

Figure 12
Home Office oversight of Brook House

The Home Office monitors contractual performance day-to-day, and issues escalate to weekly, monthly and quarterly meetings

Frequency	Teams involved	Nature of oversight
Daily ¹	On-site compliance team	'First line' risk management: reviews paperwork from an office, such as records of training undertaken by G4S staff, but also walks the site. Team members note service failings if they observe them. For example, the Home Office told us that a member of the team accompanies G4S on a daily cleaning inspection.
	Commercial team	Oversees the contract, including payments.
Weekly	On-site compliance team	Working-level meetings to discuss performance points, possible mitigating circumstances and other issues.
Monthly	Commercial and on-site compliance team	Attends monthly operational review meetings to discuss performance, finances, action plans and possible changes to the contract.
	Detention and escorting security team	Reviews data provided by the on-site compliance team on the use of force by G4S staff against detainees.
Quarterly	Commercial and on-site compliance team	Quarterly contract review meeting: focuses on contractual and commercial issues. It also includes operational issues escalated from monthly meetings.
	Commercial, on-site compliance team, crown representative, senior civil servants	Meeting of the Executive Oversight Board, which discusses all Home Office contracts, including performance, activity and profits; and wider policy issues such as the use of small and medium sized subcontractors.
Annual	Detention and escorting services audit and assurance team	Carries out annual reviews as part of 'second line' risk management.
Periodic	Professional standards unit	Investigates some complaints made by detainees.
	Internal audit	Carries out reviews as 'third line' of risk management.
	Detention and escorting security team	Carries out inspections and investigations.

Notes

- 1 Includes weekends.
- 2 Performance on facilities management is also reviewed by the Ministry of Justice on the Home Office's behalf.

Source: National Audit Office analysis of Home Office documents and interviews

Appendix One

The contract's performance indicators

1 Under the contract there are 30 grounds on which the Home Office can charge service credits to G4S.¹³

Figure 15
The contract's performance indicators

Failing	Points	Penalty ¹ (£)	Per
1 A detainee escaping from G4S custody from Brook House or while being escorted by G4S outside the centre. £30,000 per incident of any number of detainees escaping from Brook House, or £10,000 per incident of escape of any number of detainees while being escorted.	n/a	10,000–30,000	incident
2 Self-harm resulting in death defined as self-harm of a detainee resulting in their death, involving any failure by G4S to follow procedures for the safety of detainees.	n/a	10,000	incident
3 Staffing levels defined as failure to provide enough detainee custody officers and managers as required.	75–1,000, according to the centre's percentage occupancy, the number of failed days in a month, and the percentage of the required staffing level achieved.	134–1,790	day
4 Cleaning defined as failure to make available full establishment cleaning services, defined as maintaining the centre in a safe, clean and healthy state internally and externally.	300	537	day
5 Failure to improve defined as failure to act on a written notice of improvement or rectification by the Home Office within 21 days.	500	895	incident
6 Failure to report defined as failure to notify the Home Office of any matter which constitutes a performance measure.	500	895	incident

13 A healthcare indicator was removed in September 2014 when provision of healthcare at Brook House moved to a new separate contract with G4S. Under this, G4S could incur 500 points per day for failing to make available a full healthcare service, defined as detainees having access to the same range and quality of services as the general public receives from the NHS.

Figure 15 *continued*
The contract's performance indicators

Failing	Points	Penalty ¹ (£)	Per
7 Failure to admit a detainee into Brook House.	500	895	day
8 Failure to release a detainee defined as unlawfully releasing a detainee, erroneously detaining a detainee, detaining a detainee beyond four hours of being notified of his release, or failing to deliver custody of a detainee to an escorting contractor.	500	895	day
9 Health and safety defined as G4S being served with a notice for the infringement of health and safety, or hygiene legislation.	500	895	day
10 Self-harm resulting in injury defined as self-harm by a detainee requiring any form of healthcare, and involving any failure by G4S to follow procedures for the safety of detainees.	400	716	incident
11 Activities 'availability of regime opportunity', defined as education, leisure, physical activities and library facilities.	300	537	day
12 Communications defined as failure to make available full detainee communication service, defined as the availability of visits, mail, fax and telephone.	300	537	day
13 Contingency planning defined as non-completion of the number of contingency planning exercises required by the contract.	300	537	day
14 Maintenance defined as planned maintenance not taking place without good cause, or reactive maintenance, in response to people notifying G4S of faults, not taking place.	300	537	day
15 Religious practice defined as failure to meet a request for or make available facilities in connection with religious observance.	300	537	day
16 Serious substantiated complaints defined as substantiated complaints of assault, damage or loss of a detainee's property, or racial abuse.	300	537	day
17 Failure to deliver a list of documents , such as detailed procedures on the use of force, before the contract start date.	n/a	500	document per day of delay greater than 7 days
18 Failure to complete self-audit defined as G4S failing to give the Home Office required information about provision of available spaces, available services, untoward events and serious performance failures.	200	358	day