



The Police and Crime Commissioner for Lincolnshire

# THE G4S LINCOLNSHIRE POLICE STRATEGIC PARTNERSHIP – YEAR TWO

## ANNUAL REPORT SEPTEMBER 2014



# INTRODUCTION

In April 2012 G4S Policing Support Services and Lincolnshire Police commenced a strategic partnership (Partnership) for ten years to 2022.

This involved transferring 575 civilian police personnel from Lincolnshire Police to G4S, across 18 operational and organisational support functions formerly managed by Lincolnshire Police. This remains the widest ever outsourcing provision for a UK police force and provided the savings, resilience, and transformation that the Force could not achieve without a Strategic Partner.

At the end of the second year of the contract, we have built upon the positive foundation put in place during the first year and delivered significant infrastructure developments, enhanced IT systems and additional savings. This has been achieved whilst maintaining the business as usual activity and supporting frontline policing against increasing budget pressures. Our achievement here was reflected by being assessed “Outstanding” by HMIC in response to the question: “To what extent is the force an affordable way of providing policing?”.

In year two we also implemented projects and efficiencies that contributed to £3.5m of contracted savings and helped the Force achieve an additional £1.7m of savings via monitored and managed accounts, compared to the forecasts made for the year prior to commencement of the partnership.

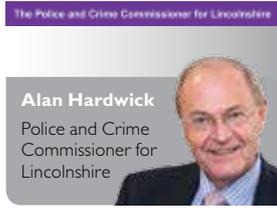
This report focuses on year two of the ten year contract and highlights some of the successes achieved by the Partnership. It also outlines some of the challenges experienced during the year.

A full version of “G4S Lincolnshire Police Strategic Partnership – One Year On Annual Report” can be found at the following link: [http://www.g4s.com/Media\\_Centre/News/2013/06/24/UK Policing Support Services/](http://www.g4s.com/Media_Centre/News/2013/06/24/UK_Policing_Support_Services/)

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# INTRODUCTION



When the Police Authority entered a partnership with G4S three years ago they did it in the best interests of the taxpayers of Lincolnshire.

They wanted to save money and to see investment in the force that would mean our staff and officers would be able to work even more effectively and efficiently – meaning officers could spend more time providing visible policing for the communities we serve.

The national picture means we are unlikely to see an increase in our funding, so making the most of what we have is the only sensible course of action to achieve my priorities of reducing crime, providing services that are

there when you need them and getting a fair deal for the people of Lincolnshire.

Doing more with less was never an easy objective, but it is one that, along with our partners, I believe we are achieving.

Alan Hardwick  
Police and Crime Commissioner for Lincolnshire



As we enter the third year of our partnership with G4S, for Lincolnshire Police, operational performance has not only been sustained, but enhanced. The all-important promised savings have been achieved – and in fact we have been able to take additional savings from the partnership. This has meant that we have been able to maintain a strength of 1100 officers which we otherwise would not have been able to do.

In year two we have gone through a major IT transformation which, as it can be in any organisation, has been challenging at times. However it continues to make good, safe progress and the final building blocks are in place that will enable the force and the partnership to move on successfully. The transferred workforce is settled and stable with relatively small headcount reductions and, importantly, good job retention for the Lincolnshire economy.

Transactional support services are competently and soundly provided for us by G4S. Where those support services are interleaved with police operational services, such as in the custody suite or force control room, the fit continues to be comfortable and productive.

Through the hard and dedicated work of its staff, and the carefully considered decision to enter into a broad private sector partnership, Lincolnshire Police has balanced its books, in arguably the most challenging circumstances in the country, whilst continuing organisational development and improving the quality of service delivery.

Neil Rhodes  
Chief Constable, Lincolnshire Police



This year has seen a number of significant achievements for the partnership; we have now implemented the target operating model in most of the 18 business areas we took over in 2012. We went live with the t-Police ERP system which was a major financial and implementation challenge; this area in particular has tested the relationship significantly due it being both late and over budget. While the force bore no additional financial cost it did have an impact on officers and staff across the partnership which has been challenging and I am grateful to all staff for their tolerance and understanding during this difficult period.

To balance the negatives I am pleased to report that we have made a number of service improvements and am especially pleased with the continued success in the force control room which has continued to improve year on year.

This year saw the worst coastal flooding in over 50 years in Lincolnshire and I am delighted to say that the partnership worked brilliantly through this extremely

demanding period. We pulled together as a team and any remaining fears of how the partnership would work were dispelled. It was a phenomenal effort and I am immensely proud of the G4S team and the Lincolnshire Police staff and officers.

As I look forward to the 3rd year I can see that the challenges will increase with additional pressure on budgets and working out how to maintain policing services at the excellent level they are currently. I am reassured though that, whatever the challenge, the partnership will rise to it and continue to deliver.

John Shaw  
Managing Director  
G4S Policing Support Services

# KEY ACHIEVEMENTS



999 call response rate improved further with **over 95% of calls answered within 10 seconds**, up from 93% in 2012/2013 and 89% in 2011/2012



**Crime Management Bureau (CMB)** completed Action Fraud Initiative Reports on behalf of officers saving the equivalent of **16 weeks** of officers' time



**“Outstanding”** result from HMIC in answer to the question “To what extent has the force an affordable way of providing policing?”

