

Lincolnshire Police



Options Exploration Project

Cleaning Service Provision

Business Case

Change Control

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1 Executive Summary

1.1 Introduction and the Strategic Case for Change

- 1.1.1. The Future Services Programme (FSP) was initiated following the decision taken by the Police and Crime Commissioner (PCC) for Lincolnshire in November 2020 not to extend the Strategic Partnership with the incumbent provider beyond the 31st March 2022.
- 1.1.2 Within the FSP, the Options Exploration Project (OEP) remit was to explore delivery options for the provision of Cleaning Services, currently delivered by the incumbent provider, to commence from 00:01 on the 1st April 2022.
- 1.1.3 This document presents a full Business Case for the future provision of Lincolnshire Police Cleaning Services. The model used for this Business Case is the 5-case Business Case model outlined in the HM treasury's Green Book for investment appraisal.
- 1.1.4 The purpose of the Business Case is to enable the FSP Board to make two key decisions based on the justification and recommendations of the OEP. These decisions are summarised in Section 1.5 and are listed on pages 10 and 11.

1.2 Value for Money (the Economic Case)

- 1.2.1 Three options were identified for consideration by Lincolnshire Police in relation to the future provision of the Cleaning Service. These were:
 - Option 1 – Insourcing
 - Option 2 – Outsourcing
 - Option 3 – Teckal Company
- 1.2.2 Option 3 which would require Lincolnshire Police to set up a Teckal company was ruled out by the Programme Board early in the process as members did not believe that the potential benefits justified the additional statutory requirements and administrative costs for one Service Area. It was agreed that this option may be considered at a later date where appropriate.
- 1.2.3 Following an initial evaluation of both financial and operational data (Business Justification report) the analysis suggested that Option 2 - Outsourcing may represent better value for money (VFM), achieve the objectives for the Project and offer benefits such as reduced costs, risk transfer, and therefore should be explored.
- 1.2.4 On the 9th June 2021, the FSP Board confirmed that the OEP should explore Option 2 - Outsourcing of Cleaning Services.

1.3 Feasibility (the Commercial Case)

- 1.3.1 Option 2 - Outsourcing - The OEP entered into an open procurement process in September 2021. Suppliers in the market were invited to bid for a standalone contract for the provision of Cleaning Services for an initial three year term commencing at 00:01 on the 1st April 2022, with two possible extensions of one year each.
- 1.3.2 The OEP received six bids for the Cleaning Service provision. Two bids were excluded due to non-compliance of tender criteria. The bids have been evaluated based upon the following criteria and weighting agreed by the FSP Board; 50% Quality and 50% Price.
- 1.3.3 The bids that did meet the minimum requirements were assessed against the evaluation criteria.

1.4 Affordability (the Financial Case)

1.4.1 The total estimated full cost of the Cleaning Service provision over the three year initial period is £1,406k. This figure includes the fixed cost of the core Cleaning Service and Window Cleaning with estimates for Laundry Services, ad hoc Window Cleaning, Reactive Services, and contract management but excludes any potential impact for indexation.

1.4.2 The preferred option is affordable as it is less expensive than the indicative budget.

1.5 Key Decision Points and Recommendations

Decision Point	Question	Recommendation
DP1	<i>Subject to satisfactory due diligence, do you agree to make an award to the Preferred Bidder?</i>	Yes
DP2	<i>Is the Preferred Option affordable?</i>	Yes

1.6 Implementation (the Management Case)

1.6.1 The existing management structure and governance arrangements will continue throughout the Project, with the relevant Project controls being in place for risk, benefits, and dependencies. Planning will include contract management and the delivery of a bespoke Mobilisation Plan to ensure readiness.

1.6.2 An introduction and background of the OEP is available at **Appendix A**.

2 The Strategic Case

2.1 Introduction

2.1.1 For many years prior to April 2012, Lincolnshire Police outsourced Cleaning Services to a third-party stand-alone contract. When Lincolnshire Police entered into the Strategic Partnership with the incumbent provider in April 2012, this contract was held in trust until contract expiry. The incumbent provider made the decision to 'insource' the Cleaning Service and have since then delivered this service through the direct employment of the Cleaning operatives. This arrangement comes to an end on the 31st March 2022. The provision of this service therefore needs to be replaced from 00:01 on the 1st April 2022, and the outsourcing of such should provide an effective means of achieving this outcome.

