

Private Policing from a Dutch Point of View



René R.K. Siccama Hiemstra MA

Director Government | G4S The Netherlands

rene.hiemstra@nl.g4s.com | +31610273656

Agenda

1. Privatization & G4S
2. Policing Solutions
3. The Dutch debate on private policing

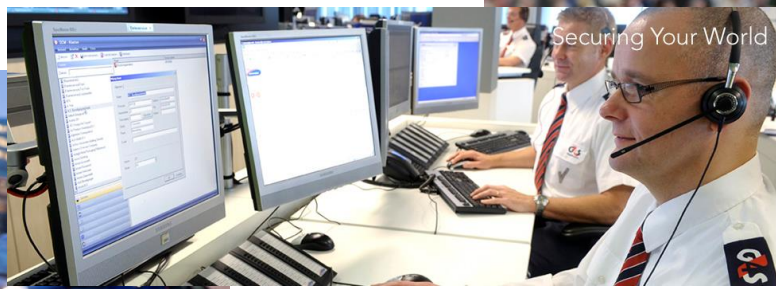
1.

G4S AND PRIVATIZATION

G4S

What is G4S?

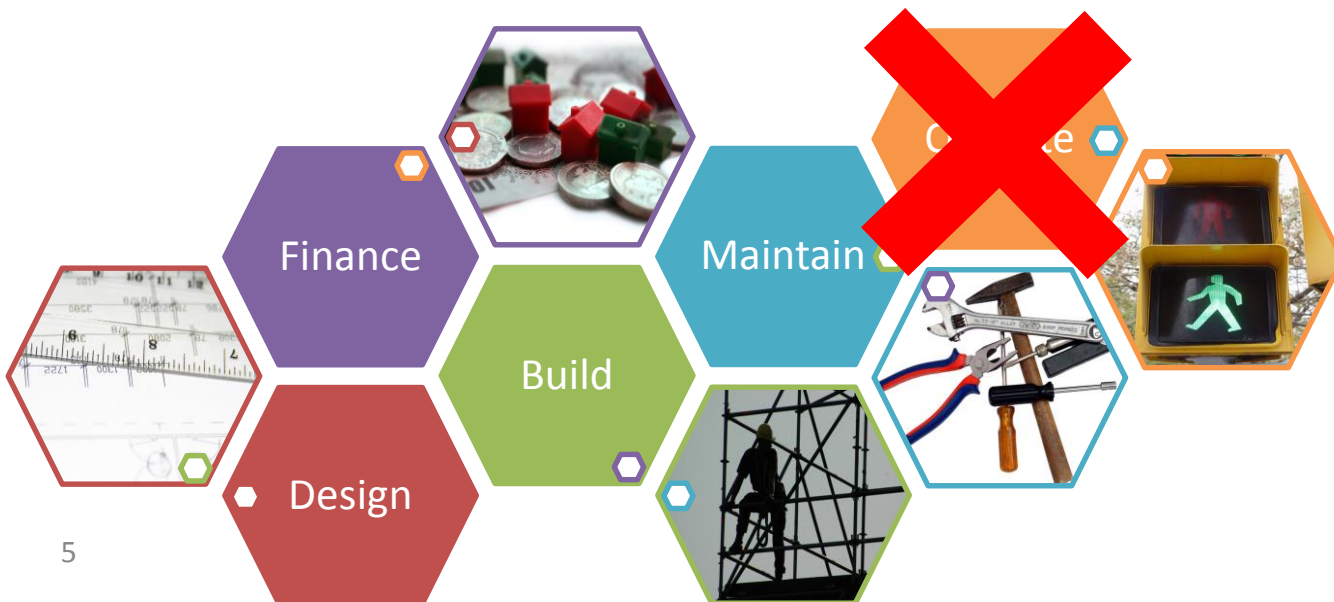
- Privately owned, noted in London and Copenhagen
- There for more than a century
- 618.000 employees, active in 125 countries (2016)
- USA #1, UK #2, NL #3
- Netherlands: 8.000 employees, working in 4 divisions: Secure, Cash, Care and Training & Safety



G4S and Privatization

For example: *outsourcing a prison*

- No one will ever be a prisoner of G4S; G4S does what it is required by its client, in this case the UK Government, Department of Justice, HMPS & NOMS
- You 're awarded a PPP contract, with a DBFMO structure, as a result of an extensive procurement process



