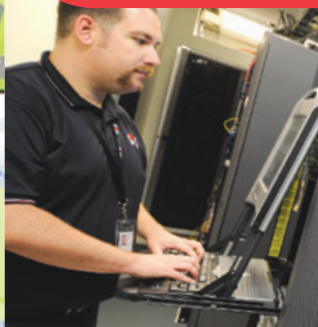




The Police and Crime Commissioner for Lincolnshire

# THE G4S LINCOLNSHIRE POLICE STRATEGIC PARTNERSHIP – ONE YEAR ON ANNUAL REPORT JUNE 2013





# INTRODUCTION

In December 2011, G4S Policing Support Services was selected from 160 original companies as strategic partner with Lincolnshire Police to deliver the widest ever outsourcing provision for a police force in the UK.

What made this extraordinary was not only the size and scale of the partnership – the £200m landmark deal covers 18 operational and organisational support functions formerly managed by the force – but that one of the country's smallest police forces managed a major, ground-breaking procurement process in only nine months, a feat many larger organisations might struggle to equal.

On 1 April 2012, 575 civilian police personnel transferred from Lincolnshire Police to G4S, at the start of a ten-year journey which will see a guaranteed £36million delivered in savings.

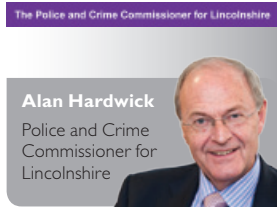
This report covers the first year of the contract and examines the successes and challenges encountered. While only a snapshot of the work undertaken, it provides learning points for future collaborations between public and private sector.

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# INTRODUCTION



I am delighted to provide the foreword to this first annual report of the Lincolnshire Police and G4S strategic partnership.

At the end of 2011, Lincolnshire Police Authority took the decision to enter into what remains an innovative arrangement in policing. That decision followed over a year of work by the Authority and Force that set out to explore how Lincolnshire Police could deliver services to the people of Lincolnshire more effectively and efficiently, whilst also meeting the challenges of reductions in public sector funding.

We are now a little over twelve months on from when the contract commenced and I am pleased to say it is working well, delivering not only savings above those expected but also tangible improvements in service that can only benefit our communities.

I and my officers continue to play an active role in the oversight of the contract, with the goal of ensuring that

our partnership continues to build upon the success we have had to date. I have no doubt that there is much more we can do to transform how we do business. In doing so I know we can provide a fair deal for Lincolnshire.

Beyond that we can perhaps also give others across the country the inspiration to seek innovative solutions for the provision of efficient and effective public services in an ever challenging and demanding environment.

**Alan Hardwick**  
Police and Crime Commissioner for Lincolnshire



Welcome to the first annual report of the Lincolnshire Police business transformation partnership.

In April 2012, G4S and Lincolnshire Police embarked on the widest ever outsourcing provision for any police force in the UK. Lincolnshire Police recognised that significant changes were needed in the way it organised its operational and organisational support functions to go forward.

This report covers the first year of our ten-year partnership. It reviews what we set out to achieve when we began, and assesses what we were able to deliver. While it recognises and celebrates the successes, it also reflects on the more challenging elements of the partnership.

I have been enormously impressed by the attitude of the many staff who transferred to G4S, they have demonstrated enormous commitment, professionalism and a willingness to engage, during what has been for them – personally and professionally - an extremely difficult time. Some of their comments are published here.

We have made significant improvements in the areas one might expect a business outsourcing specialist like G4S to deliver, in the back office, but we have also made progress in areas not typically associated with outsourcing provision such as the Force Control Room - one of the best performing parts of the contract.

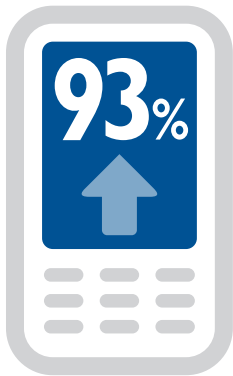
There have been issues we did not expect to encounter. Our proposal for a new custody suite facility and police station was not taken forward; the IT transformation which we hope will revolutionise the delivery of core administrative functions, is not at the stage we had envisaged it.

However, the overwhelming feeling is one of satisfaction. We embarked on this partnership with a pledge to guarantee savings to Lincolnshire Police of 13.6% while delivering a better service, as measured by the force; we have already surpassed this, achieving savings in excess of 18% or £5m per annum which equates to the cost of 35 police officers more than we promised. This has been achieved with no loss of service, and in many areas real service improvements. It is an outstanding result and one which we'll be able to improve upon over the life of the contract.

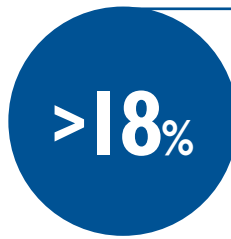
There will be many forces around the country facing difficult decisions about how to maintain services in the face of constricting budgets. The past 12 months have been enormously challenging and there are important lessons which can be learned from our experience. We hope that by sharing some of our experience in Lincolnshire, other forces can learn and ultimately benefit.

**John Shaw**  
Managing Director  
G4S Policing Support Services

# KEY ACHIEVEMENTS



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



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

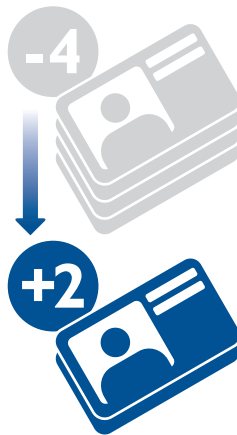
Contracted savings of 13.6%



**575x**

staff transferred from Lincolnshire Police to G4S under TUPE arrangements

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



**35x** Additional savings equivalent to an extra 35 police officers

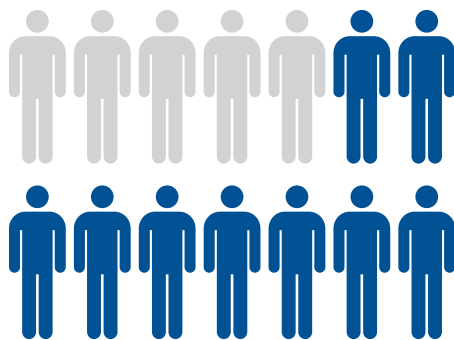
Over life of the contract **G4S is committed to delivering**

**£36m**

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

**66x**

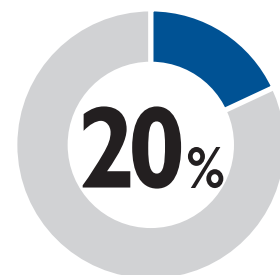
Managing **66 custody suite cells** across the county – including four new cells delivered to Boston