2.2 Strategic Objectives

2.2.1 The Strategic Objective for the FSP is:

To ensure a positive and smooth transition from the Strategic Partnership with G4S to a new, sustainable operating model for Lincolnshire Police.

2.2.2 Delivering a sustainable operating model for the services of Cleaning is essential, and the Force requires a competent Cleaning contractor to provide a professional Cleaning Service utilising best practice approaches to maintain required standards of hygiene and cleanliness across 43 locations in the county of Lincolnshire.

2.2.3 The overarching Strategic Objective for Lincolnshire Police is:

Making Lincolnshire Safe - Working together to make Lincolnshire the safest place to live, work and visit.

2.3 Scope and Service Requirements

- 2.3.1 Subject matter experts were consulted to draw up the Statement of Requirements (specification) for the Cleaning Service provision, utilising the existing agreements and requirements.

2.4 Future Business Needs

- 2.4.1 The contractor will develop a partnership arrangement to deliver a collaborative approach to service delivery, providing a service that delivers VFM, a consistent high level of Cleaning provision, and flexibility to meet any future changes across the Force estate.

2.5 Link with Overarching Business Strategies

- 2.5.1 The continued delivery of a transparent Cleaning operation that is safe, efficient, and effective that supports each of the Forces main priorities aligned to the Estates Management Plan to deliver a safe and sustainable estate and underpins the central objective of 'Making Lincolnshire Safe'.
- 2.5.2 Subject to a decision to award a contract for the outsourced Cleaning Service provision, a further review period would ensure that service delivery is appropriate and aligned to Force priorities.

2.6 Strategic Risks

- 2.6.1 Key Strategic risks were identified in the Cleaning Business Justification report. These are:
- Employment (recruiting, retaining, welfare, training, disciplining staff etc)
 - Financial (capital and revenue)
 - Performance (meeting national and other standards)
 - Premises
 - Legal
 - Technological
 - Business continuity
 - Reputational

2.7 Critical Success Criteria and Expected Benefits

- 2.7.1 In order for the objectives to be met successfully, the preferred option must deliver the following two benefits:

- Price – Achieve VFM for Lincolnshire Police
- Quality of Service – Achieve a high quality and efficient service

Whilst these benefits are specific and quantifiable, the following will have a positive effect on the Force:

- Transfer of risk – The Force would transfer risk to the successful contractor in relation to the recruitment, training (both initial and refresher) retention, daily management, and supervision of staff
- Flexibility – A contract that includes clauses to provide flexibility resulting from changes in policy and law, or temporarily to deal with an emergency or under extenuating circumstances

- 2.7.2 In addition to the specified benefits, other critical success criteria are the five Key Performance Indicators (KPIs) contained in the specification / contract. See **Appendix B**.

2.8 Constraints

- 2.8.1 Constraints have been categorised under five main themes. These are Time, Cost, Scope, Quality, and Resources.
- 2.8.2 **Time**
All arrangements must be in place for the new contractor to commence their contract at 00:01 on the 1st April 2022. Good levels of engagement are required from key stakeholders in Force, the incumbent provider, and the new contractor to achieve activities and timescales that are noted in the Project Plan.
- 2.8.3 **Cost**
The solution should offer VFM.
- 2.8.4 **Scope**
All elements identified in the Statement of Requirements must be achieved.
- 2.8.5 **Quality**
Service delivery must be maintained throughout the transition between contractors and on an ongoing basis from the 1st April 2022.
- 2.8.6 **Resources**
Cleaning must be operating with a fully staffed model for service delivery from 00:01 on the 1st April 2022.