G4S and Public Private Partnership

4 generations of PPP and where do we stand



1. De-nationalization

- Changing the ownership of former government organization: *input*

2. Contracting

- Outsourcing the task of a government organization, as a service: *throughput*

3. Output specified contracting

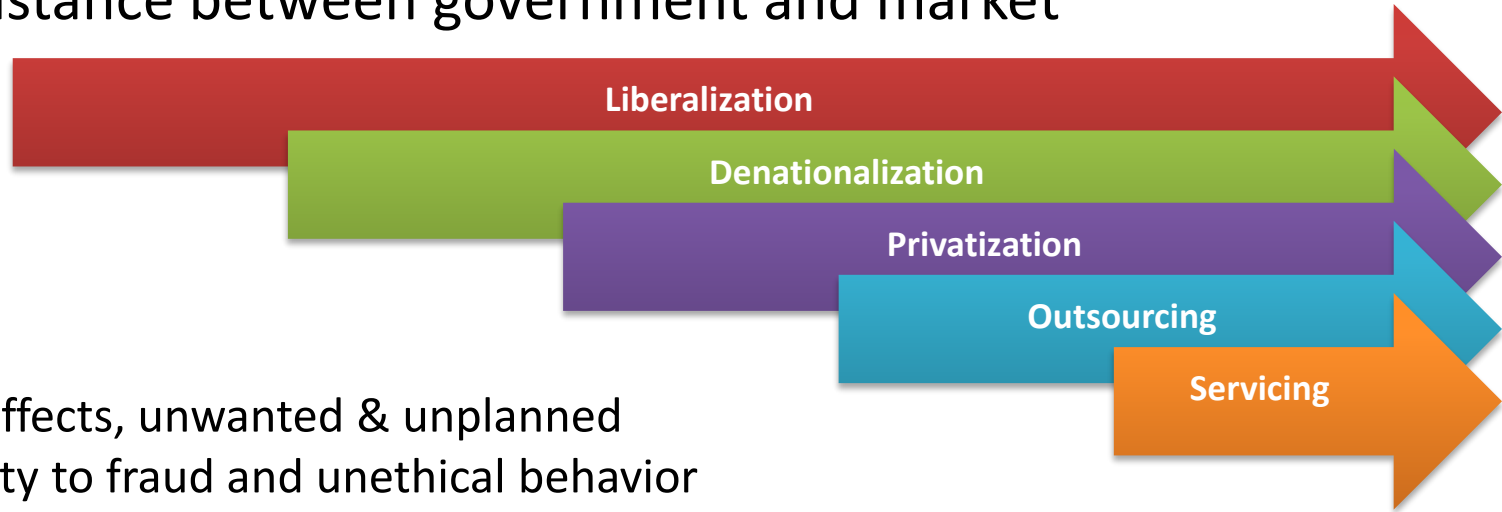
- Modern contracting via professional procurement processes: *output*

