



Inspecting policing
in the public interest

Lincolnshire Police's response to the funding challenge

July 2013

Contents

Lincolnshire Police: Executive summary	3
The challenge	6
Progress in making savings: Years 1–2	6
Plans for Year 3–4	6
Looking beyond the current spending review	6
The scale of the challenge in Lincolnshire Police	7
Demand	7
How difficult is the challenge?	8
Response to the challenge	9
Changes to workforce numbers	9
Changes to the proportion of workforce on the front line	10
Collaboration	11
Managing change	12
How is the force engaging police officers, PCSOs and staff in the change programme?	12
How effective has the response been?	13
Impact of the changes on the public	14
Visibility	14
Calls for service	15
Crime	15
Victim satisfaction surveys	16
Changes to how the public can access services	17
Conclusion	18

Lincolnshire Police: Executive summary

Lincolnshire Police faces a difficult challenge. It has the lowest cost of policing per head of population in England and Wales and has taken more decisive steps than most forces in order to close its funding gap.

Over the last year the chief officer team has been subject to significant change and uncertainty. HMIC is concerned that this could be de-stabilising for the organisation at a time when further substantial financial challenges are expected.

Due to outsourcing significant business and operational support areas Lincolnshire now has far fewer opportunities to make non-staff savings compared to other forces. It may soon struggle to identify where further savings can come from, with little option but to cut frontline police officer numbers further.

HMIC therefore has concerns about the ability of the force to maintain its current level of service to the communities of Lincolnshire when faced with further significant budget reductions from 2015/16 onwards.

Financial challenge

Lincolnshire Police has identified that it needs to save £19.8m over the four years of the spending review (i.e. between March 2011 and March 2015).

This savings requirement is 16% of its overall budget and is broadly in line with most other forces. However, HMIC considers that Lincolnshire Police faces a particularly difficult challenge. This is because it has one of the lowest spends on policing, small workforce numbers, low costs and limited further opportunities for economies of scale. There is an additional constraint that business support functions such as human resources and some operational support functions such as control rooms are provided by an outsourced contract. As a small force that has outsourced large parts of its business, it now has extremely limited room for manoeuvre.

Progress in making savings

Lincolnshire Police has planned how it will save £18.3m, although it still has £1.5m¹ to find. The force expects this small outstanding gap to be closed by use of ear-marked reserves² set out for this purpose. HMIC has some concerns that the force is relying on reserves as the principal means of closing the funding gap in the last year of this spending review period. This indicates that it does not have in place a sustainable workforce model where spend matches available budget.

1 The amount to save may not add up to the total due to rounding.

2 Reserves are funds often used to pay for unforeseen events and balance liabilities.

Changes to the workforce

All forces spend most of their money on staff costs (such as wages and overtime), and so have focused on reducing this expenditure in order to cut costs.³ Lincolnshire Police is no exception.

The force is reducing police officer numbers by limiting recruitment and holding vacancies; as a result, there are 106 fewer police officers in Lincolnshire Police. This number of police officers reduced by 9% between March 2010⁴ and March 2013 and is planned to be maintained at that level to March 2015; this is a smaller reduction than in most other forces. By March 2015 it is planned there will be 1,100 police officers keeping the people of Lincolnshire safe. This is a very thin 'blue line'.

Lincolnshire Police is attempting to protect frontline posts as it makes these cuts. However, between March 2010 and March 2015, the proportion of police officers in frontline, crime-fighting roles is planned to remain the same at 91%. This compares unfavourably to an overall increase across England and Wales from 89% to 93%.

The force has also transferred a significant number of police staff to G4S. As a result, by the end of the spending review period, the force plans to have 657 fewer police staff. This means the number of police staff is planned to reduce by 72% between March 2010 and March 2015. This is considerably higher than most other forces, due to many functions being provided through the outsourcing arrangement with G4S.⁵ Many former police staff are now employed by this company.

The force intends to maintain its police community support officer (PCSO) numbers and plans to increase its number of volunteers to 1,000 by April 2016. The force's ambitious programme to deliver this, '1000 Volunteer Challenge Project', aims to increase specials to 350, police support volunteers to 250, cadets to 150 and introduce 250 volunteer police community support officers. HMIC has not seen details of these plans in order to assess how achievable they might be.

Impact on the public

HMIC expects forces to make savings without damaging the service provided to the public. We monitor whether they are achieving this by examining crime rates, and the results of the victim satisfaction surveys which all forces conduct.

Over the first two years of the spending review, recorded crime⁶ (excluding fraud) fell by 16% in Lincolnshire. This is a very good outcome as it is considerably greater than the 13% reduction recorded across England and Wales. Victim satisfaction remains high at 83.9%,⁷ which is broadly in line with other forces.