An integrated, co-located and multi-functional Criminal Justice Unit was created, which helped **streamline processes** and achieve the **Target Operating Model**



**95%** of arrest summons were processed to the Police National Computer (PNC) **within 24 hours** compared to a national target of 90%

**£1.7m of additional savings** achieved via monitored and managed accounts



**99%** of detainees fingerprinted using **live scan**



501 detainees transported via Street to Suite™ saving **1584** hours of police officers' time

**£3.5m** contracted savings achieved



OPERATIONAL SUPPORT

BUSINESS AREAS

Force Control Room (FCR)

**For the majority of the public, the Force Control Room (FCR) is the first and main point of contact with the Police Force. The FCR – consisting of 52 call operatives, 66 controllers and 7 staff members operating the switchboard functions – provided a 24/7 response service dealing with 82,055 emergency calls and 255,349 non-emergency calls during 2013/14.**

The FCR provides a crucial emergency response service that directly engages with the Force and enables it to deliver protective services to members of the public. This makes FCR fundamental to Lincolnshire Police's operations.

The FCR – provided a 24/7 response service dealing with 82,055 emergency calls and 255,349 non-emergency calls during 2013/14.

While operating on a business as usual basis, the FCR was restructured and new working patterns were introduced; refresher training was rolled out and a new training programme was put in place to help equip new starters with the highest standards of professionalism and customer service. New functions were also integrated into the department – in September 2013, the Police National Computer Bureau were merged with the department allowing immediate responses to PNC queries. This helped improve the services to officers and the public as a whole.

**Year two statistics:**

- 95% of emergency calls were answered within 10 seconds, an improvement of over 2% from the previous year. Over the two years of the contract so far, an equivalent of 4,000 extra calls have been responded to within 10 seconds compared to the average yearly figures before the Partnership commenced
- 75% of non-emergency calls were answered within 30 seconds, equal to the prior year, but an improvement of 4% from the before the Partnership commenced
- The "Phoning The Police Customer Satisfaction Survey" found that satisfaction levels stand at 93. % satisfaction, an improvement on the prior year

Year two was a challenging year. In addition to significant staff changes, such as the recruitment of new staff, the level of incoming calls from June to August 2013 was unprecedented, being the highest ever experienced by the Force.

On average, the FCR experiences between 700 – 1,000 calls per day rising to around 1,200 calls at peak times, such as during the floods of late 2013. During summer 2013, daily demand increased to over 1,400 calls per day, equating to 28,099 emergency calls and 26,876 non-emergency calls in July alone. G4S built in surge capacity to deal with such additional demand. This surge capability, in addition to the professionalism and dedication of staff, helped with the delivery of a timely and high quality service to the public – there was only a small dip in service witnessed in July's peak due to the extremely high level of calls. This demonstrated the resilience and collaborative working within the FCR team, supported by the Force.

On average, the FCR experiences between 700 – 1,000 calls per day rising to around 1,200 calls at peak times, such as during the floods of late 2013.



**95%**  
of emergency calls were answered within 10 seconds

**75%**  
of non-emergency calls were answered within 30 seconds

## BUSINESS AREAS

### Crime Management Bureau (CMB)

**The Crime Management Bureau (CMB) works with the Force to ensure the effective, efficient and proactive management of crime reporting which plays a crucial role in helping to solve crime. CMB takes responsibility for the initial recording and updating of crime records, and provides a key link back to victims of crime.**

Year two witnessed the restructuring of the CMB and working practices. Team members in CMB now benefit from a structured training programme that helps staff to develop skills in a range of databases and essential processes, including crime inputting, offence processing, PNC enquiries, warrants management, Query Using Enhanced Search Techniques (QUEST) and Vehicle On-Line Descriptive Search (VODS). Not only has this helped improve the department's capabilities and proficiency levels, but it has also enabled it to streamline processes for efficiency purposes.

The CMB also worked with the Force to accommodate and support the implementation of national initiatives, including the National Mobile Phone Register (NMPPR) and the Action Fraud Initiative. These initiatives have been fully incorporated into the CMB department, saving the equivalent of 16 weeks of a single officer's time. Officers are free from administrative tasks to focus on responding to incidents and reported crimes.

Lincolnshire Police remains in the top quartile of UK Police Forces by exceeding the national target of 90%.

CMB also worked with the Force to achieve local initiatives, including the transfer of warrants management from a dedicated system into the Niche Records Management System. This allows staff and officers to track progress on warrants, making it a 100% auditable process and making the information accessible at all times.

The CMB went through a significant amount of change whilst continuing to dynamically respond to both national initiatives and local developments. Despite these commitments, it exceeded national targets and processed 95% of arrest summons to the Police National Computer (PNC) within 24 hours, ensuring Lincolnshire Police remains in the top quartile of UK Police Forces by exceeding the national target of 90%.

Officers are free from administrative tasks to focus on responding to incidents and reported crimes.