2.9 Dependencies

- 2.9.1 In accordance with Prince 2 methodology, dependencies are identified and managed throughout the life of the Project as part of governance. The Dependency Register is reviewed on a weekly basis to monitor any activities that are reliant on the completion of other tasks or events in the plan.

3 The Economic Case

3.1 Available Options

- 3.1.1 The Project Team explored three options to determine the best VFM proposition to replace the current delivery model. As the existing contract was not extended following the formal decision by the PCC, a ‘do nothing’ option was not explored. However, the incumbent provider extension proposal was utilised to provide a quantitative benchmark, against which all options were compared.
- 3.1.2 The three options identified for the future provision of the Cleaning Service are summarised below.
- **Option 1 – Insourcing**
Bring the Cleaning Service into the Force, to be directly managed by the Facilities Department. This would involve transferring the employees engaged in Cleaning into the Force on the 1st April 2022 under the Transfer of Undertakings (Protection of Employment) regulations (TUPE) and setting up internal management arrangements to direct the service
 - **Option 2 – Outsourcing**
Procure a new, standalone contract for the Cleaning Service. A full procurement process in line with the Public Procurement Regulations 2015 would be necessary
 - **Option 3 – Teckal Company**
Lincolnshire Police would create a company dedicated to the delivery of a Cleaning Service to the Force. A Teckal Company would benefit from contracts for

works, services, or supply from its controlling Contracting Authority (or Authorities) without having to go through a competitive tender process

3.2 Refining Available Options

- 3.2.1 Whilst Option 1 - Insourcing was not dismissed, as referred to earlier, but at a meeting on the 9th June 2021, the Programme Board decided their preferred way forward was to explore Option 2 – Outsourcing. This was based on a Business Justification report which outlined expected benefits in terms of lower costs and risk transfer to the supplier.
- 3.2.2 In the early stages of the Project, Option 3 - a Teckal Company was ruled out by the Programme Board as an option for delivery for any of the services within the Service Delivery Agreement (SDA). This option has not been explored by the OEP Team.
- 3.2.3 In general, the advantages of a Teckal company are:
 - Risk transfer when working for third parties
 - Lower employment costs because the Teckal company could run with more than one set of terms and conditions, bringing in less favourable terms and conditions and a non LGPS pension scheme for new joiners (employees other than those who had transferred into the company)
 - The first advantage was not relevant, and the second advantage would be offset by the additional statutory requirements and administrative costs

3.3 Evaluation of Shortlisted Options

Option 1 – Insourcing

- 3.3.1 **Cost**
An in-house solution is estimated to cost about £470,000 a year at 2021 prices (excludes Laundry), which is roughly 10% more expensive than the current cost under the SDA. The higher costs reflect the higher cost of the pensions and Police Staff terms and conditions of employment, partly offset by the absence of a profit margin and no requirement for contract management.
- 3.3.2 **Line Management / Resourcing**
An in-house Cleaning function would need to be managed within the new arrangements put in place by the Force for the operation of the Assets and Facilities Management (A&FM) activities. The A&FM Team would be required to deal with the recruitment, training, rostering and line management of Cleaning employees and this may detract from the core services required to be delivered. Currently A&FM are the client for a Cleaning Services contract that is internal to the incumbent provider. Direct management of cleaners may require an increase in the A&FM establishment to handle the work that is additional to managing a contractor.
- 3.3.3 **Risk**
Having direct line management control of the Cleaning Service means all related risks rest with the Force. Whilst some risks are insurable, most are not, and would have to be managed or mitigated by the Force as part of its standard risk management activities.

Option 2 – Outsourcing

- 3.3.4 The Cleaning Service could be delivered by an external company under a standalone contract (i.e., not packaged with any other services and only for the benefit of Lincolnshire Police).
- 3.3.5 **Cost**
Prior to the SDA, the Force had a contract with another provider at an annual cost of £350,000. Inflating this in line with retail prices to 2022 prices suggests a contract value of £450,000 a year (excludes Laundry, Window Cleaning and Reactive Work).

