

The Rt Hon the Lord Foster of Bath

Lord Chairman
Justice & Home Affairs Committee
House of Lords
London
SW1A 0PW

23rd September 2025

Dear Lord Chairman

Thank you for the opportunity to appear in front of your Committee on 9th September 2025 as part of the enquiry into the Electronic Monitoring Service. We are very proud to provide this critical service on behalf of the Ministry of Justice, and our teams are fully cognisant of the role they play in supporting the administration of justice for victims and the rehabilitation of offenders.

Today we are tagging a record numbers of offenders, more than 26,000, and this is set to significantly increase as Lord Timpson set out to you. I hope my evidence reassured you that in partnership with stakeholders across the criminal justice sector, we will be fully prepared to deal with this rising caseload. This has been made possible by the transformative changes we have made and because of the efforts of our team.

Further to the session, I am writing to provide further details on exclusivity in the contracts and contract monitoring by the Ministry of Justice.

On the first point, I note that in your oral evidence session with Lord Timpson and Jim Barton, Mr Barton confirmed that the contracts with Serco and Allied Universal are not monopolies, and should the MOJ wish, they could appoint additional suppliers to deliver the services. I would however, agree with Mr Barton's view that this would drive increased cost and complexity into the system. I have for clarity included the wording from Clause 5.17 of the Core Terms of the Contract:

No exclusivity

5.17 This Contract is non-exclusive. The Authority may at any time during the Term purchase goods and services similar or equivalent to the Goods and Services from a third party"

On contract monitoring, as I said during the session, in my experience of operating contracts on behalf of central and local government authorities, the MOJ does a good job of overseeing our contract. Both Serco and the MOJ have continued to work together to evolve how the contract is managed over the past 12 months.

While we have continued to hold a range of performance meetings with the MOJ throughout each month, we also provide daily performance data. This provides a simple snapshot for senior officials and Ministers of daily demand and our delivery against it. We also work very closely with the MOJ and other partners on short and longer term horizon scanning of the forecast caseload, equipment availability and any other key metrics to ensure we can spot and deal with potential issues earlier. As was also stated to the Committee, the MOJ has



access to our systems to enable them to track real-time data, enabling increased assurance on the information that we are providing.

We have a designated MOJ team based in our operations control centre, alongside our Senior Management Team to improve dialogue and partnership. We also facilitate assurance visits in the field for the MOJ. Alongside this, myself and other executive leadership at Serco meet senior officials and ministers regularly to discuss the contract.

I very much hope I was able to provide the Committee with a fuller understanding of how we tag and monitor individuals, as well as how we are responding to record numbers of people being monitored to ensure the effective delivery of the service.

My invitation to the Committee to visit our operations centre in Warrington or to join one of our Field Monitoring Officers as they undertake their tasks remains open.

Yours sincerely

Antony King

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Serco UK & Europe