**95%**  
of arrest summons were processed to the Police National Computer (PNC) within 24 hours

## BUSINESS AREAS

### Firearms Licensing

**The Firearms Licensing office is responsible for the processing of firearms applications, renewals of licences and compliance with national and local firearms policy and legislation.**

The Firearms Licensing office was restructured during the second year. The management of this area now sits with the G4S team, allowing them to adopt a supervisory role to monitor and manage the daily workflow into the department on behalf of the Force. Administration support was also put in place for the Force’s Decision Makers, reducing the administrative burden for the Force and contributing to processing applications more efficiently.

Year two also witnessed significant progress towards fully digitalising the Firearms Licensing service through the implementation of an electronic management system, which enables all files to be securely stored electronically.

**Key figures:**

- 41,793 firearms grants
- 48,314 renewals for shotguns and firearms
- 20,115 files scanned and stored electronically

Digitalisation of files has been a key achievement during year two. In addition to freeing up valuable storage space, this allows Firearms Enquiry Officers (FEO) remote access to records. FEOs visit firearm owners’ homes to assess applications, particularly in the remote areas of Lincolnshire. This puts members of staff at potential risk of harm. To help mitigate this risk all FEOs have now been equipped with an Airwave radio, allowing them to book in and out of locations, increasing their personal safety as they undertake their role.

### Town Enquiry Officers

**Town Enquiry Officers (TEO) are often the first point of contact for members of the public in police stations. Their role is crucial in promoting confidence in the communities we serve.**

TEOs are in place in eighteen police stations across Lincolnshire and, therefore, have a presence across the county. The TEOs are supported by a network of Lincolnshire Police volunteer staff who help with front-desk operations. A comprehensive induction training programme for both volunteer and permanent employees was developed and implemented to ensure high levels of customer service are maintained.

We are dedicated to meeting the needs of our employees and work tirelessly to ensure that the public are served by fully trained and dedicated staff members. In addition to maintaining a dynamic and responsive TEO presence across the county, G4S also introduced career paths for TEOs. A supervisory management level was incorporated into the team with the promotion of three TEOs into Senior Town Enquiry Officers (STEOs). The aim of their role is to improve and standardise the overall management of the TEO function and the delivery of services to Lincolnshire Police, partner agencies and the community as a whole.

The TEO role itself was adapted to create a more flexible workforce. TEOs are now able to move to different geographical locations dependent on public demand, making the service much more responsive to the Lincolnshire community.

Furthermore, enhanced training was rolled out to TEOs, enabling them to support their operational colleagues through the provision of “Golden Hour Training” that covers effective early action, dealing with firearm incidents and customer services skills. Feedback shows that TEOs are positive about the changes and delighted with the developments initiated by the Partnership.

**Key changes to the Town Enquiry Officer role**

- A more flexible workforce that meets the requirements noted via public consultation
- Introduction of career paths to STEOs, a role that monitors and improves service delivery
- Golden Hour Training to facilitate investigations
- Firearms and customer service training to enhance the service offered to the public

**41,793**  
firearms grants

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**48,314**  
renewals  
for shotguns and firearms

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**20,115**  
files scanned  
and stored electronically



## BUSINESS AREAS

### Custody & ID



**Police custody in Lincolnshire comprises four custody suites at Grantham, Boston, Skegness and Lincoln, which consists of a total of 66 detention cells.**

The first year of the Partnership resulted in significant changes in the custody provision which helped implement the Target Operating Model ahead of schedule. This allowed all targets to be achieved, including the roll-out of training and the implementation of a new management structure for the Custody Detention Officers (CDO). A project was also undertaken to refurbish and extend the Boston Custody Suite with four new cells.

Like other areas across the Partnership, G4S staff work alongside their Lincolnshire Police colleagues to provide a service to the public in the county. In the Custody division further tasks were identified which could be completed by G4S staff, allowing officers to return to the front line.

In the last 12 months we piloted a new booking-in process in one of Lincolnshire's busiest custody suites. This enables the CDOs, who received additional training, to carry out additional data inputting for the custody records. As a result, the Custody Sergeant can remain in his or her supervisory role and ensure the effective delivery of custody services in line with their legislative responsibilities, rather than be preoccupied with administrative tasks. The new process enabled Lincolnshire Police to halve the number of custody officers in Lincoln releasing five sergeants back to front line duties.

A project was also undertaken to refurbish and extend the Boston Custody Suite with four new cells.

In response to feedback, we reviewed the environment for employees and detainees in the custody suites. We improved both the Lincoln and Skegness facilities in 2014 in compliance with national guidance on custody suites. This has helped to create a more effective working environment.

The change and development was delivered whilst maintaining ongoing custody services in accordance with all relevant legislation and guidelines, and the expectations set out in the College of Policing Authorised Professional Practice, Police and Criminal Evidence Act (PACE) Code C and under the direction of the Police Custody Officer supported by the CDOs.

We improved both the Lincoln and Skegness facilities in 2014 in compliance with national guidance on custody suites.

