



Infrastructure
and Projects
Authority



Ministry
of Justice

Dame Antonia Romeo DCB
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Gary Badley, Senior Responsible Owner Property
Transformation

[By email]

15 November 2024

Dear Gary,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR PROPERTY TRANSFORMATION

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Property Transformation programme with effect from 2nd April 2024. The issuance of this letter has been delayed due to an internal review of the SRO letter approvals process within the department. This letter sets out your responsibilities and the support you can expect from the Ministry of Justice and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to Permanent Secretary as Principal Accounting Officer for the Ministry of Justice, and the Lord Chancellor and Secretary of State for Justice.

The Property Transformation programme forms part of the Ministry of Justice's Portfolio, under the oversight of the Chair of the Ministry of Justice's Portfolio Committee within the tolerances set by the Investment Committee at each approvals point and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for delivering The Property Transformation programme and will be held accountable for the delivery of its objectives, with policy intent and outcomes expected. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the programme. You are also responsible for ensuring the ongoing viability of the programme and recommending its pause or termination if appropriate. Where issues arise which, you are unable to resolve, you are responsible for escalating these to the Ministry of Justice's Investment Committee.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the project in accordance with the objectives and policy intent as set by Ministers.

In addition to your internal accountabilities, SROs for GMPP projects and programmes are personally accountable to Parliamentary Select Committees. This means that, from the date of this letter, you will be held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to deliver the Property Transformation programme.

It is important to be clear that your accountability relates only to implementation, within the agreed terms in this letter; it will remain for the Minister to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are detailed in the Infrastructure and Project Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery as set by the Ministry of Justice's Portfolio Management Office.

Time commitment and tenure

This role will require at least 60% of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of the programme closure, anticipated September 2028. Progress towards this will be reflected in your personal objectives. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and Infrastructure and Projects Authority consent.

Objectives and performance criteria

The policy intent supported by this programme is to bring the Ministry of Justice estate up to date, ensuring it is suitable for the demands of 21st century use, and that it is maintained at this level going forward. This will be done by bringing together Prisons & Probation to transform the delivery of Facilities Management (FM) services through modernising the estate and reducing estate running costs.

Through the re-design and re-procurement of FM services for Prisons and Probation, the programme will focus on transforming how we manage and invest in our estate through fit-for-purpose FM contracts, professionalisation of retained contract management, assurance and effective collection, upkeep, and use of data. The programme will also focus on improving governance, processes and systems while supporting the Ministry of Justice's rehabilitation agenda through embedded prisoner labour in our contract management and delivery model.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by Ministry of Justice's Investment Committee and may be subject to further levels of approval.

The vision of the programme is to transform the property services we provide to support HM Prison & Probation Service (HMPPS) by improving service delivery, data, IT systems and embedding professional and functional standards and its objectives are:

- FM Contracts - Total Facilities Management (TFM) – The procurement of FM services for the HMPPS estate through a new delivery model.
- Workplaces Services Manager (WSM) – The procurement of a WSM to support delivery of the TFM contracts, improved assurance and reporting.
- Improved data and digital – Deliver an enhanced digital solution which provides access to appropriate and relevant data across the estate.
- Operating Model (OM) – The OM will perform as a bridge between the new contracts (TFM and WSM) to be delivered in Phase Howard. The OM will establish a clear cross-cutting governance structure that sets the specific roles and responsibilities of all relevant stakeholders from day one of the new contracts commencing.

Your personal objectives and performance criteria which relate to the programme are:

- Develop and launch the Invitation to Tender (ITT) in winter 2024, that has been socialised with the potential market suppliers, embeds clear social values and improved sustainability targets to meet the government objectives and to ensure that there is minimal contract clarification at the point of tendering. Ensure the contracts are mobilised in line with the agreed mobilisation strategy.
- Successfully deliver the re-procurement of FM contracts through the agreed procurement process which will inform the PTP Full Business Case (FBC) for TFM and WSM contracts. (Financial Year (FY) Q1 25/26)
- Produce and deliver clear FBCs for TFM and WSM and successfully steer these through internal and external governance approvals (Q4 25/26)
- Award Contracts to new WSM (Q4 25/26) and TSM (Q1 26/27) suppliers.
- Complete mobilisation of new suppliers in readiness for service go-live Feb 2027.
- Begin the preparation activities for the next phase of the programme (Hill) to deliver further development of the Operating Model through the enhanced capabilities delivery by Phase Howard.

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to this programme and the requirements of the Government Project Delivery Framework, ensuring that the programme follows best project delivery practices and effective risk management processes.