3.3.6 Contract Management Costs

There would be a need for some formal contractual management by a nominated Force Contract Manager. The Force has experience of managing an externally provided Cleaning Service, stretching back earlier than the SDA commencing in 2012. Costs have been estimated based on the existing contract management arrangements.

3.3.7 Risks

Some of the risks relating to a Cleaning Service can be transferred to the service provider. These include risks relating to:

- Recruitment, training, and retention of staff
- Pay and price rises
- Working practices and procedures
- Performance management and meeting contracted service levels

3.3.8 There are some risks that it is not feasible to transfer to a service provider. These are risks that are not controllable by the supplier. If such risks were transferred the supplier might need to include a large premium in their price to limit their risk exposure and this would not be VFM for the Force. Risks in this category include:

- Changes in laws, regulations and policies relating to the Cleaning Service
- Changes in Lincolnshire Police's financial position
- Changes in Lincolnshire Police's governance, such as changes in policy following a change of PCC

3.3.9 An outsourced provider also brings two risks for the Force to monitor/manage:

- The risk of the outsourced provider failing to meet the service levels and other contractual obligations
- The financial and operational sustainability of the provider

3.4 Evaluation of Options

3.4.1 In financial terms, the analysis suggests an outsourced provision could be around the same as the cost of an insourced service.

3.4.2 As well as a lower overall cost, the outsourced provision transfers most day-to-day operational risks to the service provider and frees up the Force's resources from many routine tasks relating to staff management and so on.

3.4.3 The similarity of overall costs makes the non-financial aspects more important to the decision.

3.5 Conclusion

3.5.1 On the basis of the above, the outsourcing option is assessed as the better VFM option because it may cost around the same as an in-house operation whilst transferring a lot of operational administrative and management activity to the contractor, along with associated risks.

4 The Commercial Case

4.1 The Procurement Process

4.1.1 The value of the Cleaning Services contract means that formal tendering has been used. There is a competitive marketplace for Cleaning Services and as such it was appropriate that to instigate competition, the open procurement procedure was used.

4.1.2 The overall Cleaning Service requirement comprises:

- General Cleaning Service - the provision of sufficiently skilled and appropriately qualified staff to provide the general Cleaning Services across the Lincolnshire

- Police Estate. Including Cleaning requirements in specialist areas such as Custody and Sexual Assault Referral Centres (SARC)
- A Reactive Cleaning schedule - This provision enables additional ad-hoc requirements to be met, as well as out of hours requirement for specialist areas such as the Custody Suites and SARC
 - Provision of Laundry and Window Cleaning across the Lincolnshire Police Estate

- 4.1.3 Prior to commencement of the procurement process, a Commercial Strategy was completed by BlueLight Commercial (BLC) in conjunction with key stakeholders to identify the most appropriate route to market and take account of relevant contract considerations such as, Terms and Conditions, Insurance Levels, and complete relevant assessments in relation to Business Continuity, Information Management, Health and Safety, Equality and Social Value, which would inform the development of the tender documentation.
- 4.1.4 A decision was made by the Project Board to evaluate bids based upon 50% Quality and 50% Price.

4.2 Preferred Bidder

- 4.2.1 At the end of the tender period, six tenders were received. Tenders were evaluated using a pre-agreed matrix, along with other criteria and methodology set out in the tender documentation.
- 4.2.2 As part of the procurement process, separate price and quality assessments have been conducted as identified in the evaluation process.
- 4.2.3 Membership of the Evaluation Team was identified and agreed with key Project stakeholders. Details of the Evaluation Team membership are available at **Appendix C**.
- 4.2.4 The price evaluation determined the cost for delivering the service. As part of this process, two bidders had not correctly completed the documentation in line with the instructions. As such the Evaluation Panel, in line with the information provided in the 'Instructions to Bidders Document', deemed their bids to be non-compliant.
- 4.2.5 Four remaining bidders continued through the remaining evaluation process.
- 4.2.6 For the quality assessment, the focus was to assess whether each bidder provided the assurance and confidence to Lincolnshire Police that they would be capable of providing the full scope of Cleaning Services to the standard required.
- 4.2.7 The Evaluation Team agreed consensus scores and associated rationales for each of the bids according to the guidance document and scoring matrix provided by BLC.
- 4.2.8 Following the completion of evaluation, the preferred bidder achieved a score of 92%.
- 4.2.9 The evaluation scores reflect that, on average, the bid was assessed as 'Good' across the board which met the requirement and demonstrates the ability, understanding, skills, resource, and quality measures required. This, coupled with a tender price that was the lowest out of the compliant bids received, means that the bid represents good VFM. Therefore, this should be treated as the preferred bidder for the award of the contract. The Contract Summary Report contains further details at **Appendix D**.

