

Outsourcing the Lincolnshire journey





Joined as a Constable 1986
Deputy Chief Constable 2008 – 2012
Chief Constable 2012 – February 2017

A tricky business –
embracing the dark side!

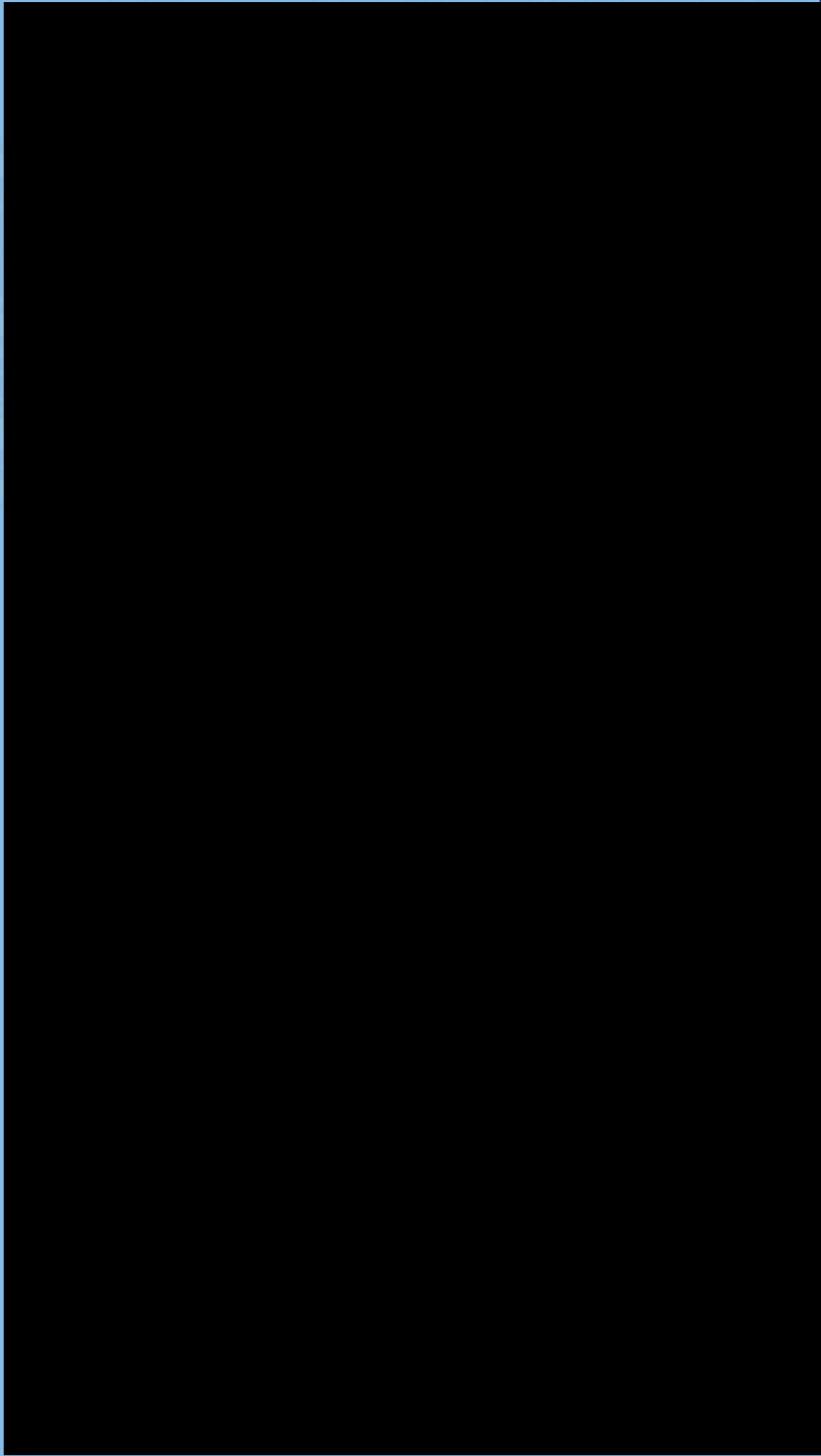
Is it privatising policing?

A fundamental issue of
principle – or just a business
tool?