Extent and limit of accountability

Finance and Controls

HM Treasury spending controls will apply on the basis set out within the department's delegated authority letter. Where the Property Transformation programme exceeds the delegated authority set by HM Treasury, the Treasury Approval Point process will apply, and the details of each approval process must be agreed with your HM Treasury spending team. You should consult departmental finance colleagues on how to go about this.

You should note that where expenditure is considered novel, contentious, repercussive, or likely to result in costs to other parts of the public sector, HM Treasury approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HM Treasury. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HM Treasury spending team.

The overall estimated budget, resourcing requirements and tolerances for your Property Transformation programme will be agreed as part of the approval process. It is expected that you deliver within the agreed cost and deliverability tolerances and to report quarterly on these as part of GMPP reporting.

You should operate at all times within the rules set out in [Managing Public Money](#). In addition, you must be mindful of, and act in accordance with, the specific HM Treasury delegated limits and Cabinet Office controls relevant to the Property Transformation programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

The total cost of the options as presented in the Outline Business Case (OBC) is estimated to be between £5.2bn and £7.5bn. As part of the departmental annual allocations process, you will be authorised to approve a set level of expenditure each financial year. This will be set out in your annual financial delegation letter from the Permanent Secretary as the Principal Accounting Officer for the Ministry of Justice.

You are also authorised to:

- agree a time slippage of +/- 4 weeks to level 2 milestones on the critical path, but rescheduling beyond that must be agreed with Investment Committee; and
- recommend to the Permanent Secretary and the Investment Committee the need to either pause or terminate the programme where necessary and in a timely manner.

These authority limits are subject to change and other conditions or tolerances may be set as part of the business case approval and ongoing monitoring processes within which you should then operate. Where issues arise, which take you outside of these authority limits and which you are unable to resolve, you are responsible for escalating these issues to the Permanent Secretary and the Ministry of Justice's Investment Committee.

Appointments

You should appoint a full-time Programme Director / Manager to support you in the management of this Programme and make other appointments as required for the control and delivery of your programme within your delegated authority.

Governance and assurance

You should pay attention to ensuring effective governance for your programme, including the establishment of a programme board with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the programme secures business case approval from the Ministry of Justice's Investment Committee and Cabinet Office and HM Treasury. You should also ensure that the programme remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the programme is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of an agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved business case baseline.

You should ensure that an Accounting Officer Assessment is completed alongside the approval of the OBC and that this is published on GOV.UK as part of the government's transparency requirements on major projects.

You are responsible for bringing to the attention of the Accounting Officer any material changes in the programme which could require a new Accounting Officer Assessment to be completed and published. [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

Although you are directly accountable for this programme, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent projects and programmes and with the Ministry of Justice's Portfolio Management Office and Head of Portfolio to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department needs to achieve its strategic objectives.

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an Integrated Assurance and Approvals Plan. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator and the Infrastructure and Projects Authority.

Programme status, reporting and transparency requirements

The programme status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Infrastructure and Projects Authority and is the agreed position as you assume formal ownership of the programme.

You are responsible for ensuring the honest and timely reporting on the position of the programme to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to the Ministry of Justice Portfolio Management Office as required and for submitting business cases and reports to the keyholder process and relevant boards. Where appropriate, governance will include reference to the Ministry of Justice's Investment Committee and Executive Committee. Information on the programme will be published annually by the Infrastructure and Projects Authority.

You should monitor and report on status, forecast timescales, costs and benefits, key risks established using the GMPP RAG rating (if appropriate) and dependencies, and ensure that any issues (including any likelihood of exceeding approved tolerances) are reported openly and transparently both within the Ministry of Justice and to the Infrastructure and Projects Authority.

As part of the government's commitment to transparency on major infrastructure projects, you are responsible for publishing on GOV.UK:

- A summary of the Accounting Officer Assessment completed in line with the approval of the OBC and summaries of any subsequent assessments should they be required.
- A summary of the HM Treasury approved Full Business Case; and
- A close out report after the programme has completed.

Development and support

As a graduate of the Major Projects Leadership Academy, you are expected to maintain your continuing professional development as a project leader, including your status as an accredited assurance reviewer. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

The department will assist you in securing the necessary resources to support the programme, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the Ministry of Justice's Head of Profession for Project Delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Projects Authority will be available to you for support, advice and assurance throughout the programme's time on the GMPP.

Following approval of the business case and entry onto the Ministry of Justice Portfolio, the Portfolio Committee will provide ongoing oversight and support and will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery.

We would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



DAME ANTONIA ROMEO DCB
Permanent Secretary of the Ministry of Justice



NICK SMALLWOOD
Chief Executive Officer, Infrastructure and
Projects Authority

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the Property Transformation programme, including my personal accountability for implementation, as set out in the letter above.



Gary Badley

[26 November 2024]