The ID Unit, which provides identification services to victims and witnesses of crime throughout Lincolnshire, was also subject to change during year two of the Partnership. The department structure was enhanced through the appointment of a Senior Identification Support Officer and the recruitment of four flexible workers. During 2013/2014, the Identification Unit delivered 343 parades, with each one taking an average 18 days to complete – this exceeded the key performance measures in this area of 28 days. The unit now has a structure that allows for a fast response at times of high demand, ensuring that victims and witnesses of crime are offered the highest standard of response services.

#### Custody key figures

##### Number of arrested people:

Apr-13	<b>1,200</b>
May-13	<b>1,293</b>
Jun-13	<b>1,255</b>
Jul-13	<b>1,385</b>
Aug-13	<b>1,418</b>
Sep-13	<b>1,199</b>
Oct-13	<b>1,223</b>
Nov-13	<b>1,170</b>
Dec-13	<b>1,232</b>
Jan-14	<b>1,133</b>
Feb-14	<b>1,144</b>
Mar-14	<b>1,231</b>

**TOTAL 14,883**

## Street to Suite™

**The Street to Suite™ service is one of the most high profile services offered through the Partnership; it visibly delivers savings in officer time, thereby increasing police officer time spent out of stations and on the front line.**

Street to Suite™ is the collection of detainees from point of arrest to admittance into custody suites, meaning that officers remain on the streets. In Lincolnshire alone, the service transported 501 detainees in 2013 saving 1,584 of police officer hours. This allows warranted Police Officers to stay at the scene of an incident to continue to collect evidence and protect the 'golden hour' period where evidence is most likely to be gathered. The service also helps to minimise officer time spent waiting at custody suites to book in detainees, especially during peak times.

This flexible service ensures officer extractions times are kept to minimum.

Street to Suite™ is the collection of detainees from point of arrest to admittance into custody suites.

In addition to the business as usual deployment of Street to Suite™ at busy periods, we also supported several pre-planned events and demonstrations, maximising the frontline resources available.

Over Christmas and other seasonal periods, we arranged the collection and return of production prisoners within or outside of Lincolnshire's borders. This flexible service ensures officer extractions times are kept to minimum and arrested persons are transported in an effective and safe manner.

Street to Suite™ continues to deliver savings in officer time and the Partnership is continuing to identify and exploit opportunities to further utilise this serve to enhance resource availability for front line policing.

**501**  
**detainees transported**  
in 2013 saving 1,584 of  
police officer hours



## BUSINESS AREAS

### Partnership in action

**On 5 December 2013 the Environment Agency issued 41 severe flood warnings throughout the UK, highlighting the Lincolnshire coast as one of the areas with the highest risk of flooding. Winds were recorded at 100mph; as the tidal surge hit the East Coast, the storm was said to be the worst to hit the area in 60 years.**

Some areas of Boston were so badly affected that residents were warned that their staying risked their life.

In Lincolnshire, Boston was one of the towns most affected, with approximately 1,000 properties flooded and 223 people relocated to emergency accommodation. Some areas of Boston were so badly affected that residents were warned that their staying risked their life. Skegness also experienced disruption, with the pier and surrounding businesses flooded, and paths and shelters significantly damaged.

The Boston Police Station, holding Custody and Collisions Unit and TEOs, was the main site affected. This significantly impacted on the Partnership's staff and work.

Skegness also experienced disruption, with the pier and surrounding businesses flooded, and paths and shelters significantly damaged.

### Impact on G4S staff and officers



**The Resource Management Unit (RMU) was heavily involved in staffing throughout the period of bad weather, responding to resource requests by the Force.**

We were in constant contact with the Major Incident Room (MIR) – officers were called in to ensure that the right level of staffing was maintained. This ran alongside the usual staffing requirements of the Force. This continued for a number of days until the need for extra resources reduced.

We were in constant contact with the Major Incident Room (MIR).

Technical officers from our Integrated Services department worked with the Force to mitigate the potential impact on Boston Police Station following the order to evacuate the building. The Support Services and IT teams worked closely with the occupants to ensure essential equipment (including radios, phones and other facilities) were removed to a higher floor.



**During the floods, the FCR staff appeared to take the situation in their stride, coping in a very professional and diligent manner with both officers and the public.**

**Yvonne Gray**  
East District  
Controller



**1000**

**properties flooded**  
in Boston, Lincolnshire  
on 5 December 2013

**223**

**people relocated**  
to emergency  
accommodation



**The team responded well and supported us in protecting our ground floor IT and other assets at short notice.**

**Daryl Pearce**  
Chief  
Inspector



## Impact on the public

**The FCR received a total of 1,675 calls (including 514 emergency calls and 1,011 non-emergency calls), a significant increase on a daily average of 700 – 1000 calls.**

These calls ranged from flooding issues, road hazards caused by fallen trees, gas leaks, serious risk of injury from collapsed electricity pylons to public disorder and power outage risks. This placed significant pressure on the FCR and Lincolnshire Police, yet all staff remained dedicated and calm under pressure.

A MIR was set up in relation to "Operation Sandy" and displayed the effective working relationship between G4S and Lincolnshire police staff.

These calls ranged from flooding issues, road hazards caused by fallen trees, gas leaks, serious risk of injury from collapsed electricity pylons to public disorder and power outage risks.