LINCOLNSHIRE POLICE

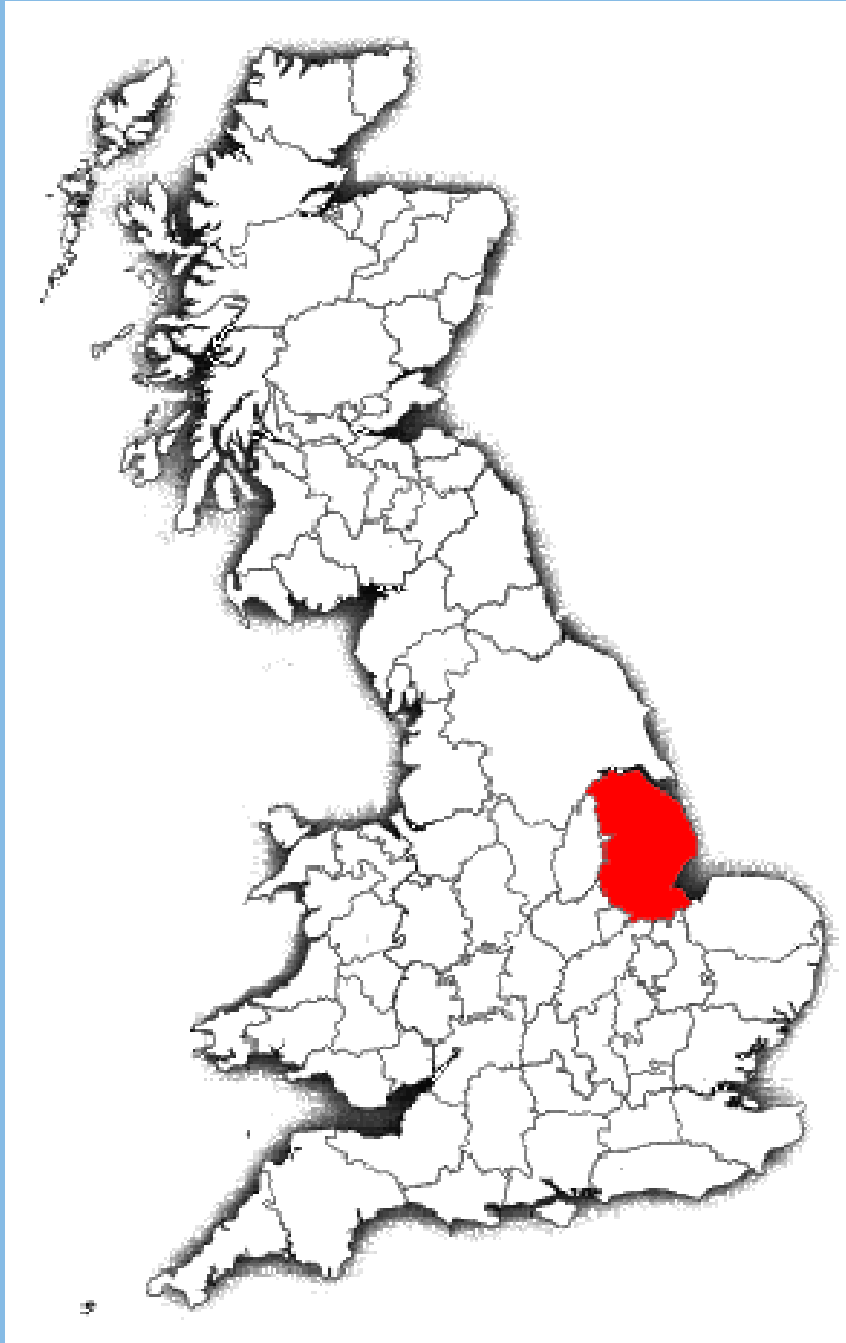
serving with PRIDE



- 3rd largest geographic county
- Sparsely populated
- One City – Lincoln
- Several major towns



- Coastal with seasonal tourism
- Rural population
- Primarily agricultural



- 1108 police officers
- 149 PCSOs
- 256 Civilian Staff
- 540 G4S staff
- Population 700,000
- 8300 square kilometres

Challenge - start of 2011

- 1200 officers
- £120m budget
- Broadly 50/50 police/civilian workforce
- Lowest cost force in the country
- Required to reduce budget by further £19.7m per annum over next four years



Our response

A year of dynamic, fast paced change

Policing change programme comprising –

- further economies to meet year end needs
- Adopting a ‘whole force model’
- some officer number reductions
- maximising advantage from regional collaboration
- **taking on a private sector strategic partner to achieve savings and transformation**

Outsourcing yield – we needed it fast!

- Expedited procurement route
- sustained and improved service quality guaranteed

PLUS

- organisational transformation

INITIAL VERY WIDE SCOPE, LATER TRIMMED MARGINALLY

1. Publishing the OJEU – wide, enabling scope – pretty much if it doesn't involve a warrant card it's in
2. The bidders' day – 105 organisations attended
3. Sharing of documents via our data room
4. 12 submitted an ISOS – the outline solution
5. 4 failed to meet PQQ criteria
6. 8 ISOS were assessed and down-selection to 5 bidders took place
7. 6 weeks of dialogue, spread over 8 calendar weeks
8. Submission of ISDS – the detailed solution
9. Second down-selection to 2 bidders

Then the fun really started

Accelerated procurement –

Remember - we couldn't spend two years building deals, choosing between them and then building a contract – we needed the savings now!