4.3 Decision Point 1

DECISION POINT 1

Subject to satisfactory due diligence, do you agree to make an award to the Preferred Bidder?

4.4 Agreed Contract Scope and Management

- 4.4.1 Lincolnshire Police is awarding a contract for the provision of Cleaning Services.
- 4.4.2 The contract will have an initial term of three years with two possible extensions of one year each.

4.5 Agreed Risk Allocation

- 4.5.1 Risks will be allocated between both parties and will include but are not limited to the following:
 - The preferred bidder will take risks for the service delivery, recruitment, and retention of staff
 - The Force has risks for change of law

4.6 Agreed Charging Mechanism

- 4.6.1 The various services within the contract have their own charging mechanism. The core Cleaning Service provision is a fixed charge based on an inclusive hourly rate multiplied by the number of hours allocated per site to meet the specified service levels, payable in 12 monthly instalments. The hourly rate can be used to price contract variations, whether that be adding or removing premises or changing service levels for existing premises.
- 4.6.2 Other Reactive Service costs will be invoiced monthly in arrears based on the nature of the service and the pre-agreed hourly rate from that element of the pricing schedule.
- 4.6.3 Laundry costs are based on a unit price per item and will be invoiced monthly in arrears.
- 4.6.4 The Window Cleaning Service will have a separate fixed price component of the overall fee.
- 4.6.5 Hourly rates will be used to pay for ad hoc and miscellaneous work such as Deep Cleaning.
- 4.6.6 All charges will be subject to indexation from 2023/24 onwards, which is a weighting of 90% on change in average weekly earnings and 10% on change in consumer price inflation.

4.7 Agreed Personnel Implications

- 4.7.1 Personnel currently assigned to the Cleaning Services by the incumbent provider would transfer to the new contractor under the TUPE regulations.
- 4.7.2 TUPE are applicable to this procurement and anonymised employee data has been made available to the bidder. Confirmation has been sought and it is reported that none of the staff assigned to the transfer are members of the Local Government Pension Scheme.

4.8 Agreed Implementation Timescale

- 4.8.1 A three-month implementation period has been accounted for in the procurement timetable, following any award of contract, mandatory standstill period and the signing of contracts by the middle of December 2021, with contract commencement from 00:01 on the 1st April 2022.

5 The Financial Case

5.1 Forecast of Preferred Option

- 5.1.1 This financial case sets out the revenue implications of the preferred option, no capital implications are expected.

5.1.2 The total estimated full cost of the Cleaning Service provision over the three year initial period is £1,406k. This figure includes the fixed cost of the core Cleaning Service and Window Cleaning with estimates for Laundry Services, ad hoc Window Cleaning, Reactive Services, and contract management but excludes any potential impact for indexation.

5.1.3 Due to commercial sensitivities, detailed supplementary financial information is held in **Appendix E**.

5.2 Comparison with the Medium Term Financial Plan

- 5.2.1 Although there is not an explicit budget for the Cleaning Service post March 2022, based on what the Force currently pays (adjusted to include Window Cleaning, Laundry, and Reactive work), £498k per annum is an indicative budget.
- 5.2.2 The preferred option is affordable as it is less expensive than the indicative budget.

5.3 Decision Point 2

DECISION POINT 2

Is the Preferred Option affordable?

