



Ministry
of Justice

MOJ Property Transformation Programme

May 2026

Protecting and advancing the principles of justice

Property Transformation Programme

Mobilisation Professionals

Clayton Smith, Programme Director, Property Transformation Programme

Programme Director delivering the Property Transformation Programme (PTP). Leadership role delivering the programme to implement new FM contracts for HMPPS and a new performance management digital platform via the Workplace Management Service. The role has day-to-day leadership of all programme activities and significant responsibility for delivery two major procurement exercises, demobilising current contracts, mobilising new suppliers and delivering the required business change for successful transition and implementation.





- This team will be leading one of the largest procurements and mobilisations in central government
- The pace of work will be exciting, and you will part of a major change for the Department
- The challenges of working with new and existing suppliers will give you a unique insight into an exciting aspect of facilities management
- The team is full of a varied group of property professionals, and the project will give you an insight into the many aspects of managing an estate.
- You will be making a difference to the lives of those in the prison and probation system.

PTP Vision

To build a more trusted and responsive facilities, management service that supports prisons and probation

Why choose MoJ?

"Working on PTP gives me the chance to make a real impact. We're transforming spaces that directly support justice services, and knowing our work improves environments for everyone in the prison and probation system is incredibly rewarding."

"The programme is dynamic and collaborative. Every day brings new challenges, and I get to work with talented professionals in PTP and BAU who share a passion for delivering meaningful change."

"I really enjoy the challenge of being part of this complex procurement. The Programme has come a long way and implementing this major change and transformation to support our estate is exciting. I have gained lots of insights into facilities management, our suppliers and what we could do better along the way."

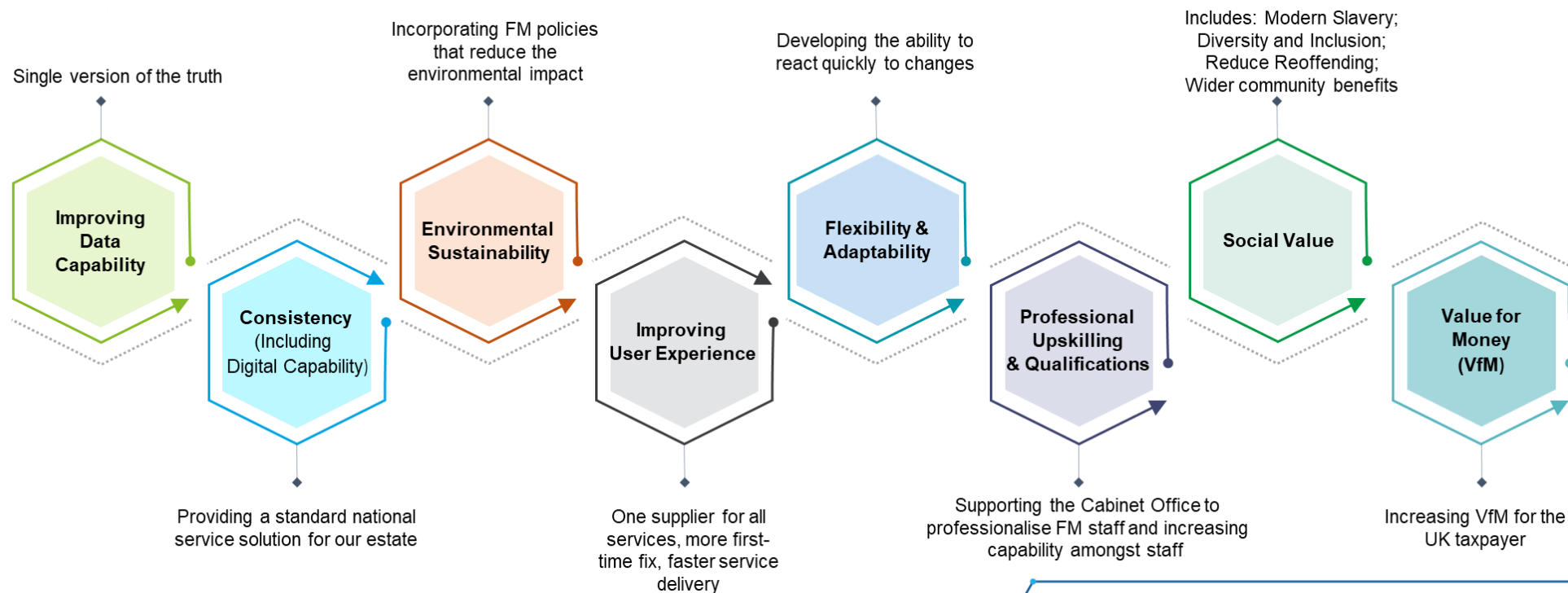
"I enjoy the variety of activities within PTP. From modernising facilities to introducing innovative solutions, there's always an opportunity to learn and grow while contributing to something that matters."

