



Ministry
of Justice

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Sir Bob Neill MP
Chair, Justice Committee
House of Commons
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By Email Only

14 May 2021

Dear Chair,

18,000 Additional Prison Places Governance

Thank you for your letter of 27th April asking me to expand on the governance arrangements for the creation of 18,000 new prison places. This note sets out governance and assurance of that portfolio.

Primary accountability for delivery of the new prison capacity sits with Jo Farrar in her role as Chief Executive, HM Prison and Probation Service (HMPPS), providing assurance to me on overall delivery confidence. As Accounting Officer for HMPPS, Jo is responsible for ensuring that delivery is consistent with the principles set out in Managing Public Money assuring me as Principal Accounting Officer, and Ministers, on overall delivery confidence for the programmes.

Within the 18,000 Additional Prison Places portfolio, there are multiple programmes which are building additional capacity. These include New Builds (new prisons under construction at Glen Parva and HMP Five Wells, and an additional four new prisons delivering c9,800 places); Estate Expansions (expansions and refurbishments to the existing prison estate delivering c6,400 places); Rapid Deployment Cells and Temporary Accommodation delivering c1,400 places; and Estate conversions (re-rolling existing facilities into prisons delivering c400 places).

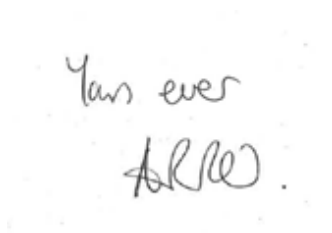
Day-to-day delivery of this programme is the responsibility of the Executive Director of Prison Supply in HMPPS, whose team deliver within a set framework of risk, scope, quality, cost and agreed through relevant business cases. The programme of work is assured by established governance structures within HMPPS, who provide assurance to the AO on the delivery of the programmes.

MoJ HQ functional expertise also supports the direct delivery of the programme. Resource from functional directorates such as Commercial, Project Delivery, Property and Finance are embedded within delivery teams, and separately provide representation at HMPPS governance fora to assist with effective challenge and professional oversight.

At an MoJ level, to support my role as Principal Accounting Officer I receive further assurance from a range of sources. First, MoJ's Investment Committee chaired by the Chief Financial Officer, provides oversight and scrutiny of all major programme business cases and a newly established Portfolio Committee will monitor expected progress of delivery across programme lifecycles for all major programmes, including prison capacity.

Secondly, I have also established a new Departmental Delivery Board, with MoJ Lead Non-Executives and the Infrastructure and Projects Authority, forming a challenge panel. As the 18,000 Additional Prison Places portfolio is a critical priority for the Department, these programmes were scrutinised in a recent challenge session, to test progress and understand in detail how risks were being managed. Finally, consistent with the 'three lines of defence' assurance model, the programme is subject to external scrutiny, including from IPA and the National Audit Office.

I hope that this provides you with the information that you require, and reassures you about the comprehensive governance we have in place to manage and oversee delivery of this important programme.

A handwritten signature in dark ink, appearing to read 'Yan ever' on the first line and 'ARW.' on the second line. The signature is written in a cursive, informal style.

Antonia Romeo