



Home Office

# Executive Oversight Board Meeting Papers

## G4S

Date: 20 June 2017

Time: 14:00 – 15:00

Location: Conf Room 9, 2 Marsham Street, SW1P 4DF

Dial in number:  Access Code:  (Chair = 2826)

# Agenda (to be agreed)

	Item	Timing	Lead
1	Introductions / Review of Actions	10 mins	Chair
2	Review of Meeting Expectations		
3	Home Office Initiatives and Aspirations – including market engagement for Policing	20 mins	HO
4	Current G4S contracts and possible opportunities	10 mins	All
5	Relationship Review/Discussion	10 mins	All
6	Supplier Chain Payment Terms	5 mins	SC
7	Summarise Agreed Actions	5 mins	Secretariat

## Annex

<b>A</b>	High Level Summary of Activity
<b>B</b>	Risk Register
<b>C</b>	SME Initiatives
<b>D</b>	Financial summary (provided subsequent to the meeting)

# Attendees

Name	Organisation / Job Title
Sarah Collecott (SC) (Chair)	Home Office – Commercial Business Partner: BF/UKIE
Paul Howcroft (PH)	Home Office – Commercial Business Partner: HMPO/UKVI
Clare Checksfield (CC)	Home Office – Director, Returns Immigration Enforcement
Himanshu Acharya (HA)	Cabinet Office – Market Analyst
Sean Palmer (SP)	Home Office – Deputy Asylum Director
Munier Jussab (MJ)	Home Office – EOB Secretariat (Acting)
Peter Neden (PN)	G4S - Regional President for UK & Ireland
Jerry Petherick (JP)	G4S - Managing Director, Custodial and Detention Services
John Whitwam (JW) (Apologies)	G4S – Managing Director, Immigration & Borders
John Shaw (JW)	G4S – Managing Director, Public Services

# 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	Updated response to G4S submission to expand IA capacity by 225 wef Sep 17	

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# G4S: Contracts

Business Area	Agreement Name	Start Date of Current Contract	Initial Term Expiry Date	Current Term Expiry Date	Original Whole Life Contract Value	Original Annual Contract Value	Whole Life Current Contract Value	Category of Service	Relationships	Performance	Payment	Risk	Contract Development	Contract Manual	Contingency Plan	Joint Risk Register
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IE	Brook House	14-Mar-09	14-Mar-14	20-May-18				Business Process	G	G	G	G	G	Yes	Yes	Yes
IE	Tinsley House (IRC)	20-May-09	20-May-14	20-May-18				Business Process	G	G	G	G	G	Yes	Yes	Yes
IE	Tinsley House (PDA) - Cedars	1-Apr-11	28-Feb-14	31-Dec-16				Business Process	G	G	G	G	G	Yes	Yes	Yes








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# Annex A: High Level Summary of Activity pg 1 of 8









Immigration Removal Centres – Brook House/Tinsley House			
Authority's View   	Rating/ Trend	Supplier's View   	Rating/ Trend
<p><b>Brook House</b> – There is a good relationship between the supplier and the Authority with both organisations working together to resolve issues. Incidents have increased but this is primarily related to all incidents now being logged and reported upon by the IRC.</p> <p>The Centre has seen an increase in Official visits over the past few months but these have reduced this month.</p> <p>There is an issue with the AHU (Air Handling Unit) at the site which has been ongoing for quite some time. The matter is being resolved between G4S and Home Office Commercial.</p> <p>A recent Audit conducted by Stephen Brinkworth (Maintenance Assurance Auditor (HMPPS) on premises resulted in non-compliance of cleaning. This has now been rectified by G4S.</p>		<ul style="list-style-type: none"> <li>Continued good performance against the contract.</li> <li>Brook House – all 60 additional beds mobilised successfully with no adverse impact.</li> <li>Escape action plan competed and signed off by the Home Office.</li> <li>Increased throughput, official visits, charter moves, incidents at height and Rule 40 has been challenging, but effectively managed.</li> <li>Violence increased in the first four months of 2017, mainly low level, impulsive and spontaneous, but is a concerning increase. This dropped in May to more usual levels. A Violence Reduction Strategy is in place and reviewed monthly.</li> <li>Brook continues to manage the most challenging detainees effectively, fully supporting the Home Office's Excessive Disruptive Behaviour process.</li> </ul>	