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

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

**£114m**



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

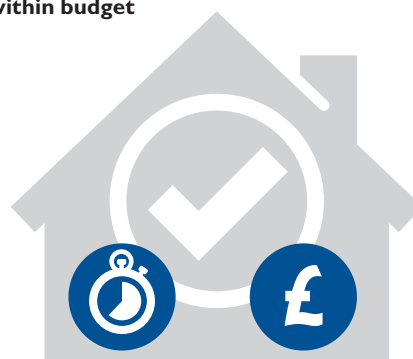
Launch of Street to Suite™ service in Lincoln, Boston and Spalding resulted in **saving of over**

**1850**

hours of police officers' time



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



Delivered over

**21,000**

training days during the year



## OPERATIONAL SUPPORT

## BUSINESS AREAS

### Force Control Room

**The Force Control Room (FCR) is the main gateway for the public into Lincolnshire Police and is a critical component. The FCR is fundamental to serving the public and receives over 420,000 calls each year, of which over 320,000 are calls for service. The FCR provides a risk-assessed response to over 167,000 incidents each year and over 37,000 reported crimes are recorded. Information is collated from the caller and assessed by our highly trained call takers. In the first twelve months of the contract G4S has improved the forces' response to '999' emergency calls and non-emergency calls and has increased customer satisfaction to a rate of 94%.**

Before the strategic partnership, Lincolnshire Police ran the FCR with between 145 and 156 full time staff including 13 supervisors, managed by a Chief Inspector. It operated with four shifts which tended to work in isolation with staff dedicated to one function. Although there was significant institutional knowledge, over time a number of unnecessary functions and processes had evolved which had affected the primary roles of call taking and deployment of resources.

The FCR is fundamental to serving the public and receives over 420,000 calls each year.

Once all civilian staff transferred to G4S under TUPE, we recognised the opportunity to rationalise or remove some of these functions and processes and to bring in a stronger focus on performance. A Customer Contact Manager was appointed to drive this change and to identify and introduce clear goals and objectives for the FCR team, whilst simultaneously introducing a culture of 'One Team, One Direction' and a 'right first time' approach. Shift supervisors had their roles changed and were encouraged to become more pro-active and intrusive, given accountability for team performance, budget and service delivery to both the public and police officers. A strong focus on building relationships was introduced at all levels with colleagues across the force. Regular meetings were set up to improve understanding and expectations, not only to raise the profile and understanding of the role of the FCR, but to build a relationship of trust and confidence and to enhance service delivery. A growing number of District Sergeants have been actively encouraged to spend development time in the FCR which has increased the level of understanding and co-operation across the force.

Key to the success seen in the first 12 months has been the growing number of staff that have become omni-competent and capable of carrying out the roles of both call-taker and controller. This has provided staff with the opportunity to gain new skills and support personal development, while simultaneously providing shift supervisors with an agile workforce, which is key to the pro-active and effective use of resources to meet call demand.

The next period will see the introduction of new IT, and a migration to a new staffing structure and working processes designed to more accurately match the numbers of staff on duty with the numbers of calls and incidents.

The aim in the FCR is to work in an environment of continuous improvement and to bring the levels and standards of all staff up to the levels of the best. To assist with this process, an electronic Quality Assurance system is being developed to assist supervisors to monitor and assist with the development of staff on a daily basis, in line with the requirements of national standards.

#### First year statistics

- The first year of the new operation (April 2012 – April 2013) saw an increase in both the number of calls received and the percentage answered within target.
- Compared to the previous year, there were 80,896 '999' calls answered, (up from 78,996 in 2011/12) with 93% answered within the 10 second target time, an improvement of over 3% on the previous year. The switchboard answered 360,341 calls with public satisfaction rising to 94% for emergency calls.
- There were 242,497 non-emergency calls answered compared to 241,899 the previous year, of which 76% were answered within the target of 30 seconds, up from 72% in 2011/12.
- This improvement was achieved with six per cent fewer FCR staff than in the previous year.

#### Major First Year Challenge

Staff have embraced change, which included moving back into the newly refurbished control room shortly after the contract commenced and encountered several difficult months when the new IT threatened to affect performance.

Through perseverance, and a major injection of resources and expertise from G4S, the underlying causes were identified and eliminated. What started as a real concern became a positive demonstration of how both private and public sector can overcome significant challenges by working effectively together.



**The professionalism of staff, from the control room to the local enquiry offices has remained consistent throughout, enabling me to get on with what I'm employed to do.**

PC Bob Jones



## BUSINESS AREAS

### Crime Management Bureau (CMB)

**The CMB is responsible for the initial recording, updating and detecting of crime records (the beginning and the end of a crime); for providing initial information to victims of crime, to ensure compliance with the:**

- **Victims Code of Practice**
- **24-hr Police National Computer (PNC) bureau and**
- **managing of the administration of warrants.**

Before the start of the contract the CMB sat under Crime with management support from a Detective Chief Inspector. The service was provided by a total of 47.5 full-time employees. A restructure is underway, and staff profiles are likely to change in the following months. There are service level targets associated with the PNC, which are driven nationally.

The biggest challenge has been providing additional services such as the administration of warrants, assisting with Firearms Licensing and providing key information to victim support.

The planned service improvements are to centralise the Crown Court and Magistrates' Court Resulting and the management of the Bichard portal into the CMB from the Criminal Justice Unit; introduce new working practices to improve data accuracy and reduce missed or duplicated incidents and records; improve the efficiency and effectiveness of the PNC Bureau, which would create additional capability to conduct various PNC and other data checks on behalf of the Firearms Licensing service area, and provide a tool to disseminate live time information and updates to the staff through the introduction of a rolling briefing capability into the service area. To date the rolling briefing capability has been implemented.

Service levels have been maintained within the area, with one of the national targets – that for the disposals (court results) being entered on to the PNC quickly – having improved by 13% over the year.

The main success of the last 12 months has been the way CMB has worked closely with Firearms Licensing. Staff have increased their areas of competence and both areas have been able to share supervisory capability.

The biggest challenge has been providing additional services such as the administration of warrants, assisting with Firearms Licensing and providing key information to victim support, while using existing resources. This has also happened while staff structure has been revised. Service delivery levels have been maintained by ensuring that staff have felt involved in what is happening and the decisions that are being made.

Lincolnshire's CMB performs consistently highly compared with other forces, and for March 2013 was rated third nationally for updating the PNC with Arrest Summons. The service level achieved at the end of the first year of the contract was 94.5%, an improvement of 3% on the service level achieved before the partnership commenced.

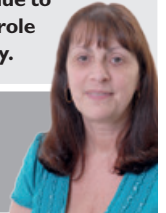
Lincolnshire is also in the top quartile for entering disposals onto PNC within 10 days. The service level that has been achieved at the end of the first year of delivery has steadily increased to 97.4%. This is more than 4% above the national average. These are measured against all forces within England, Wales and Scotland.