3 See *Adapting to Austerity*, HMIC, London, July 2011, p.13. Available from www.hmic.gov.uk.

4 We use 2010 as our baseline as many forces started to make staff reductions in anticipation of the spending review.

5 In 2012, Lincolnshire entered a contract with the private sector organisation G4S (G4S provides security and undertake outsourcing of functions on behalf of the public and private sectors) to provide a range of business support (e.g. human resources) and some operational support (e.g. dealing with calls from the public and deploying officers) functions. G4S is now the employer.

6 Crime excluding fraud, as per the new classifications release in July 2013 by the Office for National Statistics.

7 $\pm 2.0\%$.

Future challenges

Lincolnshire Police has made good progress in meeting its financial challenge and has developed a detailed change programme which will allow it to reduce costs while continuing to fight crime.

As a small force which has undertaken significant change and restructuring to reduce its costs, Lincolnshire Police has limited opportunities for further savings. In addition, there have been significant changes in the senior team, which has not helped in terms of organisational stability. The recent loss of capability and resilience in that top team is of concern to HMIC. It may impact on the organisation's ability to put itself in the best possible position to meet future challenges.

The challenge

Over the four years of the spending review, Lincolnshire Police has identified that it needs to find savings of £19.8m. This is 16% of its total expenditure⁸ (which in 2012/13 was £117.1m). The average amount to be saved by forces across England and Wales is 17%.

Progress in making savings: Years 1–2

The force successfully made 64% (£12.7m) of the total savings required by March 2015 in the first two years of the spending review period. It achieved this by:

- slowing its recruitment of new police officers;
- reducing non-pay budgets;
- reducing the number of police staff it employs (which it started to do in 2010); and
- outsourcing business support functions and some operational support.

It has also restructured how it delivers elements of its policing and moved away from three distinct policing areas, each providing policing within geographic boundaries, to a single force model (where officers and functions operate across a force rather than being provided within geographic areas).

From April 2012, the force transferred a large proportion of its business support and some operational support functions (such as call-handling, human resources and finance) to a private sector business partner, G4S. This arrangement is for an initial period of 10 years and is contributing around £3.6m per year to the force's savings requirement. In addition, specific budget areas are managed by G4S on behalf of the force – these are known as managed and monitored budgets – and include such things as fuel and utility costs. The management of these budgets has also contributed to the savings achieved by the force.

Plans for Year 3–4

The force has plans in place to achieve further savings of £4m in 2013/14, and another £1.6m in 2014/15. This leaves a funding gap of £1.5m at the end of the spending review period. The outstanding gap represents a small proportion of the force's overall spending. The force expects this to be closed through underspends over the two remaining years and a planned variance to its payment scheduling with G4S.

Looking beyond the current spending review

The force has started to consider what savings it might need to make in the next spending review period (after March 2015) and the force's medium-term financial forecast document looks further forward to 2017/18.

⁸ Based on a gross expenditure baseline of 2010/11.

Two scenarios have been developed which reflect possible further cuts to the Government grant over the next four years. The force recognises that both of these scenarios might impact on its ability to sustain policing services at their current levels after 2016.

HMIC therefore has concerns about the ability of the force to maintain its current level of service to the communities of Lincolnshire when faced with further significant budget reductions from 2015/16 onwards.

The scale of the challenge in Lincolnshire Police

Lincolnshire Police faces a more difficult challenge than most other forces. It has very limited room for manoeuvre as:

- it spends less per head of population than most other forces in England and Wales;
 - it has a lower number of police officers per head of population than most other forces in England and Wales;
- the cost of police officers and police staff per head of population is lower than most other forces in England and Wales;
- as a small force there are limited opportunities for economies of scale; and
- as many of its functions are provided through an outsourced contract there are fewer functions available to deliver further savings.

Demand

Forces face different levels of demand for the service they provide to the public. This section looks at three of the key indicators of demand to provide an overall impression of the challenges each force faces:

- the number of calls the force receives from the public;
- the number of crimes the force deals with, and
- the number of prosecutions (suspects charged with offences) the force brings.

12 months to March 2013	Lincolnshire Police	England and Wales
Emergency and priority calls per 1,000 population	133	134
Victim-based crime per 1,000 population	46.3	54.5
Prosecutions (charges) per 1,000 population	8.8	10.2

This table shows that in 2012/13 Lincolnshire Police received broadly the same number of emergency and priority calls from the public as other forces. It had to deal with fewer crimes per 1,000 population than other forces and supported fewer prosecutions.

How difficult is the challenge?

HMIC considers that Lincolnshire Police faces a particularly difficult challenge. This is because it has one of the lowest spends on policing, is a small force with low costs, has limited opportunities for economies of scale, and faces the additional constraint that business support functions (such as human resources) and some operational support functions (such as control rooms) are provided by an outsourced contract with G4S.