# Annex A: High Level Summary of Activity pg 2 of 8

Immigration Removal Centres – Brook House/Tinsley House			
Authority's View   	Rating/ Trend	Supplier's View   	Rating/ Trend
<p><b>Tinsley House</b> – This site re-opened on 22<sup>nd</sup> May 2017 but without use of the PDA (Families). 6 Detainees were admitted to Tinsley House on day 1 with further referrals to be made by DEPMU. Issues encountered on day 1 relate to IT and related to flooring. Resolution of these is currently being managed by HO Estates.</p> <p>The first tranche of families are earmarked to arrive from 26<sup>th</sup> June 2017 onwards. Some administrative paperwork is required to be completed to obtain Permit to Operate.</p>		<ul style="list-style-type: none"> <li>• Brook solely discharged the first “no notice” TCU charter to Germany in June with no significant difficulties, although this represents increased risks.</li> <li>• Successful pre-departure pilot – collaborative working with the Home Office saw increased interviews, voluntary and unescorted returns.</li> <li>• Tinsley House building was handed back and ramp up commenced successfully. There have been numerous and some significant defects and snags to resolve.</li> <li>• Tinsley and Borders are fully operational and up to full Op Cap.</li> <li>• Continued excellent relationship with Home Office colleagues at all levels with transparent, collaborative working.</li> <li>• Joint risk register reviewed with monthly joint reviews timetabled.</li> </ul>	

# Annex A: High Level Summary of Activity pg 3 of 8

Authority's View   	Rating/ Trend	Supplier's View   	Rating/ Trend
<b>Immigration Removal Centres – Cedars Pre-Departure Accommodation</b>			
<p><b>Cedars</b> – This site is currently being managed by G4S on a Caretaker Maintenance regime whilst we await formal hand back to the Landlord in July.</p> <p>A Dilapidations light touch visit was made on 17<sup>th</sup> May 2017 which endorsed that the property was in good condition. Some furniture is currently being stored on site relating to the Penine House Capital Project Work.</p>		<ul style="list-style-type: none"> <li>Gatwick PDA has been successfully moved from Cedars and will go live from 19<sup>th</sup> June with the first family expected w/c 26<sup>th</sup> June 2017.</li> <li>The Welfare Services contract is currently mobilising and on track.</li> <li>A two-day Partnership Event has been hosted by G4S bringing together the key agencies who will be working in, or around the PDA. This was suggested by Clare Checksfield and has been well received, particularly by Hibiscus who are new to PDA operations.</li> </ul>	

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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 2016 and early 2017 affect operational performance and data security.	<ul style="list-style-type: none"> <li>The ability to provide increase use/occupancy at Tinsley House and Cedars is limited and Cedars is limited, and/or affects removals.</li> </ul>	<ul style="list-style-type: none"> <li>G4S and Home Office continue to plan joint contingencies against this risk.</li> </ul>	TBC	
G4S	2015	Ability of G4S to meet demand for asylum accommodation. s98 (Initial) and s95 (Dispersal)	<ul style="list-style-type: none"> <li>Failure to meet requirements of contract</li> <li>Displacement of Service Users to other COMPASS Providers results in system wide pressure</li> <li>Increased use of contingency hotel accommodation causes HO and Provide reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Agree a strategy with HO to maintain relationship with LA's</li> <li>identify and source properties in new &amp; existing cluster areas.</li> <li>Better interaction and clarity between G4S/HO in forecasting demand.</li> <li>Optimize use of existing property portfolio</li> <li>Use of inter-provider 'Trading' arrangements</li> </ul>	<b>29/09 EOB:</b> Given the potential impact of such a scenario this risk will inevitably remain Red for the duration of the contract.	

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