Property Transformation Programme

- One of the biggest and most ambitious procurement programmes across Government
- Aims to deliver a tranche of Facilities Management contracts across HMPPS' Prison and Probation Estate

A transformative programme, guided by multiple organisational and governmental strategies

The Golden Thread



Timing of Mobilisation & Demobilisation

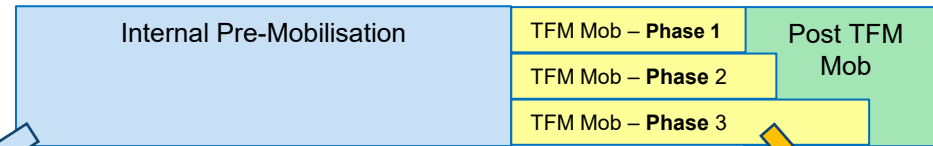
We are mobilising 5 Total Facilities Management (TFM) contracts

We are mobilising one 'Workplace Services Management (WSM) contract and demobilising 8 existing contracts over the next 2 years

2024				2025				2026			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

WSM Mobilisation

Post WSM Mob



De - Mobilisation

Internal Pre-Mobilisation
Work with People & Comms Workstream

- ✓ Comms prog with HMPPS
- ✓ Buyers contract Management training (HOPOs etc)
- ✓ FM Hand-book for Property
- ✓ Prepare guides for HMPPS
- ✓ Drop-in surgeries by phone for Q&A
- ✓ Launch Internal Mobilisation Teams
- ✓ Prep for ITT Evaluation
- ✓ Internal Go-Live rehearsal.
- ✓ Scenario planning sessions
- ✓ Recruit demob/mob SMEs

Contract Demobilisation
Liaise with BAU teams

Pre-Award of new contracts

- ✓ Prepare demob comms plan
- ✓ Prepare checklists/meetings
- ✓ Bring on board extra Management
- ✓ Rehearse post award actions

Post Award:

- ✓ Check BAU exit plans
- ✓ Start data checklist/transfer
- ✓ Quality control on data
- ✓ Milestones/contract enacted
- ✓ Demobilisation of the Integrator contract (8 contracts being demobilised in total)

Contract Mobilisation
Work with New Supplier

- ✓ Launch HMPPS award coms
- ✓ HMPPS Management Induction
- ✓ Clarify checklists/milestones
- ✓ Run training on processes
- ✓ Helpdesk & CAFM monitoring
- ✓ Pilots, trial runs, scenarios to inform Go/No Go decisions.
- ✓ Trigger points for Go/No Go
- ✓ Agree plan for Transition
- ✓ Implement paymech / reporting
- ✓ Launch 'One Team' charter

Post-mobilisation Transition

- ✓ Clarify checklists/milestones
- ✓ Launch user feedback mechanism
- ✓ Launch paymech / performance reporting
- ✓ Adjust processes if necessary
- ✓ Joint Buyer / winning bidder(s) 'refresher training'
- ✓ Problem solve the 'parked items'
- ✓ Alter comms/handbook/guides
- ✓ Lessons Learned/Benefits

Key: All dates are based on financial quarters

MoJ Property:

- Provides specialist services including facilities management (maintenance, cleaning, waste, projects) health and safety, fire safety and security, technical design expertise, and sustainability to the prison & probation estate – our internal customer is HM Prisons & Probation Service.
- Has business management teams who support the entire Directorate and each of our partners is supported by account management teams.
- Is responsible for a great deal - our portfolio consists of properties valued at £9.3bn for the MoJ alone. We are part of the Government Property Profession (GPP) and through active membership and engagement we will work with the Office of Government Property to develop the maturity of the profession and also encourage our people to join the GPP.
- Is committed to build our capability through training and recruitment, aspiring to be the best that we can be as individuals and as a directorate.
- Is seeking to deliver new ways of working across our portfolio – leading on the scale and pace of activity for central government – proposing ways to achieve, and then providing more dynamic and flexible workspace, while driving down the cost of the estate.

Team Overview

- The Mobilisation Team sits in the Property Transformation Programme, which is part of the MOJ Property Directorate.
- The team is responsible for planning and delivering the mobilisation of new facilities management contracts, carefully aligning to the demobilisation of the current contracts.
- The team will stand up the new contracts, working closely with the Digital Design team, FM Technical experts and BAU to implement the new Target Operating Model.



Our internal client, HMPPS, manages prisons and probation premises ranging from large sites with multiple buildings to small accommodation units



What the team looks like

Property Directorate

Property Transformation Programme – SLT