6 The Management Case

6.1 Introduction

- 6.1.1 The OEP has been charged with managing the procurement of a Cleaning Service and this is now ‘in flight’, with the Project being in Stage 2 of delivery.
- 6.1.2 When decision making has been completed by the FSP Board, the Project Manager will continue to work with BLC and key stakeholders through the remaining aspects of the procurement process and mobilisation.

6.2 Objectives of Oversight and Management Arrangements

- 6.2.1 The OEP is accountable to its Project Board and the wider Programme.
- 6.2.2 To provide assurance, the Project is on track, and delivering against its objectives and key milestones. Reporting takes place monthly at both levels including a review of the agreed Project Plan.
- 6.2.3 Subject to the approval of this Business Case and Contract Award, the mobilisation of the contractor will be governed under the same Project structure, with additional input from SMEs and focus on ensuring any Force obligations are successfully met.
- 6.2.4 To ensure a seamless transition and provide a fully operational service, in line with the commencement date for the contract, the contractor will provide a bespoke Mobilisation Plan and will work with the incumbent provider, with the Force overseeing this process, to ensure a seamless transition. It will include, but is not limited to the following:
- Communications Plan
 - Consultation with Staff and Staff Associations
 - Meeting the requirements of the TUPE regulations
 - Recruitment Plan
 - Vetting
 - Training

- Business Continuity

6.3 Project and Change Management

- 6.3.1 The OEP Project Manager will continue to monitor and manage delivery of the Project and its objectives. This will see the completion of Stage 2 (Tender Process) and delivery of Stage 3 (Implementation).
- 6.3.2 The existing Project Plan will be updated to incorporate the bespoke Mobilisation Plan. Along with specific tasks and owners, it will also show key milestones leading up to go live and whilst the service is embedded.
- 6.3.3 Project meetings take place on a weekly basis to review delivery. This means that any issues can be identified and addressed quickly so as not to cause delays.
- 6.3.4 At the end of each stage, an End Stage Review will take place to make sure the Project is delivering against the key milestones and agreed objectives. At this point, the Project Board will be required to approve continuation into the next stage of the Project.
- 6.3.5 The Project will continue as part of the FSP.

6.4 Exit & Transition

- 6.4.1 Within the FSP, the Exit & Transition Project is responsible for ensuring that all Service Areas successfully migrate at the end of the current contract. This Project holds Service Migration Group (SMG) meetings on a regular basis. SMG meetings are attended by the Force and the incumbent provider to work through an agreed set of tasks for resolution.

6.5 Change Management

- 6.5.1 The Force Change Portfolio meetings take place monthly and are chaired by the Continuous Improvement Manager. The core function of the Change Portfolio meeting is to provide monitoring and governance of the Force's commissioned Programmes and Projects, identify significant risks, issues and interdependencies, drive benefit realisation and promote learning and improvement of change management.
- 6.5.2 OEP reporting extends beyond the FSP to the Force Change Portfolio meeting.

6.6 Benefits Realisation

- 6.6.1 The benefits identified in Section 2.7 have been recorded in a Benefits Register which can be seen at **Appendix F**.
- 6.6.2 For each benefit, a description has been captured along with plans for measurement, frequency of reporting and expected realisation dates. As planning continues more specific information will include data sources and baseline measures. Importantly each benefit is allocated an owner who is accountable for benefit realisation.
- 6.6.3 The ongoing monitoring of benefits will require benefit owners to provide updates about recent work completed towards the delivery of their benefit(s) and planned activities over the next period. The reporting of benefits will be supplied to the OEP Board and then in a higher level to the FSP Board using a Red, Amber, Green (RAG) status.
- 6.6.4 For any benefits that are due to be realised after the end of the Project or Programme, monitoring and management will be transferred to the Continuous Improvement Manager or alternative lead as agreed as part of Project closure.

6.7 Risk Management

- 6.7.1 The OEP maintains a Risk Register which currently includes risks that may impact the Project delivering against its objectives. The Register is reviewed on a regular basis each week and where appropriate mitigation activities are implemented.