The main success of the last 12 months has been the way CMB has worked closely with Firearms Licensing.



**The contract between G4S and Lincolnshire Police has given me the opportunity to transfer to a new department and continue to develop a role that I enjoy.**

**Stephanie Shrimpton**  
Crime Management Bureau



## BUSINESS AREAS

### Firearms Licensing

**This area is responsible for the efficient operation and management of the legal ownership of firearms, shotguns and explosives within the county. This includes processing all applications for shotgun and firearms licences; the renewals of shotgun and firearms licences and amendments to licences, such as change of addresses.**

Prior to April 2012 the Firearms Licensing service area had 15.48 full time equivalent staff. All bar two staff transferred across to G4S under TUPE arrangements. Those who remained employed by Lincolnshire Police did so to ensure that applications could continue to be signed by a representative of the Chief Constable.

The service maintains more than 20,000 firearm and shotgun certificates, covering approximately 50,000 legally held guns, a high figure reflecting the predominantly rural nature of the county.

**The planned service improvements were:**

- Digitalise the management of the applications to create a paperless environment, this includes:
  - The completion of a back record scanning of all historic files, which is searchable.
  - The introduction of an intelligent document management system that will enable officers to receive accurate live information, providing them with more intelligence when responding to incidents.

New processes have been introduced to the service area leading to a reduction in time of the processing of the applications. This has ensured that all applications for the last eight months are being completed, with a decision made within 60 days - an improvement on previous performance.

The main success of the last year has been the partnership working between Crime Management Bureau (CMB) and Firearms Licensing. This has resulted in the sharing and utilising of skill sets across the service areas enabling staff to be omni-competent and share supervisory capability.

The new working practices have enabled the backlogged files of renewals and grants of shotguns to be cleared, which was approximately four months. This backlog has effectively been reversed, with the team now able to proactively prepare files up to two months in advance.

The greatest challenge has been identifying a document management system that will enable the reduction of double keying, by interfacing directly with the crime management system and with the National Firearms Licensing Management System (NFLMS).

### Town Enquiry Officers

**G4S now manages 39 Town Enquiry Officers (TEOs) - the uniformed civilians who staff the front counters in police stations. They play a vital role as they are often the first point of contact for the community, and the service they provide is critical in promoting confidence and reassurance to the public. TEOs typically deal with members of the public visiting police stations to report crimes or incidents, lost or found property, producing driving documents and other similar tasks.**

TEOs operate from 18 locations across the county, and are supported by a network of volunteer staff. Lincolnshire Police has experienced difficulties in this area, with levels of service provided to the public being sometimes inconsistent and inefficient deployment resulting in front-desk closures due to staff shortages, or TEOs dealing with just a handful of enquiries during a day shift. There was limited training, poor tasking and insufficient feedback.

We assessed and reviewed what services the public really wanted and established service level agreements which set out the minimum standards we would deliver. Essentially, these are our guarantees or commitments. We have since developed service levels proportionate to the level of demand in each police station.

A target operating model has been developed which aims to provide a corporate approach to the TEO function serving all the communities within the county. This also provides a standardised, consistent service delivery to members of the public, police colleagues and partner agencies. This is being further developed to capture the PCC's objectives.

We have introduced a line management structure, leading to the positive development of staff, with Personal Development Reviews and performance management; improved sickness management and welfare provision. For the first time the TEO has a corporate role profile which has led to structured guidelines and a more consistent service to the public. All staff and volunteers have had training needs assessed, identifying any gaps in their skills and abilities. This has formed the outline for the development of a corporate training package for all TEO staff.

An activity analysis has been completed for TEOs to help identify levels of demand for their services, and staff have been consulted on the introduction of a mobility clause, which from April 2013 will see better use of TEO resources and direct them where demand dictates. In addition, three senior TEO posts have been created with responsibility for geographical areas. These TEOs are responsible for the line management of all permanent and volunteer staff in their area and ensure that all stations have the staff required, to prevent front counters closing due to staff absence or shortage.



**4790**  
**hours on average**  
**of service provided**  
**per month** against a  
 contracted total of 3956

# BUSINESS AREAS

## Custody



**(L-R) John Shaw, MD, G4S Policing Support Services, Alan Hardwick Police and Crime Commissioner for Lincolnshire and Chief Constable Neil Rhodes at the opening of the refurbished custody suite at Boston.**

**Police custody in Lincolnshire comprises four custody suites at Grantham, Boston, Skegness and Lincoln - 66 cells in total. These custody suites accommodate around 15,300 detainees per year.**

A major priority for Lincolnshire Police and G4S is for all detainees to be held in accordance with relevant legislation and in safe and secure conditions, meeting the Guidance on the Safer Detention and Handling of Persons in Police Custody.

Staff transferred to G4S manage the welfare and processing of detainees. This includes obtaining fingerprints and DNA samples as well as completing welfare checks ensuring compliance with Police and Criminal Evidence Act 1984 (PACE). Lincolnshire Police continue to meet legislative requirements by providing Custody Sergeants (as required by PACE) to oversee operations.

Prior to the Strategic Partnership, custody was provided as part of a devolved model with Civilian Detention Officers (CDOs) line managed directly by Custody Sergeants. This involved custody officers and Inspectors with custody responsibility dealing with all the daily requirements of managing staff including approving annual leave, dealing with sickness and returns from sick leave, and ensuring that staff were available for duty; and where this was not possible due to late notice sickness providing cover; using operational police officers, taking them away from public facing duties.

It was identified that due to the diverse geographical location of the CDO staff and the central location of the management team it would be beneficial to introduce a supervisory structure to support the staff with day to day activities and personal development. Four personnel were promoted to the newly created roles of Senior Custody Detention Officers (SCDOs) to directly line manage the CDOs, removing this responsibility from police officers and freeing up their time for other duties.

In addition to their line management duties the SCDOs also provide a dedicated 24hr on call service for additional staffing requests, shortages and any constant watch requirements of detainees.

360° feedback was obtained in November 2012 for each SCDO and the feedback from police officers was overwhelmingly good. The Superintendent responsible for custody has praised the team, stating that he was "saddened that Lincolnshire Police hadn't realised the talent it had."

The CDOs in turn feel more supported by having a direct line manager and more informed. Communication has improved through the four sites and at all levels. Corporate practices have been introduced and are being adhered to, which ensures a consistent service delivery across the organisation. Performance has stabilised and improved.

Training and equipment for Custody Detention Officers has been refreshed and now includes first aid and Personal Safety Training (PST). New uniforms have been designed and distributed. We have also recruited some flexible workers, to meet additional demand and provide extra resilience.

The current custody centres situated in Lincoln and Skegness are located in geographically appropriate sites to deal with current demand. The remaining sites in the south of Lincolnshire however are ageing.

