



HM Prison &  
Probation Service

**Dame Meg Hillier MP**  
**Chair of the Committee of Public Accounts**  
House of Commons  
Palace of Westminster  
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*By email*

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Dear Chair,

### **TRANSFORMING ELECTRONIC MONITORING SERVICES**

Further to the Committee's 21st Report of Session 2022-23, 'Transforming Electronic Monitoring Services', I am writing to you in response to recommendation six.

Recommendation six of the report states:

'HMPPS should write to the Committee in 2023, once the procurement of new contracts to run electronic monitoring is complete, on how it is handling risks in the programme. As part of this, it should explain how it will oversee suppliers' work effectively and ensure clear lines of responsibility and accountability between the integrator and its other suppliers in the programme.'

HMPPS has completed the procurement of two new contracts to deliver Electronic Monitoring services: Serco has been awarded the contract for Field and Monitoring Services (FMS); G4S has been awarded the contract for Monitoring Devices and Systems Services (MDSS).

The approach to oversight of supplier delivery and performance, the definition of roles and responsibilities, and the engagement both between the two new suppliers and with HMPPS has been informed by previous experience and lessons learned, as well as government best practice. Specific supplier accountabilities, roles and responsibilities are set out in the respective contracts.

During implementation of the new service, both suppliers will be required to report on progress and risks through an Implementation Board. This Board will oversee delivery of the

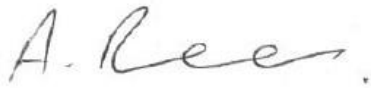
integrated implementation plan and ensure risks are appropriately managed through the various phases of transition.

The Implementation Board will report into a Service Delivery Board, chaired by the Head of EM Operations, where ultimate responsibility for holding suppliers to account and dealing with any issues will take place. This will ensure there is senior level oversight of progress and risks.

As the FMS supplier, Serco will act as Service Integrator, will be responsible for the running and management of the end-to-end Service, and will be expected to attempt to rectify delivery issues across the service before escalating to HMPPS. Serco will be responsible for reporting on progress to both Boards, both during the implementation period and when services are in "business as usual" delivery after the new service has been successfully implemented.

As well as their individual contractual obligations, both parties have also signed a separate Collaboration Agreement, which sets out clear expectations on behaviours and ways of working, and respective roles and responsibilities of the two parties. Both suppliers will appoint a suitably senior lead officer who will be specifically accountable for ensuring their respective teams adhere to the requirements set out in the Collaboration Agreement. These leads will attend the Service Delivery Board.

Yours sincerely / Yn gywir



**Amy Rees,**  
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