## Impact on detainees

**During the floods, the G4S Street to Suite™ vehicle helped with the safe and secure transfer of all detainees from Boston to Spalding station.**

The Spalding Police Station was re-opened specifically to manage the detainees that needed to relocate. All resources from Boston were redeployed to Spalding to support the increased demand at the station.

The Custody team arranged an emergency pack in preparation for evacuation procedures at Skegness. Fortunately, this did not have to be implemented, but the team were on full alert and prepared.

All resources from Boston were redeployed to Spalding to support the increased demand at the station.



**I was completely impressed with the behaviour and professionalism of all of the staff during this period. The scope, scale and speed of the floods placed a considerable strain on our infrastructure, both within the FCR and on the ground. Very quickly, the team here staffed and ran a major incident room.**

**Chris Davison**  
Chief Inspector



**1675**

**FCR calls received** including 514 emergency calls and 1,011 non-emergency calls



**The floods were expected, which was good for us; we prepared ourselves for a busy shift. Knowing you will be faced with difficult calls fills you with apprehension, but also a sense of excitement at the same time. Some of us were called in to support colleagues and as a team took call after call. Being able to assist people at such an awful time brings us together as a team and leaves you with a feeling of satisfaction. This job certainly makes you realise how lucky you are.**

**Sally French**  
Call Taker



BUSINESS AREAS

ORGANISATIONAL SUPPORT

Criminal Justice Services

**Criminal Justice Services encompass the Criminal Justice Unit (CJU), Collisions Unit and the Central Ticket Office (CTO).**

These units are responsible for the management of all crime files and minor process files from the court process to finalisation, including processing fixed penalty tickets for speeding and other traffic offences, anti-social offences, helping parties involved in road traffic collisions and liaising with other agencies, such as the CPS.

At the start of January 2014, the Victim Care hub was introduced into the CJU.

During year two of the Partnership, the CJU structure and working practices were reviewed; the unit, previously located at two sites in Grantham and Lincoln was merged into a single site at Lincoln, creating a single integrated and multifunctional team, with consistent and efficient working practices implemented across the department.

At the start of January 2014, the Victim Care hub was introduced into the CJU. This jointly funded partnership initiative resulted in the creation of three new Victim Care Assistant roles, providing assistance and support to police officers, as well as contacting victims according to the new Victim Code of Practice published in October 2013. Developments in the field of victim care will continue into year three of the Partnership and will include the online delivery of crime tracking and reporting, further enhancing the experience of victims of crime.

Enhanced provision of victim care is just one example of where the department has responded to new demands since the commencement of the Partnership. Year two also witnessed the introduction of Police Led Prosecutions (PLP) and the introduction of body worn cameras, both of which created an additional administrative and support demand which was ably met by the CJU Department.

We reviewed processes and, where possible, streamlined them to create efficiencies and time savings within the department. For instance, the CJU now redacts and sends papers to the Court Prosecution Service (CPS) electronically. This supports the digital first national portfolio of work.

Year two was a time of significant change for the department. Whilst this inevitably impacted on performance during the period of transition, effective management and collaborative partnership working helped make the transition as smooth as possible.

In year two there was also change for the Collisions Unit which continues to provide a professional service to all parties involved in road traffic collisions. The foundations have now been laid for a move towards recording collisions data within the NICHE Records Management System. This will help make the information more widely accessible and further support the optimisation of core systems.

The Central Ticket Office has responded to changes within partner agencies throughout the last year, including the regionalisation of Her Majesty's Court and Tribunal Service (HMCTS), which resulted in additional tasks to write to offenders to chase the production of documentation. Approximately 100 letters per week of this nature are required. CTO also took over from the Lincolnshire Road Safety Partnership by contacting course providers. Despite these changes resulting in additional workload, the department maintained a stable performance level, exceeding all performance measures (excluding a dip in performance late 2013 whilst processes were reviewed).

Year two was a time of significant change for the department.



## BUSINESS AREAS

### Integrated Services

**Integrated Services is a centrally integrated organisation which brings together business services under one solution. It comprises stores, vehicle recovery, property management, building maintenance, estate management, capital programme management, statutory compliance, facilities management and vehicle fleet operations. The department supports 95 premises on 75 sites.**

The second year of the Partnership witnessed a programme of significant updates and replacements of assets across the Force estate. In addition, the replacement renewal and maintenance of essential building fabric ensures that the work environment remains safe, compliant and fully supports the delivery of Policing Services in Lincolnshire.

Integrated Services continues to work to support the Force operationally and meet the demands of front line policing. Practices and procedures for caretakers, drivers and general administration staff based at the key police station sites have been changed to better meet the Force's requirements. The District Support Services teams continue to achieve performance targets and exceed expectations in areas such as the processing of foreign nationals which significantly increased in volume over the past two years.

A review and consolidation of the vehicle recovery service was completed within the second year – this involved the re-engineering of processes and outsourcing of agent management and service delivery. This will lead to a saving of £84,000 over the course of a year – the equivalent of two full time Police Constables.

