



Home Office

Executive Oversight Board (23)

Meeting Papers

Final Version

G4S

Date: 29th September 2016

Time: 10:00 – 11:00

Location: Conference Room 13, 2 Marsham Street, London

Official - Commercial Sensitive

CJS0074095_0001

Agenda

	Item	Timing	Lead
1	Introductions / Review of Actions	10 mins	Chair
2	Review of Expectations		
3	Update on progress on Widening Dispersals	15 mins	HO
4	Current G4S contracts and possible opportunities	15 mins	All
5	Relationship Review/Discussion	10 mins	All
6	Summarise Agreed Actions	5 mins	Secretariat

Annex

A	High Level Summary of Activity
B	Risk Register
C	SME Initiatives (potentially available at the meeting)
D	Financial summary (potentially available at the meeting)

Attendees

Name	Organisation / Job Title
Sarah Collecott (SC) (Chair)	Home Office - Deputy Director Commercial Delivery Border Force, HMPO and Immigration Enforcement
Clare Checksfield (CC)	Home Office - Director, Returns Immigration Enforcement
Himanshu Acharya (HA)	Cabinet Office – Market Analyst
Ann Pedder (AP)	Cabinet Office – Crown Rep for G4S
Sean Palmer (SP)	Home Office - Deputy Asylum Director
Tyson Hepple (TH)	Home Office - Director, Asylum Operations
Tim Samuel (TS)	Home Office – Supplier Relationship Management Lead / EOB Secretariat
Coleen Andrews (CA) (TBC)	Cabinet Office - Deputy Director Commercial Intelligence
Peter Neden (PN)	G4S - Regional President for UK & Ireland
Jerry Petherick (JP)	G4S - Managing Director, Custodial and Detention Services
John Whitwam (JW)	G4S – Managing Director, Immigration & Borders
John Shaw (JW)	G4S – Managing Director, Public Services
Zoe Grzegorzec (ZG) (TBC)	Home Office – Change Management, Commercial Directorate

Meeting Expectations

Definition: An expectation must:

- Include a required outcome which will result in an action being agreed within the EOB meeting.
- Focus on issues/topics, escalated to the EOB and could not be managed at contract management level

Home Office or G4S	Expectation	Raised by (Initials)
G4S	Request for HO summary of progress to achieve local authority permission to disperse SU into G4S' priority areas for Widening Dispersals: Scunthorpe, Grimsby, Telford, Newcastle-Under-Lyme, Mansfield, Cannock, Chesterfield and Scarborough. <i>Carried forward from previous EOB.</i>	JW
G4S	Level of enforcement support that can be expected from UKVI and police in response to SU criminal and dangerous behaviours.	JW

Actions

Ref	Action	Owner	Due Date	Update
22.1	Lee Tribe to be invited to future meetings	SC	Next EOB	Lee to talk about leading market engagement for Policing. Sept: Lee unable to attend so being slipped to 2 nd Dec EOB.
22.2	G4S summary information to be provided	G4S	Next EOB	Sept: Requested for inclusion in the EOB pack
22.3	Ability of G4S to meet demand for asylum accommodation. s98 (Initial) and s95 (Dispersal)	PH	Closed	Action completed.
22.4	Contract dispute with Jomast	TH	Ahead of next EOB	TH to take offline for discussion
22.5	Finance Slides to be included in next EOB Pack	SO	Next EOB	Sept: Requested for inclusion in the EOB pack

G4S: Contracts

Business Area	Agreement Name	Current Contract		Absolute Contract Expiry Date (if extension options exercised)	Whole Life Current Contract Value	Current Annual Contract Value	Category of Service	Relationships	Performance	Payment	Risk	Contract Development	Contract Manual	Contingency Plan	Joint Risk Register
		Start	End												

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IE	Brook House	14-Mar-09	20-May-17	20-May-17	Commercially sensitive	Business Process	G	G	G	G	G	Y	Y	Y
IE	Tinsley House (IRC)	20-May-09	20-May-17	20-May-17		Business Process	G	G	G	G	G	Y	Y	Y
IE	Tinsley House (PDA) – Cedars	1-Apr-11	20-May-17	20-May-17		Business Process	G	G	G	G	G	Y	Y	Y