So, a different approach, gun to tape in 8 months

- In essence, get down to two bidders, build two potentially binding contracts in parallel (cuts out the sales talk and flowery promises!)
- Build two sets of service schedules and KPIs
- Agree in the contract how you'll undertake future projects – lock as much in as you can
- The bidders then give you a fixed price, smoothed over ten years for the whole deal

Choose the best one and sign the contract – then straight into transition

Scope of services

●	Administrative Support Services
●	IT
●	Assets & Fleet Management
●	Finance, HR
●	Facilities Management
●	Custody, street-to-suite
●	Criminal Justice / file preparation
●	Front desk staff
●	Control Room (alarmcentral)
●	Anything requiring police powers – NO!

Supporting the front line – Street to Suite



Outsourcing yield – from April 2012

- £200m+ contract, with £28m worth of savings over next ten years guaranteed
- sustained and improved service quality guaranteed

PLUS

- organisational transformation

AND

- Real potential for even greater savings from planned future work and sharing services with others

Why outsource – making the simple business case

The killer questions

- What benefits will this bring?
- What can the private sector do that we can't do for ourselves?
- How do they provide us with a better service, cheaper, and still make money?
- How do they help us access new technology, new capital investment, when we wouldn't be able to afford it ourselves?
- Where more than one public sector body is involved, why is it that a private company can combine the back office functions more efficiently and effectively?

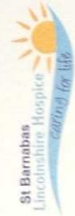
THIS IS NOT PRIVATISING THE POLICE FORCE, IT IS WORKING WITH A PARTNER TO MAKE BEST USE OF PUBLIC MONEY

123456789101112

GOLDEN RULES
of Public Sector Outsourcing

NEIL RHODES
Chief Constable, Lincolnshire Police
with a foreword by **Peter Neyroud**

Proceeds in aid of
St Barnabas Hospice
and Bowel Cancer UK



Rule 7. Bake the partnership guiding principles into the contract early

- You can't build a contract now to cover circumstances seven years hence**
- So build principles in that help you decide how you will resolve those issues**
- Culture and Values – do they fit with yours – set them out?**
- Win-win?**
- Genuine strategic partnership?**
- Lots more!**

Transformation



New IT infrastructure

- Oracle based HR and Finance systems integrated with duties management
- offsite, secure data centre providing resilience

Where does that leave us?

- Still medium term financial challenges
- The guaranteed savings make a significant contribution to closing the gap
- But we are not out of the woods - challenges remain around funding levels and officer number trade-off
- **BUT we have taken the leanest force in the country and significantly improved its efficiency**

What could outsourcing do for you?

How did it go?



- 575 Lincolnshire employees transferred to G4S
- 60 redundancies, of which 40 were voluntary
- Day one nothing changed
- We continually communicated via roadshows, briefings and newsletters



999 call response rate improved to an average of **over 93% of calls answered within 10 seconds**, up from an average of 89% in 2011/12.



Actual savings are estimated to be in excess of 18% equating to a total of over £5m per year

Contracted savings of 13.6%



575x

staff transferred from Lincolnshire Police to G4S under TUPE arrangements

A four month backlog of files for processing firearms licences has been cleared and files are now proactively prepared up to two months in advance



35x

Additional savings equivalent to an extra 35 police officers

Over life of the contract G4S is committed to delivering

£36m

Savings estimated to be in excess of 18% equating to a total of £5m per year

66x

Managing 66 custody suite cells across the county – including four new cells delivered to Boston



HR transformation completed **9 months ahead of schedule**

Managing the accounting and reporting services for the PCCs operating budget of

£114m



Now delivering administrative and operational functions and services worth **20% of Lincolnshire's spend**

Launch of Street to Suite™ service in Lincoln, Boston and Spalding resulted in saving of over

1850

hours of police officers' time



Refurbished Force Control Room built and opened **on time and within budget**



Delivered over

21,000

training days during the year

Outsourcing – 4+ years in

- The public are more satisfied and there has been no negative feedback from the public
- Overachieving on annual savings (year one £2.8m contracted £5m delivered, and sustained in year two onwards)
- Organisational transformation being delivered (t-Police IT systems, plus off-site data centre)
- Providing the Criminal Justice IT system to 5 other forces!
- Providing custodial services to two other forces
- 575 civilian staff transferred – local jobs preserved
- Balanced and stable relationship – it's working!

POLICING HAS NOT BEEN PRIVATISED!!!

Outsourcing the Lincolnshire journey



Come and see it yourself!