4. Effect specified contracting

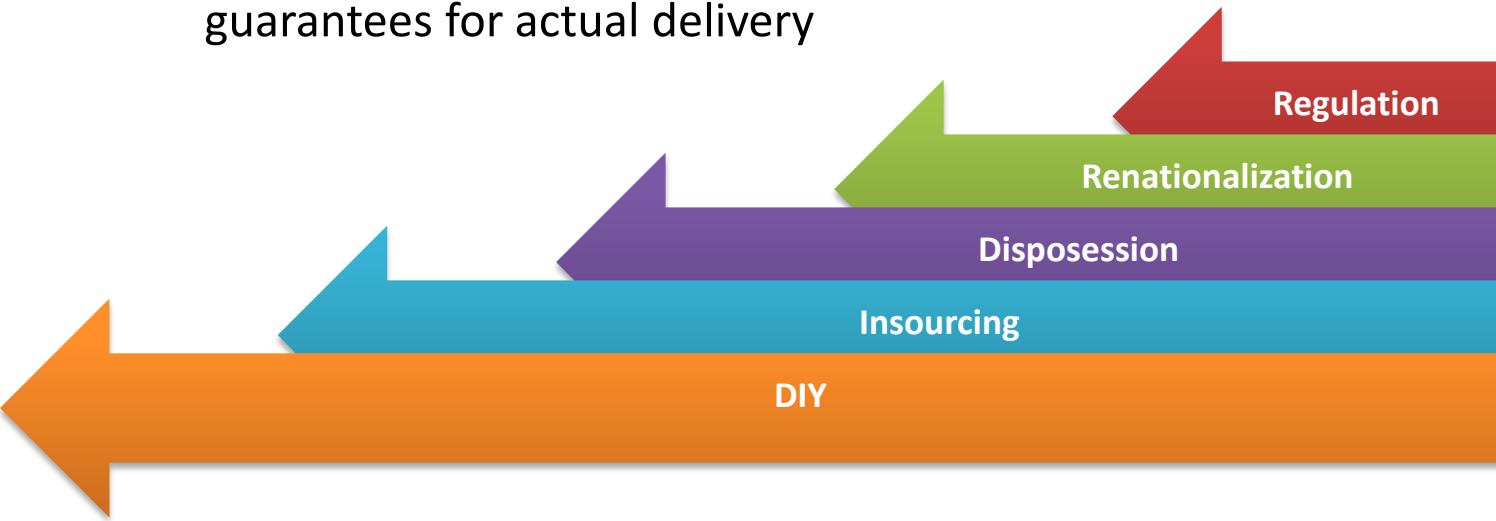
- Contracting for *outcomes*

The downsides

of closing distance between government and market



- Perverse effects, unwanted & unplanned
- Opportunity to fraud and unethical behavior
- Loss of control and ownership while remaining responsible; political vulnerability
- No guarantees that looked for effects will actually be achieved, no guarantees for actual delivery



2.

POLICING SOLUTIONS



• Lincolnshire Police

Home > Media Centre > News > UK Policing Support Services

UK Policing Support Services

24 June 2013

Police could save £1 billion by following Lincolnshire's lead

- A new report shows Lincolnshire Police Service partnership with private sector improving service and delivering greater savings than forecast
- One year into ten-year partnership with G4S, estimated savings are over 18% or £5m per annum, equivalent to cost of 125 police officers
- If every force spent the same per head of population as Lincolnshire, national police grant could be reduced by £1 billion
- Crime across Lincolnshire reduced by 14%

A unique partnership between the police and private sector could be the key to unlocking valuable funds for cash-strapped police forces, according to a new report published today by G4S, Lincolnshire Police and the Police and Crime Commissioner (PCC), Alan Hardwick.

One year on from the start of the G4S-Lincolnshire Police Strategic Partnership, which saw the bulk of the force's organisational services transferred to G4S, Lincolnshire Police has been able to make estimated savings of 18 per cent - more than the 13.6 per cent originally guaranteed by G4S.



Policing Solutions

What's in the box?

- Types of processes
 - Primary
 - **Secondary**
 - Tertiary
- **Support** processes
 - Operational
 - Organizational



Policings Solutions G4S UK

Operational Support

- Force control room
- Crime management bureau
- Fire Arms Licensing
- Town Enquiry Officers
- Custody and ID
- Street to Suite

Organisational support

- Criminal Justice Services (Criminal Justice Unit, Collisions Unit & Central Ticket Office)
- Integrated Services (Support Services, Facilities, Fleet)
- IT
- t-Police (ERP& efficiency operation)
- Finance & Procurement
- Learning & Development
- HR & Resources management