### G4S personnel manage the welfare and processing of detainees.

In response, we have improved the custody provision in Boston by completing a full refurbishment of the current custody suite and building an extension of four cells which has provided the capacity to meet seasonal demand. It has also made the closure of the custody suite at Spalding a lot easier to manage. As a consequence, Lincolnshire Police have been able to reduce their overhead cost, police officer staffing levels and allocate resources more appropriately and flexibly.

Measurements of performance in custody have been developed base lined against previous performance. In all areas of custody, performance has improved with consistent performance at or above target.

Monitoring of CDO performance in relation to their core role of detainee care and the completion of custody record information has begun which allows SCDOs to both monitor and address any performance issues.

**4000**  
DNA samples  
taken every year

**c. 6000**  
people charged  
per year

**c. 15300**  
detainees in 2012/13

**c. 1683**  
offenders brought  
to justice in 2012/13



## Street to Suite™

**The biggest success we have had this year within custody has been the introduction of Street to Suite™, which is the provision of detainee transport for arrested persons. Lincolnshire has one of the largest force areas, covering 2,284 square miles. It is a challenge to ensure that frontline policing is maintained whilst also needing to escort detainees to custody.**

We transport the arrested person(s) from the point of arrest to the custody suite, and present them to the Custody Officer. This enables warranted police officers to remain at the scene of the crime to continue to collect evidence or deal with further disorder, thereby allowing continued visibility and public reassurance. Police officers in the Boston and Spalding area are able to carry out their investigations expeditiously and have welcomed the pro-activeness of the staff on the van.

The service is delivered by fully trained staff with a purpose built secure vehicle with cells. The vehicles can also be used as a temporary holding facility at custody suites during peak times.

This service currently operates between Thursday to Saturday from 7pm to 7am each night within the Boston and Spalding area and more recently in the central Lincoln area. These vehicles are deployed at the direction of the Force Control Room (FCR) and in line with operational tasking requirements. They are also proactively available to support the front line police officers.

At the end of February 2013 the service provision had **saved 1876 Police Officer hours**. This follows the implementation of the Boston and Spalding service from April 2012 and Lincoln in September 2012.

The Custody Sergeants are able to effectively manage the population of the suite in periods of high demand by moving those detainees remanded to court to suites which have capacity, thus freeing up valuable cell space in areas where cell space is at a premium.

The Street to Suite™ service is safe and secure and in accordance with Section 5 of the 2006 and 2011 draft guidance for the Safer Detention and Handling of Persons in Police Custody produced on behalf of ACPO by NPIA.



## ID Unit

**The Identification Unit provides identification services to victims and witnesses of crime throughout Lincolnshire.**

Management of the Unit was provided by an Inspector at Force Headquarters who held this as a portfolio lead alongside responsibility for custody policy, mental health and other criminal justice areas.

The ID Unit manages the system used for the majority of identity parades in the force using the PROMAT (Profile Matching) system. These are situated at Lincoln, Grantham and Skegness Police Stations.

Prior to the beginning of the partnership, Lincolnshire Police operated two systems for the completion of identification parades - VIPER and PROMAT. The use of two different systems across the force area directly impacted upon service delivery and performance.

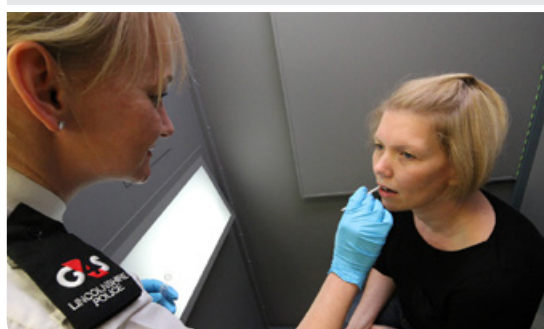
A key element of our custody solution was to upgrade the effectiveness of the Identification Unit. To significantly increase the unit's efficiency, we invested in the PROMAT2 system, which is now used across the organisation in place of the mixture of VIPER and PROMAT.

We have trained all staff in the use of the new system and taken the opportunity to ensure that best working practices are consistently being observed and delivered.

The full implementation of PROMAT2 has ensured a consistent approach and also acted as an enabler for any future collaboration opportunities with regional police forces.

The role of a Senior Identification Officer has been introduced into the ID Unit. This role will oversee the daily delivery of the service and ensure that performance is maintained.

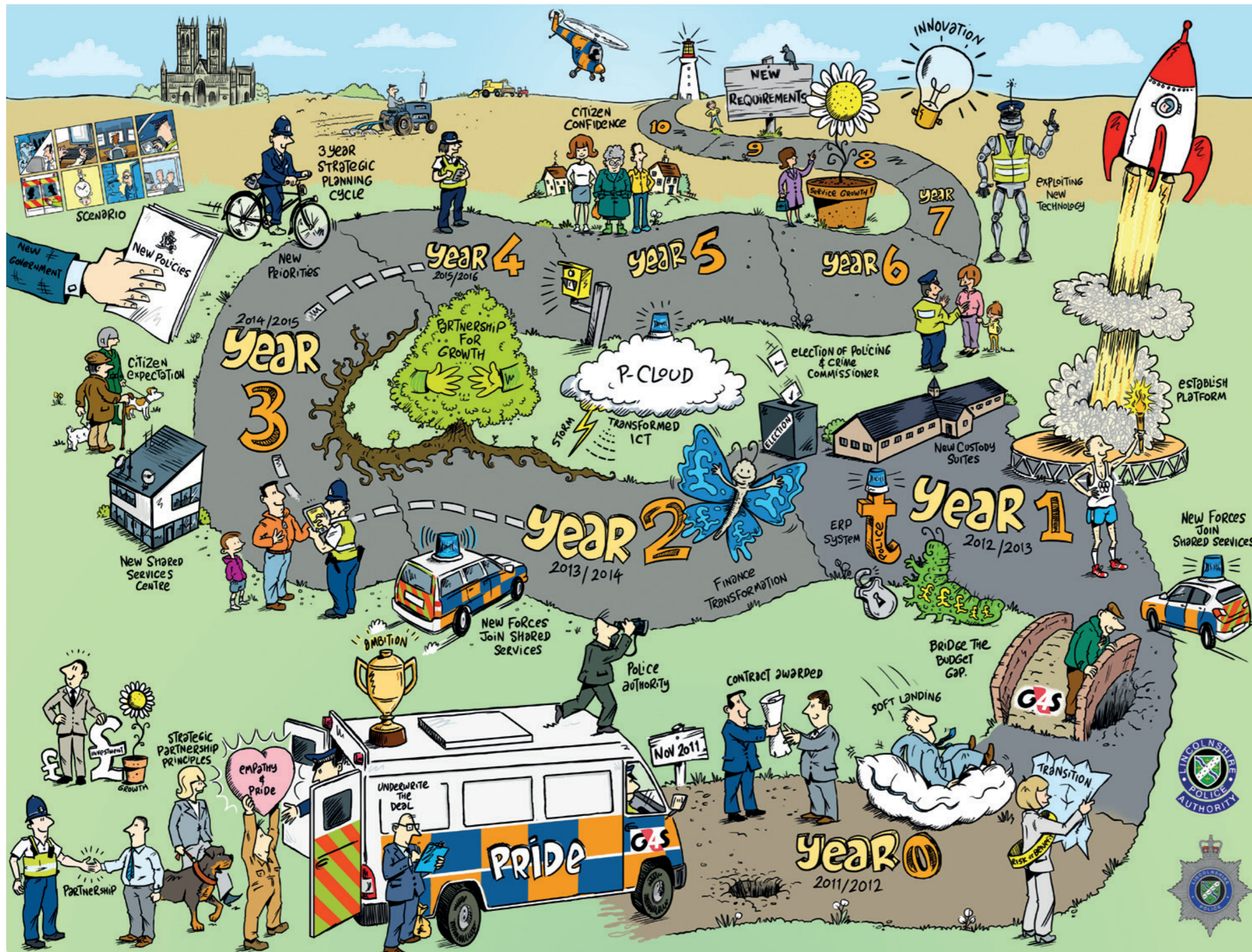
The Identification Unit provides a good level of service and has consistently met all of the performance targets.