Carbon reduction and the reduction of energy consumption remains a priority for the Office of the Police and Crime Commissioner (OPCC). As a consequence, a programme of carbon reduction initiatives have been developed. This programme aims to achieve the government interim targets of 13% carbon reduction by 2020 relative to 2008 levels.

Stores and Supplies have introduced improved management arrangements and have successfully supported the introduction of t-Police and the 'Self Service' facility for Police Officers, enabling them to order replacement items of equipment and uniform online. Work is also on going to support the implementation of property management through NICHE RMS.

### Fleet

**Fleet Management includes the management of 436 vehicles which are a mixture of marked and plain vehicles.**

At the request of the Police and Crime Commissioner (PCC), a programme of introducing livery to the wider fleet was implemented, increasing the visibility of the Force on the roads of Lincolnshire and presenting a greater police presence within the county.

Year two of the Partnership witnessed significant change and cost savings in relation to fleet management. In October 2013 a new fleet maintenance operating model was introduced. This brought in house the vast majority of vehicle maintenance and included the creation of three additional satellite workshops and the introduction of two mobile technicians. These satellite workshops have improved vehicle utilisation and reduced downtime as a result of the local service delivery. The project delivered a capital saving of **£358,000** against the original plans for fleet development.

In order to enhance the vehicle workshop technician skill base, we trained our vehicle technicians to deal with the various makes and models in the fleet. In addition, a direct Automated Number Plate Recognition (ANPR) and Communications maintenance response was provided which improves response time to ANPR hits. This significantly improved resilience in these specialist areas of work. Contracts with specialist vehicle converters have been established – these are necessary to meet the high fit-out standards required of specialist vehicles, such as Armed Response Vehicles (ARV), Police Support Unit (PSU) and Operational Support Unit (OSU) vehicles. A rolling programme of conversion commenced and the exacting requirements of the specialist teams are being met.

Despite the level of change already achieved, the department continues to look towards further opportunities to enhance the service. Two significant initiatives – Sale & Leaseback of the Fleet and Telematics – have been explored, leading to the submission of business cases. The force is currently considering the implementation of these initiatives in the context of regional initiatives and potential changes to regional policing models.

Significant work also took place in the region in conjunction with the Home Office to identify comparative fleet running costs and potential areas for collaboration. The outcome of the exercise demonstrates that the Lincolnshire Police fleet is very cost effective and represents a value for money service.

**13%**  
carbon reduction  
by 2020 relative to  
2008 levels



**436**  
vehicles managed by  
the Fleet Management  
which are a mixture  
of marked and  
unmarked vehicles

## BUSINESS AREAS

### Information Technology

**Year two of the Partnership witnessed a level of IT change and development unprecedented in Lincolnshire Police Force.**

Developments were undertaken to create a more flexible and dynamic workforce, meet national requirements and reduce the risk associated with ageing infrastructure. The pace of change was felt across the Force but resulted in both a strong foundation and improved infrastructure that will continue to support and enhance operational policing.

A number of new technologies were introduced to the Force during year two, such as the roll-out of virtual desktops and a thin client infrastructure. The roll-out of Virtual Desktop Infrastructure (VDI), which replaced desktop machines, helped create a virtual hard drive accessible from any station within the estate, allowing officers and staff more flexibility in their work locations. Not only has this improved the user experience, it has also helped provide a more secure and strategic solution in readiness for mobile data which will be the key focus for year three.

A number of new technologies were introduced to the Force during year two, such as the roll-out of virtual desktops and a thin client infrastructure.

The Partnership also moved on to the Microsoft Windows 7 operating system and Microsoft Office 2010 software, making Lincolnshire Police one of the few public sector organisations to implement the software on the scale that it has and within the timescales to achieve implementation prior to the initial dates for the removal of software support from Microsoft.

A remote data centre was built, conforming to ISO27001 standards and IL3 certification, re-utilising the existing data centre and providing increased resilience and security. Migration of systems to the data centre is ongoing and has already commenced with t-Police being located at this site. This dual data centre model will also reduce the risk of data loss, enable the organisation to host services from either facility and provide an enhanced data back-up solution. Other developments have also been undertaken locally that significantly increase the security of data.

There were also a number of upgrades to the estate's IT infrastructure, resulting in the Force having faster connections and up-to-date software embedded into their hardware. The Local Area Network (LAN) was upgraded across the entire Force estate, updating all network switching equipment with a fully supported service. We also increased the speed of the HQ fibre connection from 4GB to 10GB.

Along with delivery of such significant changes, the IT team underwent a full restructure, creating a number of new roles in order to fully support the Force and future projects, including the introduction of Change Champions who aim to facilitate culture change and innovation within the IT department and to improve operational and business effectiveness.



## BUSINESS AREAS

### t-Police

**t-Police is a business change programme based on the implementation of a Enterprise Resource Planning (ERP) function, which replaces the business functions of Human Resources, Finance, Procurement, Stores, Learning & Development and the Resource Management Unit.**

The system enables manual processes, such as submitting expenses, purchasing, time recording, annual leave requests and sickness management to move to a 'self-service' electronic process, decreasing the risk of errors and duplication of tasks.