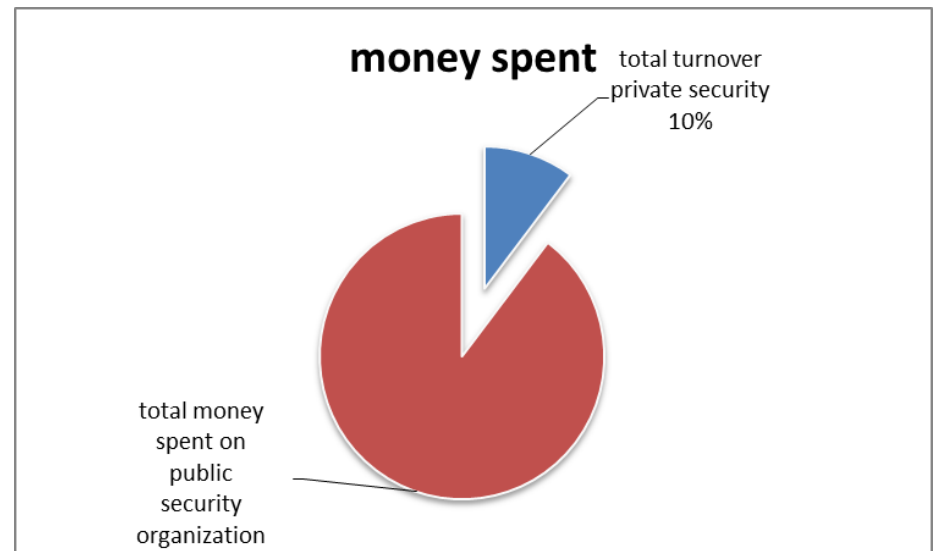
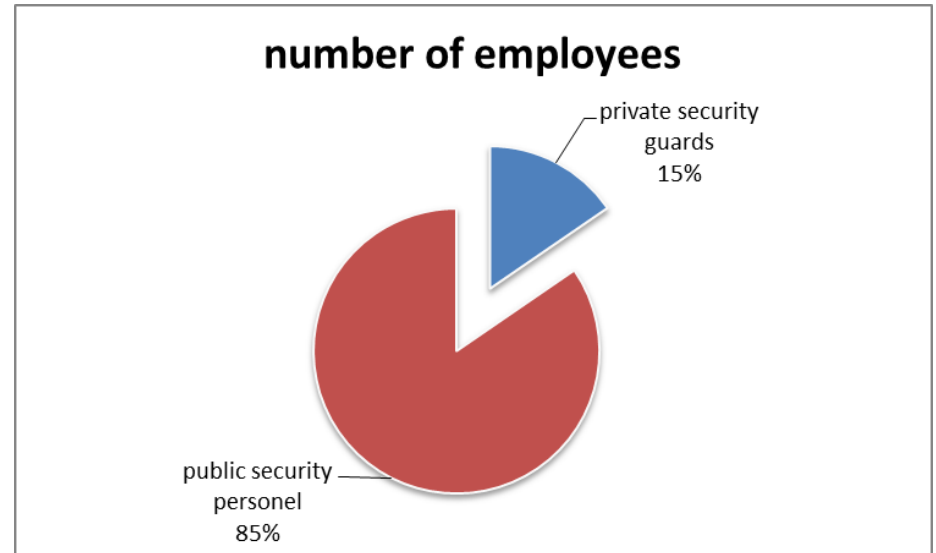
3.

THE DUTCH DEBATE ON THE POLICE FUNCTION

Some numbers

NL Private security 2015

- 28.000 private security guards
- Total security sector (private and public) is 181.000 FTEs (= private security, police, military police, defense, fire fighters)
- Yearly turnover of the complete market is EUR 1.374 Billion; 0.21% NL GDP
- Turnover has increased 3.8%
- **Private security is 15 % in people of the total security system and 10% in Euros**