- 6.7.2 Subject to the approval of this Business Case and Contract Award, the Project Manager and key stakeholders will work together to develop a comprehensive record of operational risks during the mobilisation period.
- 6.7.3 It will be the responsibility of the Project Manager to manage and maintain the updated Register until Project closure. A copy of the latest Risk Register is available at **Appendix G**.

6.8 Contract Management

- 6.8.1 Dedicated management is essential for this critical service and responsibility for this will fall to the designated Contract Manager assigned by Lincolnshire Police. This will continue during transition and throughout the life of the contract.
- 6.8.2 There are three elements of future contract management. These are:
 - Contract and Performance Review
 - Monitoring Performance
 - Management Information and Reporting Requirements
- 6.8.3 Both parties (the successful contractor and Lincolnshire Police) are responsible for identifying a dedicated Contract Manager.
- 6.8.4 The successful provider's dedicated Contract Manager within their structure will be required to ensure that staffing levels and service delivery requirements are maintained across all aspects of Cleaning:
 - Attend Monthly Contract Management meetings with Lincolnshire Police
 - Submit Management Information in a mutually agreed format and at the frequencies to be agreed at commencement of contract
 - Provide Annual Service Reports on each anniversary of the contract award
 - Deliver against the Key Performance Indicator Framework which will be reviewed monthly
 - Be subject to Service Credits where Performance Indicators are not met

6.9 Post-Project Evaluation

- 6.9.1 At the end of the Project a full assessment will be undertaken, and the findings will be summarised in the form a Project Closure Report. The purpose of this document will be to seek formal approval to close the Project. It will contain a record of the Project's performance against the agreed objectives and products for delivery, along with other key data including benefits and risks.
- 6.9.2 If there are any outstanding actions and or recommendations necessary beyond Project closure, these will be noted in the Closure Report and an owner will be assigned for each task. The responsibility for any monitoring would be transferred to the FSP or an alternative resource as agreed, potentially the Continuous Improvement Manager.
- 6.9.3 At the end of the Project, the Lessons Learned Log will be organised and developed into a separate Lessons Learned Report. It will provide a summary of any lessons and significant successes that have been captured throughout the life of the Project. The purpose of this document will be to highlight information for review as part of Project closure, but also to aid the planning and design of future Projects. The report will be shared with the Continuous Improvement Manager.

6.10 Contingency Plans

- 6.10.1 Two key risks have been identified relating to the OEP. Whilst mitigation activities have been explored for each risk, it has been necessary to explore contingency arrangements should the need arise.

6.10.2 Risk 10 - High numbers of G4S staff leave at the end of the contract or early in the new provider's contract. Results in resource vacancies leading to gaps in service.

The ongoing contingency planning for this risk will depend on whether a contract has been awarded.

A) *If the contract has been awarded to the preferred contractor, responsibility for this risk and any contingency arrangements would be transferred to the new contractor*

The contractor would have a recruitment profile in place to manage vacancies.

B) *In the scenario that a contract has not been awarded, the Force would need to consider using alternative Force resources to backfill vacancies*

A vacancy management protocol is in place so that FSP is aware of any leavers.

6.10.3 Risk 9 - Failure to have a solid mobilisation plan for the Cleaning Service Area. May lead to delays in operational readiness for the end of the current contract on the 31st March 2022.

The preferred bidder has been required to include a detailed Mobilisation Plan as part of their bid. If the contract is awarded, key stakeholders from the Force will work with the preferred contractor to identify risks and to develop mitigation activities. The Mobilisation Plan will be reviewed on a regular basis to ensure that delivery progresses and any issues with plans can be identified and addressed quickly.

7 Appendices

7.1 Appendix A: Introduction (*Official Sensitive*)

7.2 Appendix B: Key Performance Indicators



Appendix B Cleaning
Key Performance Indi

7.3 Appendix C: Cleaning Evaluation Teams (*Official Sensitive*)

7.4 Appendix D: Contract Summary Report (*Official Sensitive*)

7.5 Appendix E: Additional Financial Information (*Official Sensitive*)

7.6 Appendix F: Benefit Register (*Official Sensitive*)

7.7 Appendix G: Risk Register (*Official Sensitive*)