The size and scope of the programme resulted in much of year two being utilised for the development of the system, with Finance being successfully implemented in January 2014 with HR, RMU and Duty Management being successfully implemented in April 2014. The remaining business functions will achieve go-live in April 2015 at the start of year three.

The implementation of the system was very challenging and the timescales compact; impact on business areas during the system implementation was significant. Planning and preparation for our new HR, Finance and Resource Management systems was a central theme for the implementation of t-Police and the team worked hard to ensure the go live of the system went ahead. The impact on resources to implement the system was significant, with members of staff in the RMU carrying out over 6 weeks of testing to ensure the system functionality was correct, followed by the entry of over 6,000 duty adjustments to ensure that the system reflected officers' duties.

The level of business change introduced by the system and the increased visibility of working practices is significant. The Project Team worked alongside nominated leads from the Force to identify and explore the key decisions and processes, allowing the Force's senior users to validate the solution before it was implemented.

t-Police has an improved reporting functionality, increasing efficiency in the department.

The size and scope of the programme resulted in much of year two being utilised for the development of the system.

The finance department was the first service area which adopted the t-Police system. From the go live date in early January 2014, the team has been able to validate and reconcile data, monthly transactions and budgets. t-Police has an improved reporting functionality, increasing efficiency in the department. Since January 2014 requisitioning and approval of requisitions across the Force has also occurred on t-Police, through the systems interface to the National Police Procurement Hub.

Tranche 2 implementation went live in April 2014 and saw the roll-out of Self-Service, Human Resources and Duty Management. Although the Force was already familiar with the basics of self-service, the implementation of t-Police provides opportunities for increased personal responsibility for maintaining personal data, managing learning paths, training course attendance and undertaking procurement.

Integrations within the system and to external systems – such as NSPIS Command and Control – ensure consistent and reliable data across multiple platforms, and place a higher importance on the individual to maintain and monitor their own information. This will ensure we move to more a self-service delivery model and join up finance and HR processes.

The true impact of these changes and the increased management information resulting from the system will continue to drive activity into year three of the Partnership.

Year 3 will see a programme of benefits realisation which will build upon system implementation and take steps that will allow the Force to realise it's goal of understanding of the costs of deployment and enabling the force to make better financial and operational decisions.

**6 weeks of testing** by members of the RMU to ensure the system functionality was correct

**6000 entries of duty adjustments** to ensure that the system reflected officers' duties



## BUSINESS AREAS

### Finance and Procurement

**The Finance department established a new operating structure which, along with the implementation of t-Police, will enable it to focus on value-added activities for the Lincolnshire Police Force.**

The department introduced an effective performance management framework which enables departmental managers to effectively review individuals' performance and training requirements and to support the staff in their personal career development. The focus and encouragement towards professional training within the department has resulted in two members of the team completing their professional studies.

The Finance department was also the first service area to adopt the t-Police system in January 2014, resulting in improved productivity through streamlined finance processes. This provides the foundation for future developments and transformation activities in year three. From the go live date in early January, the team has been able to validate and reconcile data, monthly transactions and budgets, resulting in a more robust finance system and improved budgetary control. t-Police has an improved reporting functionality, increasing efficiency in the department and making management information more readily accessible.

The focus and encouragement towards professional training within the department has resulted in two members of the team completing their professional studies.

The Partnership continues to work collectively to maximise the benefits of the system and the process changes that can be achieved following implementation.

The impact on the Finance department during the implementation of t-Police was significant due to a high level of involvement in project activities, such as solution validation, testing and data migration. Despite this additional workload, and the requirement to become familiar with the new system, the department continues to operate on a business as usual basis and successfully managed the re-calculation and payment of monies to Police Community Support Officers (PCSOs), which was a significant amount of work delivered with no effect to the daily operations of the department.

The implementation of the t-Police system also highlighted areas where processes require further consideration and enhancement. The Partnership continues to work collectively to maximise the benefits of the system and the process changes that can be achieved following implementation.



## Human Resources and Resource Management Unit

**The HR Department looks after more than 2,300 Police Officers, Police staff and G4S staff working within Lincolnshire Police Force, as well as over 450 volunteers, including 255 Police Special Constables. The HR team undertakes its role by working with all parties, including officers, staff, Unison and the Police Federation.**

During year two of the Partnership the HR Team provided support to other departments during their restructures and changes to meet the target operating model. In addition, the HR Department changed its own structure. The HR transformation has been achieved by streamlining processes and by empowering team members.

The department undertook a period of consultation and change to simplify PCSO shift patterns across the Force and increase PCSO powers creating consistency in service provision to communities across the county. This covered some 149 PCSOs and was completed with full consultation with Unison.

The department supports changes within the Force's structure ensuring that line management changes are made and that duties are planned. During year two the department worked with the Force to move to two Basic Command Units and supported the reorganising of the Crime and Operations team.

The HR team undertakes its role by working with all parties, including officers, staff, Unison and the Police Federation.

