise the learning opportunities for the secondees.

The scheme provided significant opportunities for participants to up-skill across alternative disciplines and experience firsthand the various elements that make a major programme. This included a grounding in the

principles of the Construction Playbook to ensure best practice across public works projects and programmes.

Alongside technical skills, the scheme also focused on developing participant understanding of the people behind each project function, creating a more collaborative environment to deliver for the client. By better understanding how their roles interact with other organisations, secondees are better positioned to drive success across future developments both for the NPP and wider schemes.

Following the success of 2023's secondment scheme the MoJ has committed to repeating the secondment scheme in 2024.

Caroline Lassen, Global Head of Project, Programme and Construction Management at Mace Consult, said: "The Alliance 4 New Prisons secondment scheme is a landmark achievement for the Ministry of Justice and we are proud to have led on it.

"Together with our partner organisations we are leaving a tangible legacy for the programme, supporting emerging talent and contributing to the next generation of construction industry leaders. We are delighted to carry the scheme on this year as we continue to support the Ministry of Justice deliver thousands of additional prison places in England and Wales."

Eddie Tribe, Managing Director of Major Projects at Wates, said: "We are very pleased to have taken part in this secondment scheme with several of our partners across the NPP. At a time when our industry is facing a severe skills shortage, we know how important it is to support emerging talent and equip our future leaders with the skills they need to make major programmes like this a success."

Alistair McNeil, Sector Director for Justice at ISG, said: "The secondment programme has proved a resounding success, because the Alliancing model actively encourages us all to do what our industry excels at – smart collaboration, innovation and problem solving.

"The opportunity to experience different organisational cultures and processes, systems and teams has enhanced how we integrate and work as one team with our Alliancing colleagues – essential for the delivery of this complex capital works framework."