# BUSINESS AREAS

## Transformation Roadmap



The image on the left depicts in a light-hearted way, the ten year G4S and Lincolnshire Police transformation journey.

We deliberately used a picture in order to bring to life the major milestones in the contract. It allows us to track at a glance how well we are delivering on our promises and it provides a useful mechanism for staff and other briefings.

Starting at the bottom left on the picture, we show the Street to Suite™ van, a new innovation for Lincolnshire Police, and something which would be introduced as a 'quick win'. Following the road we see an image of a man landing on an oversized pillow – this is the 'soft landing' which G4S always envisioned for the beginning of the contract, whereby changes would be introduced gradually, causing the least possible disruption to the force and civilian personnel. We then approach a bridge which represents how the contract will 'bridge the budget gap', then at the beginning of Year Two, a blue butterfly heralds the 'finance transformation'.

By Year Three, we spot a friendly police officer engaging with members of the public, using a touch-screen pad. This image depicts the introduction of mobile data, with officers provided with the latest technology to reduce the burden of paperwork, and allow immediate recording of crimes, evidence and witness statements.

### Message from Neil Rhodes, Chief Constable of Lincolnshire Police

On 1 April 2012, the model for policing in Lincolnshire changed radically, with the introduction of our strategic partner G4S. At the end of year one, I have to say I have been pleasantly surprised at how smoothly G4S has become part of the Lincolnshire Police family.

With G4S as our partner, the force achieved a crime reduction of 14% when compared with 2011/12. In addition to this the partnership delivered savings in excess of 18%, which equates to £5m against a contractual obligation of £3.6m.

Operationally, the refurbishment of the Force Control Room, the addition of four new custody cells at Boston Police Station and the introduction of Street to Suite™, have all had a positive effect on the quality of operational policing in the county.

Year Two will see the finalisation of the "Target Operating Models" in many of our operational and organisational support departments. I look forward to the step change in performance these developments will bring.





## BUSINESS AREAS

## ORGANISATIONAL SUPPORT

### Criminal Justice Services

**Criminal Justice Services encompasses 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 through the court process to finalisation; processing fixed penalty tickets for speeding, other traffic and other anti-social offences; helping parties involved in road traffic collisions; and liaising with other agencies, such as the CPS.**

Before April 2012 there were 66.21 full time employees managed by a Chief Inspector. They are required to meet national and local standards, which have all been maintained. The typical volume of business within this area was 100 fixed penalty tickets per month, 435 road traffic incidents per month and 575 crime files per month. While the volume of work has stayed similar, staffing changes are planned in the months ahead.

The planned service improvements are:

- The introduction of a scanning solution for the CTO to reduce manual data entry.
- Replacing the use of ACORN - a bespoke system used to record all Road Traffic Collision information (RTC) - with Niche – a more comprehensive system - to provide a more holistic and intelligent Crime Recording System.
- Merging the three functions: CTO, Central Justice Unit and the Collisions Unit, into one virtual service unit.
- Improving the quality of files produced.

The proportion of charged files sent to CPS, by CJU, within 6 business days of the first hearing has not been below 99% for the last 6 months. This has steadily increased by 5% since the Service Commencement Date.

There have been two main successes over the last 12 months within CJS. The first has been the implementation of the scanning solution within the CTO function. This was introduced following significant research to ensure both G4S staff and police officers would benefit from a cut in bureaucracy.

The second has been an improvement to the quality of the files submitted to the Criminal Justice Unit (CJU) by Police Officers. A project was established to drive the improvement of the data and the completion of the files by the Chief Superintendent of Crime. This has enabled a joint approach to resolving issues and encouraged the resolution of cases, which subsequently improves our provision of service to the Crown Prosecution Service. In the last four months there have been **no files returned** for re-work to the CPS.

The biggest challenge of the last 12 months has been the planned merger of the three functions into one cohesive unit. A full review of the costs and the benefits was undertaken to establish the value for money on the planned improvement. Discussions with managers and staff identified that a physical merger would not be possible however a virtual merger will continue to take place. This means that as new technology is introduced information will be shared more easily and will be more accessible.

This will enable a smoother process and more informed decisions made in a timely manner. The co-location of the two CJU functions into Lincoln will have a new staff structure across the area. Following the completion of these activities a review of the processes will be undertaken to identify areas for streamlining and opportunities for efficiencies.



**“The journey across to G4S on TUPE was seamless. The department has started to see investment from G4S and they are in the process of modernising the office by updating the ICT.”**

**Mark Potter**  
Enquiry Officer,  
Central Ticket  
Office



**5742**

**crime files** prepared per year - CJU

**648**

**driving courses** delivered in the last year - CTO

**497**

**road traffic** prosecutions in the last year - CTO

**44367**

**speeding offences** per year - CTO

**9046**

**summonses** processed per year - CJU

**23027**

**hours** of transcriptions managed per year

**The proportion of charged files sent to CPS, by CJU, within 6 business days of the first hearing has not been below 99% for the last 6 months. This has steadily increased since the start of the contract.**

The biggest challenge of the last 12 months has been the planned merger of the three functions into one cohesive unit. A full review of the costs and the benefits was undertaken to establish the value for money on the planned improvement.