Resourcing and succession planning has been a key theme during this year. An external police officer recruitment campaign was launched, as well as a new approach which used open evenings. The open evenings were attended by over 950 people which helped ensure the availability of new recruits to fulfil our intakes and maintain officer numbers. In addition, there were more PCSO and special constabulary intakes, including the launch of Volunteer PCSOs.

The HR transformation has been achieved by streamlining processes and by empowering team members.

Like many forces, we had to embark on continuous review, improvements and efficiency savings. Business as usual continues and the team supports employment relations, policy and legislative changes. During this year the HR team also completed stage two transfer which entailed movement of staff from the Chief Constable to the Police and Crime Commissioner.

**2300**  
**police officers, police staff and G4S staff** working within Lincolnshire Police Force are looked after by the HR service

**450**  
**volunteers**, including approximately 255 Police Special Constables are also looked after by the HR service

**950**  
**people attended** the open evenings



## BUSINESS AREAS

### Learning and Development



**100%**

**of delegates**

that attended the training over the last 12 months recorded an improvement in workplace performance

**90%**

**of delegates**

confirming that their own line manager had commented positively on their management style following attendance on the course



**Year two of the Partnership has focused on expanding our portfolio of training products for Lincolnshire Police and continually driving service enhancements. This supports the Force's policing vision and ensures that police officers and staff have the right skills and training to deliver an excellent level of public service.**



**Dawn Cooper**  
Client Learning & Development Director

#### **Learning and Development is another one of the Partnership's success stories.**

Following the significant change in the first year when a new staffing structure was implemented, the fast pace of change continued during the second year. The department continued to radically reform the business to optimise the quality of our services for Lincolnshire Police Force. This helped ensure that the Force possesses the skills needed to deliver an efficient service.

Learning and Development worked with the Force to deliver the People Strategy (2013-17) to address the aspiration to 'enhance our managers' people management skills'. At the same time, we also worked with the newly formed College of Policing to support the services 'Policing Vision: 2016' to professionalise policing and enhance leadership skills across the 43 forces.

Learning and Development extended services to Lincolnshire Police by taking on responsibility for designing and delivering a new modular Management Development Programme that was accredited by the Chartered Management Institute (CMI). This was not previously offered via the Force's management development programmes. Sergeants and equivalent level staff are now able to achieve a Level 3 management qualification, with those at Inspector or equivalent level achieving a Level 5 qualification.

#### The department continued to radically reform the business to optimise the quality of our services for Lincolnshire Police Force.

The department continues to receive positive feedback from the Force's training attendees. In fact, 100% of delegates who attended training over the last 12 months recorded an improvement in workplace performance, with 90% of delegates confirming that their own line manager had commented positively on their management style following attendance on the course.

In addition to developing leadership skills, the department also supported the on-going expansion of our training expertise and skills for the Force. Learning and Development now delivers trainer skills programmes, including Preparing to Teach in the Lifelong Learning Sector (PTLLS) and Certificate in Teaching in Lifelong Learning Sector (CTLLS). This enabled us to train and up skill 26 police officers and staff at no cost, which in turn continues to enhance the specialist training being delivered to officers. Two trainers and five Lincolnshire Police officers attended an intensive development programme to gain the CTLLS qualification during 2013/14, and continue to enhance training instruction in high risk areas, such as operational training.

#### The department continues to receive positive feedback from the Force's training attendees.

The department continued to deliver high quality training programmes to external clients to ensure we can deliver income generation for the Lincolnshire Police Force. This resulted in training being delivered to a diverse range of organisations across the East Midlands. This has helped with sharing best practice and developing lasting relationships between Lincolnshire Police and other partner agencies.

During 2013/14 G4S Learning and Development also became an accredited Approved Provider with the College of Policing for the Certificate in Knowledge of Policing (CKP). This is a pre-entry qualification for people wishing to join the police service and required significant investment from G4S in order to deliver an exceptional product. This benefitted the Lincolnshire Police Force with pre-entry schemes and the potential for the Force to adopt this route to achieve recruitment savings in future years.

## BUSINESS AREAS

Learning and Development also supported other changes in the Force, including the implementation of t-Police and the Force's 1000 Volunteer Challenge (1000VC) project which sought to increase the numbers of volunteers within Lincolnshire Police to 1,000 during the PCC's tenure, with the provision of management support, e-learning training and scenario based training.

As Dawn Cooper, Client Learning & Development Director says: "Year two of the Partnership has focused on expanding our portfolio of training products for Lincolnshire Police and continually driving service enhancements. This supports the Force's policing vision and ensures that police officers and staff have the right skills and training to deliver an excellent level of public service.

"For my own team, year two expanded the opportunities available to them including working with external clients, one of which commented, **"The service you provided exceeded all expectations, and guarantees a continuing successful relationship. When coupled with your ability to accommodate, even when it wasn't easy or convenient, assures others of a continuing, enjoyable, successful association with you. The team's personal commitment to excellence has inspired others to push past mediocrity"**.

.....  
The department continued to deliver high quality training programmes to external clients to ensure we can deliver income generation for the Lincolnshire Police Force.  
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External client



**26**

**police officers and staff** trained at no cost, which in turn continues to enhance the specialist training being delivered to officers



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