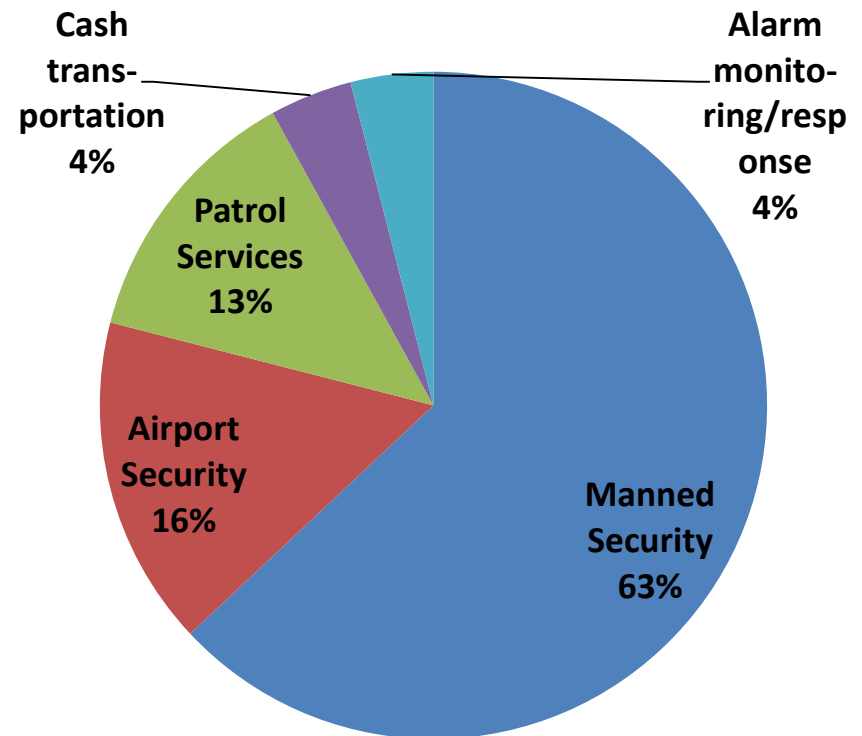
What is done by private security in NL

Tasks performed for the Dutch police & in general

For the Dutch Police

- Dutch police tenders regular traditional security services
 - None of the items G4S Policing Solutions in the UK
 - Hospitality services
 - Very limited: custody, taking care of detainees
 - Man guarding and alarm response
- G4S supports 3 regional police forces (Amsterdam, Rotterdam, Eindhoven)

In general



Privatization of police processes

What processes and on which criteria



Issues blurring the political debate

Some private observations

The level of abstraction is too high for a realistic view

The societal debate is on a macro level; it is not on a practical, detailed process level and therefore on principals instead of issues; regarded as *yes or no* when it should be *more or less*

Sentiments towards government are principally positive

Government is the good guys, even when criticism on results is strong, the consequence will never be that another organization may have a go at it, let alone a private organization

Sentiments towards private sector are principally negative

Private sector is suspect of crime bound to happen. Dutch and more so international private sector is expected to be ruthlessly commercial and without integrity

Market discipline effects are underestimated

The vulnerability of stock exchange listed companies is immense in comparison to public organizations, yet in the debate this is not taken into account

Where to initiate the policy process

and thus the commercial point of engagement

Process

- *What elements of the police process qualify for outsourcing to an external third party*

Territory

- *Where, what territorial unit of the national police in the Netherlands can be outsourced*

Organizational Issue

- *What problem in the organization of the police could be more effectively addressed by an external partner (than the police)*

Societal issue

- *What problem in society can be more effectively addressed by an external partner (than the police)*

And should that third party be a public or a private organization or is perhaps a combination a relevant option?