## BUSINESS AREAS

### Information Technology

**We aim to deliver improvements to operational IT and business systems and to enhance the associated business processes to provide greater value.**

Before the partnership, IT managed disparate systems and operated without many of the processes considered necessary in successful IT functions. G4S has begun a project to consolidate systems to reduce complexity, lower support costs, and improve customer access to data. We have also adopted many best practice processes to enhance the way in which IT operates with a focus on increased system availability due to better management and communication of technical change; a reduction in IT failures through the identification of recurrent problems; and replacement of older, less reliable equipment through better asset management.

In the first year of the contract, G4S promised a “soft landing” for staff moving from Lincolnshire Police to provide them with some time to become familiar with working for a new organisation. In subsequent years, G4S plans to make the IT team more effective through a cohesive IT strategy based upon the strategic objectives of the force; the identification and development of talent; the creation of new roles; improved people management and career development.



A highlight from the last 12 months was the successful upgrade of the Force Control Room systems. This implementation of a substantial new IT infrastructure (desktops, network devices, servers and telephony) of new and converging technologies provided a greatly enhanced facility for handling 999 and 101 calls, winning plaudits from the force. Assistant Chief Constable Keith Smy called it a ‘first class facility’.

Our biggest challenge has been the change in culture needed by some workers.

The IT Servicedesk now logs between 4500 and 6000 calls per month, compared to 2600 before G4S took over (this is due to changing the culture to encourage the customer to report faults and G4S staff logging every incident). The number of incidents fixed at first point of contact has improved from 70% to 80%, and we have reduced the number of abandoned calls per month by 66%. In addition we have extended the Servicedesk hours from 7am-7pm to 7am-11pm – a 33% increase in availability.

Our biggest challenge has been the change in culture needed by some workers. We have increased these individuals’ performance through better communication, increased trust, motivation, and empowerment to give us a more engaged and collaborative IT team.

**55,000**

**calls received** by ICT helpdesk in 2012/13

**98%**

**Services availability** since July 2012.

**There have been significant improvements within ICT. The response times for Service 1 and 2 level calls have been 100% for the last five months, which were previously 60% and 67% respectively for August 2012. The response for level 3 calls has risen from 26% in August 2012 to 83% in March 2013.**



**I was given the opportunity to get involved with project work to update command and control, something that I had never done in great detail before. I had very long days, but I learnt some new skills.**

**Sharron Davis**  
System Administrator, ICT



## BUSINESS AREAS

### Integrated Services

**Integrated Services comprise three key service areas; Support Services, Fleet and Assets & Facilities. The services provided include, Strategic Asset Management, Estate Management, Hard FM, Soft FM, Fleet Management and Administrative Support Services.**

Lincolnshire is the largest geographic area in the East Midlands region with a population of 713,700 (Census 2011) covering an area 2,284 square miles. The police estate comprises of 95 premises on 75 sites with a gross internal floor area of 46,021 m<sup>2</sup> (GIA) and 30,507 m<sup>2</sup> net internal area (NIA).

The support services staff are located across the county at nine key locations and provide administrative, caretaking and driver support to front line policing.

Prior to the strategic partnership the services were divided into three managed service areas with a total staff of around 120. The service areas are now combined under one Head of Service with 82 staff. The integration of the previous service areas has enabled the streamlining of service delivery through the multi-skilling of staff and development of multi-skilled positions. This has been made possible through the utilisation of technology and single systems enabling 'virtual' environments, accessible from locations across the county. A review of service functions and procedures has resulted in the re-engineering of processes and thus a reduced number of staff necessary to undertake the same functions.

Service standards have increased markedly with the introduction of robust and meaningful performance management arrangements including new and challenging performance targets. There are now 69 performance indicators which are measured on a monthly, quarterly and annual basis. Since January 2013 all service levels have been achieved.

The first 12 months have delivered a transition from the old working arrangements to the new while at the same time delivering transformational change in several service areas. Examples include the introduction of computer aided facilities management (CAFM) as a single repository of property data and a centralised helpdesk function in Facilities Management. This provides a 'virtual' helpdesk function that can be resourced from key locations across the County. As a result over the past year, planned maintenance costs have been reduced by 20%.

### Fleet

**The fleet comprises 430 vehicles supplemented by a further 80 leased/hire vehicles.**

In fleet services we have enhanced the fleet management system which has streamlined operations and resulted in a 30% reduction in administrative staff. We have restructured the vehicle recovery service and abnormal loads unit, bringing them within the fleet operation. A complete review of the fleet supply chain has been undertaken with the appointment of a number of third party providers. Changes have been implemented throughout the year and at this stage we are getting a picture of the improvements in both cost savings and service delivery. For example, we expect a minimum of 10% savings in parts; a 2% saving on whole life cost of vehicles, and the improved availability of vehicles to the force, so that any vehicle has a 100% availability capability for operational use.

A complete review of the fleet supply chain has been undertaken with the appointment of a number of third party providers.

The most significant improvement since the beginning of the partnership is proving to be the in-sourcing of the previously outsourced vehicle maintenance service. The in house service is now providing vehicle maintenance from four key police sites, (rather than a single police site previously), supported by 2 mobile technicians this will result in savings £398K of capital costs and £323k saving revenue costs over the 10 year contract period. This reduces cost, improves response times and ensures police vehicles are secure at all times. Vehicle service regimes have been reviewed and improved scheduling, prioritisation and workshop loading have been introduced contributing towards reduced cost and improved availability of vehicles for operational policing purposes.

**100%**  
of the fleet available  
and fit for use during  
2012/13

**2%**  
saving on whole life  
cost of vehicles



**400+**  
foreign Nationals  
registered during 2012/13

**c. 8000**  
hours of transcriptions  
completed in 2012/13

## Finance and Procurement

**The Finance and Procurement team provides the transactional, reporting and procurement service to Lincolnshire Police and the Office of Police and Commissioner (OPCC).**

This includes: exchequer services (accounts payable; accounts receivable; payroll and cash management); management & financial accounting services (month end; year-end) and the strategic procurement services to the OPCC, Lincolnshire Police and transferred work streams under the contract with G4S. The 18 full time employees, with varying levels of experience and formal accounting qualifications, manage the accounting and reporting services for the PCC operating budget of £114m per annum.

The team is responsible for the provision of payroll to around 2,000 people every month - including police officers, police staff and G4S staff.

As befits our aim for a 'soft landing' the daily services provided have remained broadly unchanged, although we reduced the number of roles (vacant posts) within the team shortly after service transfer with the same systems. At the outset, Year 1 of the service from G4S was about stabilising and maintaining the finance and procurement activities. Transformation for finance and procurement is planned for Year 2 of the partnership.

The main changes in finance are still to come as we look forward to implementing a new Enterprise Resource Planning solution for Lincolnshire police. During the first year we have been working to ensure that the impact of this change is understood and preparations are in place. The team has consistently met its performance indicators and worked with the force and OPCC to understand and implement changes arising from the transition to Police and Crime Commissioners.

The team is responsible for the provision of payroll to around 2,000 people every month - including police officers, police staff and G4S staff.

