



To: Chris Taylor, Senior Responsible Owner for the Electronic Monitoring Expansion Programme

From: Dr Jo Farrar, Second Permanent Secretary of the Ministry of Justice; and
Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

November 2022

Dear Chris,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE ELECTRONIC MONITORING EXPANSION PROGRAMME

I am writing to confirm your appointment as Senior Responsible Owner (SRO) of the Electronic Monitoring Expansion programme with effect from 5 September 2022. This letter sets out your responsibilities and the support you can expect from the Ministry of Justice.

As SRO, you are directly accountable to the Chief Executive Officer of HM Prisons and Probation Service (HMPPS), under the oversight of the Permanent Secretary as Principal Accounting Officer for the Ministry of Justice, and the Secretary of State for Justice.

The Electronic Monitoring Expansion programme forms part of the Ministry of Justice's Portfolio under my oversight as the Chair of the Portfolio Committee within the tolerances set by the Investment Committee at each approvals point. The programme is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for delivering the Electronic Monitoring Expansion 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 programme in accordance with the objectives and policy intent as set by Ministers. 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

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](#).

Time commitment and tenure

This will be a full-time role to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of completion of the re-procurement and transition to the future Electronic Monitoring service, planned for 2024. 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 departmental consent.

Objectives and performance criteria

The policy intent supported by this programme is to deliver the expansion to the Electronic Monitoring service, introducing new technologies and cohorts alongside optimising data access and utility, in the most appropriate and effective ways to meet the changing requirements of the criminal justice system, the ambitions of the Government and legislative opportunities.

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

The objectives and vision of the programme are to:

- Increase curfew and location monitoring capability and capacity.
- Build on the existing operational service and infrastructure to accommodate other tag suppliers and types of electronic monitoring to provide a flexible and scalable service that has the capacity to deliver ministerial ambitions.
- Increase intelligent use of data and crime mapping capability in support of wider criminal justice objectives.
- Maintain alignment with Integrated Offender Management Strategy.

Personal objectives and performance criteria that relate to the programme are to:

- Complete a successful re-procurement of the existing four Electronic Monitoring contracts.
- Increase the scale, impact and efficacy of the Electronic Monitoring service.
- Oversee electronic monitoring service delivery and ensure programme objectives and outcomes, and live service delivery plans, are aligned.

You are expected to run your programme 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 programme 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 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 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 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 against these.

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 Electronic Monitoring programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

The total cost of the preferred options as presented in the Outline Business Case (OBC) is estimated to be £1213.6m over ten years. 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 Chief Executive Officer of HMPPS.

You are also authorised to:

- agree programme rescheduling within three months of agreed milestones, but rescheduling beyond that must be agreed with the Chief Executive Officer of HMPPS and the Ministry of Justice Investment Committee; and
- recommend to the Chief Executive Officer of HMPPS and the Ministry of Justice 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 Chief Executive Officer of HMPPS and the Ministry of Justice's Investment Committee.

Appointments

You should appoint a full-time programme director 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 Outline Business Case. 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. [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.

Programme reporting and transparency requirements

You are responsible for ensuring the honest and timely reporting on the position of the programme by 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.

You should monitor and report on status, forecast timescales, costs and benefits, key risks and dependencies, and ensure that any issues (including any likelihood of exceeding approved tolerances) are reported openly and transparently within the Ministry of Justice.

Development and support

To widen experience and understanding of the role, SROs are also expected to become accredited assurance reviewers and to lead or participate in such reviews for other government departments, the wider public sector, and other areas of the Ministry of Justice as appropriate. 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 your delivery and leadership skills, including specific

development opportunities such as the Major Projects Leadership Academy and Project Leadership Programme.

Following approval of the business case and entry onto the Ministry of Justice Portfolio, 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.

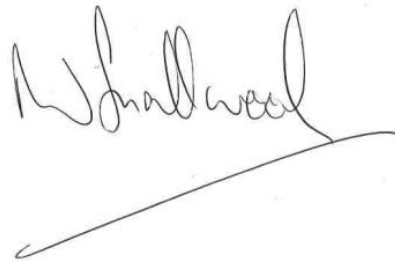
I would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



Dr JO FARRAR

Second Permanent Secretary of the Ministry of Justice with lead responsibility for project delivery



NICK SMALLWOOD

Chief Executive Officer, Infrastructure and Projects Authority

Appointment endorsed by:

Antonia Romeo, Principal Accounting Officer of Ministry of Justice: 30 November 2022

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

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



CHRIS TAYLOR

30 November 2022