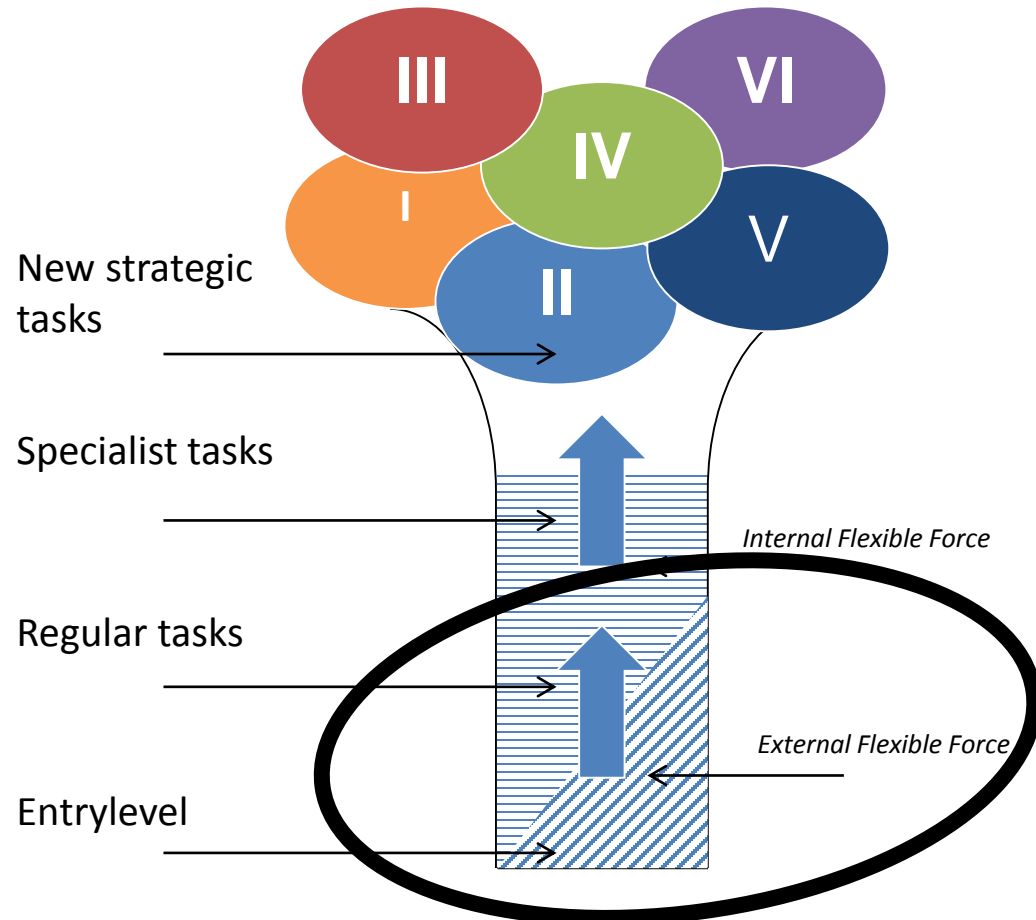
Private versus Public

	Private	Public
Powers and relation to authority	Limited powers, tight controls in a regime of permits	Discretionary powers of the street level bureaucracy, <i>being</i> the competent authority
Equipment and resources	Uniform and very limited (means of violence)	Everything that is sold
Education and training	Certificates in private institutions; limited regular public education	Everything that is sold
Orientation, roles and tasks	Everywhere, aiming on the protection of private property	Close by, aiming on combating crime
Financing	Commercial prices and profit; Shareholder value	Subsidies; Public Support
Territory	Unbound	Bound

Commerce.

Commercial behavior of public institutions

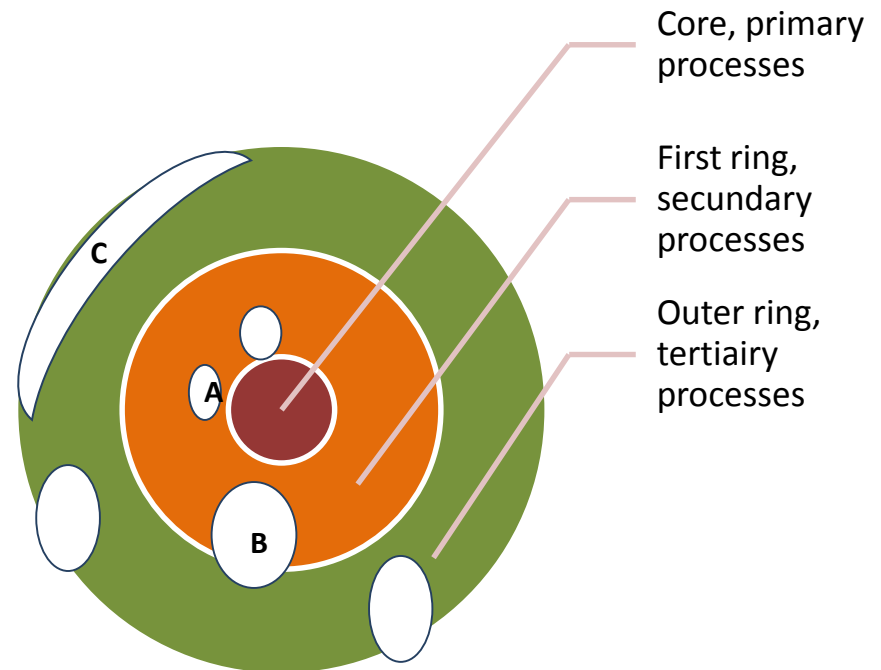
- Public organizations looking for jobs
 - To do what society demands
 - To remain relevant
 - To prevent cut backs
 - To enhance prestige
 - To create career opportunities



Two steps from the core

What can and cannot be touched

- Outsourcing what:
 - The core: all the work that requires specialist police training, use of force, special powers and relation to authorities
 - First ring: everything else but you do it in a police uniform for some reason
 - Outer ring: things that simply are not police work
- The C: things that were/are executed outside the organization by suppliers or other public institutions



What issues need to be addressed

when privatizing police services

1.

WHY?

2. Transparency & accountability
3. Legitimacy
4. Authority

5. *Efficiency*
6. *Continuity*
7. *Market*

What issues need to be addressed when privatizing police services

- Efficiency

- Traditional efficiency
- Efficiency in the sense of *money well spent, return on investment*

- Efficiency is also about *public support for police*

- Am I heard as a victim?
- Do I feel trust as a client?