The 18 full time employees, with varying levels of experience and formal accounting qualifications, manage the accounting and reporting services for the Lincolnshire PCC operating budget of £114m per annum.

Finance has delivered key projects during the year, including an accurate and on time payroll within 16 days of the contract go-live which included the transition of staff from Lincolnshire police to G4S. It also delivered year-end statutory accounts on time with a clean audit opinion.

One of the benefits of a new way of working has been to introduce an apprentice into the department, a new initiative that has worked well.

The biggest challenge has been adapting to the different way of working resulting from an outsourcing relationship, such as changes in approval requirements and increased scrutiny over certain decisions or approaches. The team have tackled this with patience, discussing issues and concerns and remaining focussed on delivery when things are not necessarily straightforward.



**99.9%**

of Police Officers, staff and Pensioners were paid accurately and on time in 2012/13

**21160**

invoices processed this year, an average of 1763 per month

**Finance performance for three indicators has been 100% since the go live date and a further indicator has been above 99% since go live.**



## BUSINESS AREAS

### Learning and Development

**G4S is committed to providing first class learning and development services to Lincolnshire Police in a wide range of training programmes. The aim is to ensure that Lincolnshire remains one of the safest counties in the UK, through the effective training of both police officers and civilian staff.**

The L&D function provides a range of training programmes:

- Initial Police
- Police Driver
- Operational
- Crime
- Custody
- Emergency call handling
- ICT
- Management and leadership development

Since the inception of the strategic partnership the L&D function has been able to deliver more for the force by generating income, investing in new learning technologies and involving partner agencies and members of the public in our training programmes.

We have managed to reduce our staffing by 22%, while maintaining delivery of our quality training programmes for the force.

Prior to the strategic partnership, the service primarily had to focus on the mandatory training needs of the force and was delivered by 37 staff. We have managed to reduce our staffing by 22%, while maintaining delivery of our quality training programmes for the force; we have expanded our training portfolio to include new areas of learning; and delivered our services to other UK police forces, emergency services providers and other government agencies.

This has been achieved by reducing bureaucracy and increasing the time our trainers spend delivering training to Lincolnshire Police officers and staff by 20%; by increasing our suite of e-learning training programmes, and increasing 'pre' and 'post-training' e-workbooks for delegates; by investing in internet based training tools such as 'Webex' to maximise training opportunities; and by changing our resources to ensure they can match the ebb and flow of work through the use of Associate Trainers.

G4S wanted to transform the way L&D was delivered in Lincolnshire Police, by taking the expertise already in the team and combining this with greater commercial opportunities, improved levels of autonomy for senior managers, and through leveraging G4S opportunities into the core L&D service.

The achievements of the L&D team, during a year where they have personally experienced great change, have exceeded expectations.

The Learning and Development Team has:

- delivered £25,000 revenue for Lincolnshire Police from a position of 'zero' income generation previously, (thereby covering the basic salary cost of one Police Constable),
- improved the use of e-learning products within a traditional learning environment and saved the force approximately £360,000 which has released police officers back to the front-line for over 6,500 hours;
- delivered over 21,000 training days during the year.

These achievements have had a positive impact for Lincolnshire Police, but they have also demonstrated to the team that they can develop and deliver quality learning programmes. The income generation target was daunting, and extremely challenging, as we had no marketing materials, no client base and limited experience of developing products for external clients. The team didn't believe they could deliver this for Lincolnshire Police in April 2012 – but they have not only achieved it, they have also developed an excellent reputation with external clients and improved relationships with partner agencies of Lincolnshire Police. The team is already working on 2013/14, and hopes to improve its performance this year by around 20%.

The greatest challenge has been sharing the concept of a strategic partnership across the police service and working through concerns about the commercial nature of G4S and so-called 'privatisation'. Team members have worked hard to counter claims that they lack the dedication of 'police staff' and that their prime motivation is profit. The L&D team adheres to a strong set of core values and feels that it is very much part of a 'strategic partnership' built on collaborative aims and a cohesive objective.



**...it was with trepidation that I TUPE'd across from Lincolnshire Police. Shortly thereafter I began to see the potential and focused on the opportunities the new working relationship presented, but it wasn't always easy.**

**Phil Hutchinson**  
Client Training  
Manager,  
HQ



## BUSINESS AREAS

### Human Resources and Resource Management Unit

The HR service looks after more than 2,200 Police Officers, Police staff and G4S staff working within Lincolnshire Police, as well as over 200 Police Special Constables, and over 150 volunteers/cadets.

**The HR service team comprises:**

- HR Operations – a team of HR business partners and advisors.
- HR Support and Systems – the administration and maintenance of personnel records and information.
- Resourcing and Succession Planning – the core delivery team for recruitment, workforce planning and succession planning/career management. This team sits within the HR shared services team.
- Resource Management Unit – the core team for planning and deploying Police Officers and staff.
- HR Change and Compliance – for project management, audits, HMIC liaisons, and leading national Police changes, e.g. Winsor.
- Health & Safety- specialist risk and compliance advice.

After transfer the HR team came together as a new team, and had to move very quickly to ensure members could be effective ambassadors for driving and managing change within the wider organisation. A restructure was undertaken to support the transformation with a remodelling of HR organisational structures which meant that 28% of staff members left, although we also created a number of new posts, which were, in many cases, promotions for team members. Today, there are just over 40 staff members within HR and the Resource Management Unit.

A key part of this organisational change has been focused on our people engagement and participation; an area of transformation which is often neglected.

The HR transformation has been achieved by streamlining processes and by building trust, credibility and empowering team members. We have improved working relationships with other departments, strengthened communications with staff and continue to develop our relationship with Unison. Such changes have included the combining of HR departments/ services into one, such as Strategy and Planning and Workforce Planning in to a single team and the development of one single Project Board chaired by the Deputy Chief Constable.

A key part of this organisational change has been focused on our people engagement and participation.

Our journey is ongoing and HR being central to the process has been key. Throughout this process we have learned a number of lessons: ICT challenges, particularly in relation to accessing G4S systems via police networks meant that our staff couldn't really feel the G4S culture as early as we would have liked; Magazines and newsletters that are short and timely work well, particularly within a 24/7 environment. This must be complemented with face to face management.



**100%**  
of the recruitment processes completed within agreed timescales during 2012/13

**184,373**  
hours of completed duty planning for Police Officers, staff and Special Constables, during 2012/13

### TUPE TRANSFER

On 1 April, 575 staff transferred from Lincolnshire Police under TUPE regulations to G4S, with a further five transferring in August. The company has extensive experience of TUPE transfers from the public sector as well as from commercial organisations, and was able to draw on this, applying best practice from previous exercises throughout the consultation, transition and transformation process as staff moved from police employment to G4S. We ensured that employees were engaged with at the earliest opportunity to ensure up-front, honest and clear communication.