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Relationship Review / Update







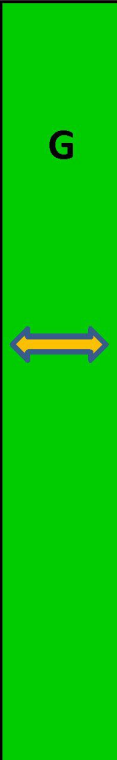
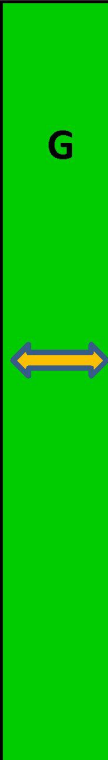
Authority's View of Supplier			Supplier's View of Authority		
<p><i>Comments taken during the previous EOB. No update.</i></p> <p>Compass – Challenging relationship</p> <p>Operational position feels better but there is a lot more to be done</p> <p>Present relationship extremely good.</p>	Behaviour	R A G	<p><i>Input for September EOB:</i></p> <p>Much improved level of cooperation under new contract 'owner' Sean Palmer.</p> <p>Tiger team has achieved notable tactical successes.</p> <p>Assistance with widening dispersals (the 'Scarborough Nine') welcome and progress expected.</p> <p>Very good interaction at Immigration Enforcement centre level</p>	Behaviour	R A G
	Customer Focus / Business Awareness / CSR			Open, honest communications	
	2 Way Communications			Cross-Team working	
	Innovation			Timely engagement	
	Drive and Commitment				

Annex A: High Level Summary of Activity pg 1 of 5








Immigration Removal Centres – Brook House/Tinsley House

Authority's View   	Rating/ Trend	Supplier's View   	Rating/ Trend
<p>G4S run Brook House and Tinsley House IRCs:</p> <ul style="list-style-type: none"> • Delivery is to a good standard with the level of performance deductions overall being low. However, there has been an increase in the level of deductions over this last quarter, predominantly relating to staffing levels and regime availability. • HOPG plans to increase capacity within Brook (+60) and Tinsley (+43) are being progressed with HOPG colleagues. • Good engagement from G4S • Works at BH scheduled to complete Fri 23 Sept. • Decant of TH to begin Sat 24 Sept, with work commencing there on 3rd October (to include the new PDA) and due to conclude on 21 December • Revised core-day at TH when centre re-opens • Ben Saunders Centre Manager has returned from his secondment to Medway. <p>Official - Commercial Sensitive</p>	<p>G</p> 	<ul style="list-style-type: none"> • We are engaging with proposals for a potential extension to the contract and are finalising our offer of further cost savings. The scope of those is more restricted due to the savings already made in previous discussions. • PSU Investigation report into the escape from Brook House on the 16th March has been received. <small>Sensitive/Irrelevant</small> <div style="border: 1px dashed black; padding: 10px; text-align: center;"> <p>Sensitive/Irrelevant</p> </div> <p><small>Sensitive/Irrelevant</small> Costings and design have been submitted to the HO for consideration. All other actions are on schedule for completion as per the action plan.</p> <ul style="list-style-type: none"> • Work started on the 8/8/16 on the extra beds project at Brook house 60 beds, and this work will be completed on the 23/09/16. Tinsley House detainees will decant into Brook House commencing on the 24/09/16 and planned work will start there with the extra beds, and the PDA. It is anticipated Tinsley House will reopen 3/01/17 but no date has been set yet for the PDA to open at Tinsley. • 1st Jamaican charter took place since they were stopped some time ago, this went well and no force was used as this had the potential to be a difficult charter. • Ben Saunders is now back in post. 	<p>G</p> 