The screenshot shows a web browser window with the URL www.telegraaf.nl/binnenland/24780795/_Veiligheid_kost_750_euro_p.p._.html. The page is from 'De Telegraaf BINNENLAND'. The main article is titled 'Veiligheid kost 750 euro per Nederlander' and is dated 'ma 23 nov 2015, 16:11'. The text states: 'DEN HAAG - Voor de bestrijding van criminaliteit en het voorkomen daarvan is vorig jaar gemiddeld per Nederlander iets meer dan 750 euro uitgegeven. In totaal werd in 2014 13 miljard euro uitgegeven aan deze zogenoemde veiligheidszorg. Dat becijferde het Centraal Bureau voor de Statistiek (CBS); de gegevens werden maandag openbaar. De uitgaven aan veiligheidszorg namen tot en met 2012 toe, daarna is een lichte daling te zien.' Below the text is a photo of police officers in uniform. The caption reads: 'Politiebewaking op het Centraal Station in Amsterdam. Foto: MARCEL ANTONISSE'. There are social media sharing buttons for Facebook (21 shares), Google+, and email. A sidebar on the left lists other news items under 'Binnenland' and 'Buitenland'. At the bottom, there are advertisements for 'Ditzo autoverzekering' and 'IS wil zondag wereldwijd aanslagen...'. The browser's taskbar at the bottom shows various application icons and the system clock.

What issues need to be addressed when privatizing police services

■ *Continuity*

- What if G4S goes bankrupt
- What if G4S is bought by the Saudis or the Chinese or both
- What if G4S buys the whole lot of the market
- *What if the police goes on strike*

ce/newsbysector/epic/gfs/



Company confirms statement which contained links to fake website is fraudulent

12 Nov 2014 |

7 Comments

Prisoners hospitalised because drugs 'r
G4S private jail



Chief inspector of prisons says inmates at Altcours often need medical attention after bingeing on drug Mamba'

15 Oct 2014 |

1 Comment

G4S could face investigation over Guan



Veiligheid kost 750 euro p... G4S - Latest news about G... X +

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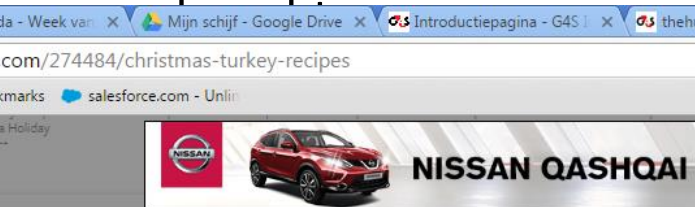
What issues need to be addressed when privatizing police services

Market

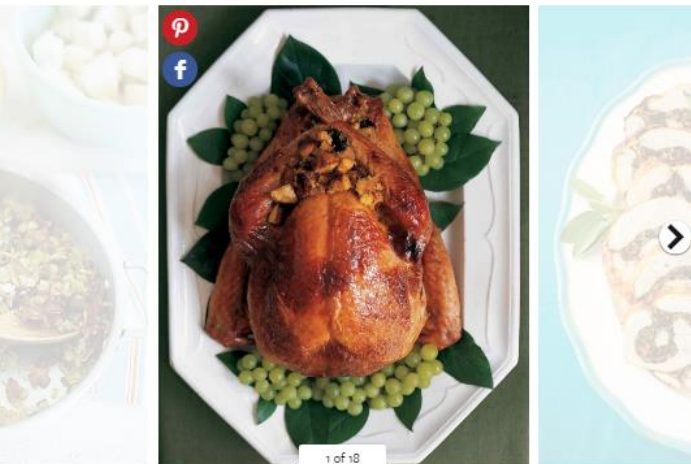
- How the market functions
- How the service is



Rijksoverheid



3 Christmas Turkey Recipes for a Holiday
east



The Challenge to G4S in the Netherlands with regard to the Dutch police proposition

1. To increase the efficiency of each individual police officer
2. by relieving him or her of activities that do not directly contribute to his or her primary policing activities (and results)
3. by providing high-quality inexpensive services
4. performed by a professional, specialized, dedicated external private organization (think: G4S)
5. under the direct control of the police or another relevant authority
6. hired by an independent strategic public client.



To summarize

- G4S & Privatization
- What exactly do you privatize
- The issues we deal with in the Netherlands

Thank you.