Staff were provided with the roadmap demonstrating the 10 year partnership journey (see centre spread);

a series of road shows were held with staff to explain more about G4S, as well as individual meetings with staff to address any concerns.

Union engagement was, and remains, an integral element of our partnership, and weekly meetings were held to share lessons learned, raise concerns and address these in a timely way. These meetings continued after transfer to ensure the process was as smooth as possible.

We have been able to build career paths for those transferred staff who previously did not have this opportunity in the force.

**As I was limited to the boundaries of Lincolnshire before my employment transferred to G4S in April 2012, I saw the possibility of G4S being awarded the contract as an exciting opportunity - primarily because my longer term ambition was to work in a role with a wider national remit.**

**Jake Esberger**  
Regional HR Manager

## LESSONS LEARNED

This report is only a snapshot of the enormous amount of activity which has been undertaken over the first year of the partnership. Beneath the headlines and successes, there has been hard work, relationship developing and building (tactical, operational and strategic) - and soul-searching.

- Ensure that the scope of the work you are considering putting out to tender is **of sufficient size and broad enough in scope, to allow the supplier market to make the necessary savings you require**. Consider as many of your business areas as possible in the OJEU notice. Your initial scope of services does not have to be as broad as your OJEU notice, but you should have the flexibility to expand the scope if future economic, operational or organisational need requires you to do so. However, always ensure first that the supplier has the capacity and capability to deliver the breadth of services you need.

- Create a timetable for the process and stick to it. For the force side you will need to establish a business case for going to market and commit the type of expenditure detailed in the previous point. This needs to have a timetable, rigorously applied, **to give confidence to the boards of the suppliers** that this is actually going to go ahead. As we outline later, even bidding for a contract is an extremely costly exercise and potential commercial partners may be deterred from taking part in the competition process if they have any doubts that the force is not ultimately committed to it. All parties need to understand the reputational and political risks of the exercise – often these may simply be unavoidable, but being prepared can allow you to take steps to mitigate them.



- A procurement process is not simply a matter for the Office of the Police and Crime Commissioner, police force and the private contractor: Consultants, lawyers and advisers are all key participants in the process, and it's worth remembering that they are paid on day rates. Sadly it's not in their interest for you to make timely decisions. This needs to be recognised and planned for accordingly. **Typically, a small force will spend anything from a minimum of £750,000 to £1million by the time the procurement process is completed.** This figure is greater for the supplier, who might expect to pay in the region of £1.5million and above, per bid team.



- **There is a huge difference between a sales team and a delivery team – you should be negotiating with the people who will be delivering the work, otherwise you run the risk of a sales person promising you something that the delivery colleague cannot provide.** This also ensures understanding of the solution being offered and adherence to the contract and conditions negotiated. For the force, your client side team needs to comprise of people with the necessary commercial experience to adequately scrutinise the contract. If this expertise isn't available in-house, you may need to buy it in. The team needs to be adequately resourced - too large, and it impacts on any savings you may hope to deliver; too small and proper contractual scrutiny may be impossible. People who can build strong relationships with key personnel at strategic, operational and tactical levels, are worth retaining. Trust needs to be established from day one of the contract, which is challenging when any contact up to then may only have been based on a procurement process.




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Managing a contract has an art and a science to it – the contract cannot anticipate every issue which may arise (science). The art of making the contract work comes down to relationships, trust and transparency.

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- A key learning point for any force considering embarking on a partnership or any relationship with a private provider is to **not underestimate the demand that it will place on your workload while business as usual has to continue**. This can be alleviated by ensuring that you have people of the right level of seniority involved during the procurement process; on the force side this might include an Assistant Chief Constable, Deputy Chief Constable and the Office of the Police and Crime Commissioner – on the supplier side, a member of the senior management team. Both parties must be empowered to take decisions, often with financial implications, and must be able to read across the entirety of the organisations i.e. they do not take silo-based decisions. Careful logistics and planning are also essential.
- Through this process we have had to reduce staff numbers and make redundancies, and while we have kept this to a minimum, we do not underestimate the impact this has had on morale. **Early engagement with staff associations and unions is essential** if you have any hope of bringing staff with you on the transformational journey. Explain to them from the start what the options are: it should not appear that the decision to engage the private sector is the only strategic option being considered. Decisions are rarely black and white and while a strategic partnership may be one option, other alternatives should be articulated so that engagement with staff associations can be honest and robust. It's worth remembering that commercial confidentiality will preclude you from sharing as much information as may be requested. For example, we were able to share information about the procurement process with staff, but could not outline how this might impact on individual employees until the contract had actually commenced. **Managing expectation is a key requirement of the internal communications process**.
- The police service operates on goodwill, and as an organisation, police forces – including both operational and support staff – consider themselves part of the police 'family'. When embarking on a partnership with a private company, financial considerations and transformation of the service – although they may be the key drivers for change – are not the only ones to consider. Decisions will be made with both the head and the heart. Issues to consider are how can you keep the 'one family' feel when you are effectively 'breaking up' the family by bringing in the private sector? It's important also to think of those staff who may not be directly affected – how can you provide reassurance to the retained side of the organisation (those who remain in the force) that further changes that will affect them are not imminent? When two very different organisations are brought together, it's important that the values and cultures of both have alignment but also essential that both can challenge each other to make improvements.
- Be driven and outcome focussed and not input driven. It's about the results you want. Understand if, and in what service areas, you need to tell the supplier community what to do and how to do it. Take the opportunity of them bringing innovation to the delivery of your services – not just the same service for less cost (unless that's what you're looking for). Consider what you want: is it an outsourcer you need or a strategic partner? You can be prescriptive to get specific outputs, but if you are looking for an organisation which can **challenge you to be innovative and deliver improved outcomes**, then a partnership is the way forward.
- Embed the partnership principles within the contract. **Understand that the private sector has to make a profit**, and ensure that there is transparency on the profit margins. From that you can build confidence. Be sure to discuss how you will behave with one another in the future. You do not want a supplier who immediately resorts to charging you for every change to the contract: there has to be give and take, with a shared understanding. Otherwise, prepare for costs to spiral.
- Recognise your starting point – **this is about the balance of transformation versus savings**. For example, if your infrastructure or ICT platform is dated, this will require significant investment to transform services and may affect the total savings which can be delivered. Suppliers will not have a problem dealing with these issues, and will manage whatever they are required to do, so long as the requirement is transparent from the start.
- Finally, **expect the unexpected**. When we embarked on this process, we had no expectation of the external interest which would be generated. The force particularly did not anticipate the level of political and media interest in the partnership. Prepare. Remember that the interest may not be from your usual audiences, and that rather than focus being on the police matters it may be generated more by the nature and activities of your chosen business partner.





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