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Authority's View   	Rating/ Trend	Supplier's View   	Rating/ Trend
Immigration Removal Centres – Cedars Pre-Departure Accommodation			
<ul style="list-style-type: none"> G4S proposals for the more efficient use of Cedars and Tinsley family suite to address under usage have been accepted, Phase 1 effective from 20 May 2015, Phase 2 effective from 1 January 2016 and Phase 3 effective 20 May 2016 (2 family cap) Ministerial approval received re future use and location of PDA. Cedars is to close and the new PDA will be located at the Tinsley House site. Demobilisation/mobilisation discussions underway. New procurement required for Welfare services contract launched 21 September. 		<ul style="list-style-type: none"> Final plans agreed for Gatwick PDA – works at Tinsley House projected to conclude by 12th December Close liaison with Mott MacDonald and Wates to ensure “domestic” feel of Cedars replicated at Gatwick PDA Work underway to transfer assets from Cedars to Gatwick PDA – resulting in decommissioning of some infrequently used apartments Current FCO headcount in excess of number required for Gatwick PDA – some will transfer to Tinsley House IRC G4S in a position to transfer by Jan 2017 	

High Level Summary of Activity pg 3 of 5

Authority's View   	Rating/ Trend	Supplier's View   	Rating/ Trend
COMPASS – Commercial (pg 1 of 2)			
<p>Capacity</p> <ul style="list-style-type: none"> • G4S currently house 571 SUs across both IA centres. Stone Road 270 Urban House 301. Both IA centres are currently at capacity. • In addition G4S house 119 Service Users in hotels, including 78 in a sole use hotel (the Kensington). • G4S currently house 17,426 (31.08.2016) S95/S4 SUs across 5 regions, a slight decrease in August but an overall increase of 1238 since the start of the calendar year. • G4S continue to present their IA availability on a daily basis via Intelligent Routing return which takes account onward DA accommodation. G4S/ Routing still remain focused on market share (47%). • Voids currently stand (23.09.2016) at 1,269 bed spaces (9.1%). Of these 927 are frozen, 42 await repair and 267 are pre booked for BAU. <p>Procurement</p> <ul style="list-style-type: none"> • G4S procurement remains good and they regularly provide procurement pipeline data on a weekly basis. The latest data (23.09.2016) showed that in September there has been a net increase of 120 beds, compared with 92 in August, 122 in July. 125 in June and 224 in May. <p>Performance</p> <ul style="list-style-type: none"> • G4S continue to fail to provide S4 Bail Accommodation. There have been no other significant issues with performance and recent conversations have been constructive. • SDMs continue to work with Contract Compliance Teams to remain robust with escalating KPI failures and work with Commercial to ensure appropriate application of contract. 	<div>A/G</div> 		

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Annex B: Risk Register pg 1 of 2

Risk Owner	Date Escalated	Risk Description	Risk Impact	Mitigating Action	Target Date	RAG Status
HO/G4S	2015	Physical changes during the summer of 2016 affect operational performance	The ability to provide increase use/occupancy at Tinsley House and Cedars is limited and Cedars is limited, and/or affects removals.	G4S and Home office to jointly plan contingencies against risk.		A / G

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Annex C: SME Initiatives *(G4S to Complete)*

Spend total by HO (last 12m) (£) Period covered?	Value of subcontracted revenues (last 12 m) (£)	Total value of subcontracted revenues to SMEs (last 12 m) (£)	Average payment period to SMEs (days)	Forecast spend by HO (in current 12m) (£)	SME spend forecast (in current 12m) (£)

Annex D: Financial Summary *(G4S to complete)*

Contract Name	Total Contract Value	Start Date	End Date	Total Forecast Billing 2015/ 2016	Gross Margin £	Gross Margin %	EBITDA £	EBITDA %
TOTAL								

Sub-Contract Name	Prime contractor	Total Contract Value	Total Forecast Billing 2016 /2017	Gross Margin £	Gross Margin %	EBITDA £	EBITDA %

Pipeline: Bid / Change Request Detail	Agency / Contract	Total Contract Value	Issue date of OJEU	OJEU Stage