Response to the challenge

Over 80% of a police budget (on average) is spent on staff costs.⁹ It is therefore not surprising that forces across England and Wales plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

Lincolnshire Police is no exception. It made an early start on this in 2010, when it slowed its recruitment of new police officers and police staff, and reduced the overall number of police staff. The force plans to make 25% of its savings from its pay budget. However, this figure is affected by the transfer of large numbers of staff and policing functions to G4S.

Changes to workforce numbers

The following table shows the force's planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.¹⁰

	31 March 2010 (baseline)	31 March 2015	Change	Lincolnshire change %	Change for England and Wales %
Police Officers	1,206	1,100	-106	-9%	-11%
Police Staff	917	260	-657*	-72%	-16%
PCSOs	149	149	0	0%	-17%
Total	2,272	1,509	-763	-34%	-13%
Specials	163	310	+147	+90%	+60%

Note: a large number of police staff were transferred to G4S, which provides a range of services for Lincolnshire Police.

Overall, the table shows that Lincolnshire Police plans to lose fewer police officers and PCSOs than in other forces.

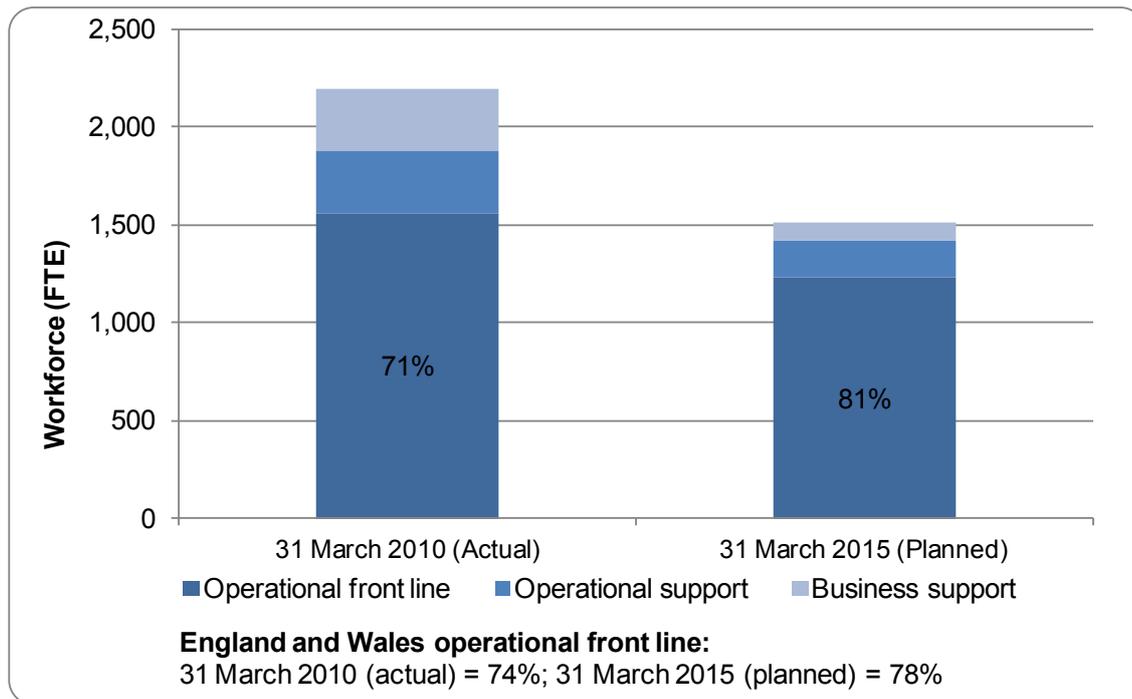
⁹ See *Adapting to Austerity*, HMIC, London, July 2011, p.13. Available from www.hmic.gov.uk.

¹⁰ Workforce figures for March 2010 show the actual number of people working for the force in permanent posts on the 31 March in that year. People on long-term absences (such as maternity leave) are included in these 'actual' figures, but vacant posts are not. Workforce projections for March 2015 are for budgeted posts, so the actual number of people who will be working for the force at that point in reality may be different, because some posts will be vacant or filled by temporary staff. Forces' projections may also exclude people who will be on long-term absences. The difference between actual workforce numbers and projected numbers should therefore be taken as an approximate expected change.

Changes to the proportion of workforce on the front line

HMIC defines the people who work on the police front line as: “those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law”. It is important that as forces reconfigure their structures and reduce workforce **numbers**, they focus on maintaining (or if possible increasing) the **proportion** of people in these crime-fighting roles.

The following chart shows the change in the workforce frontline profile in Lincolnshire Police.¹¹

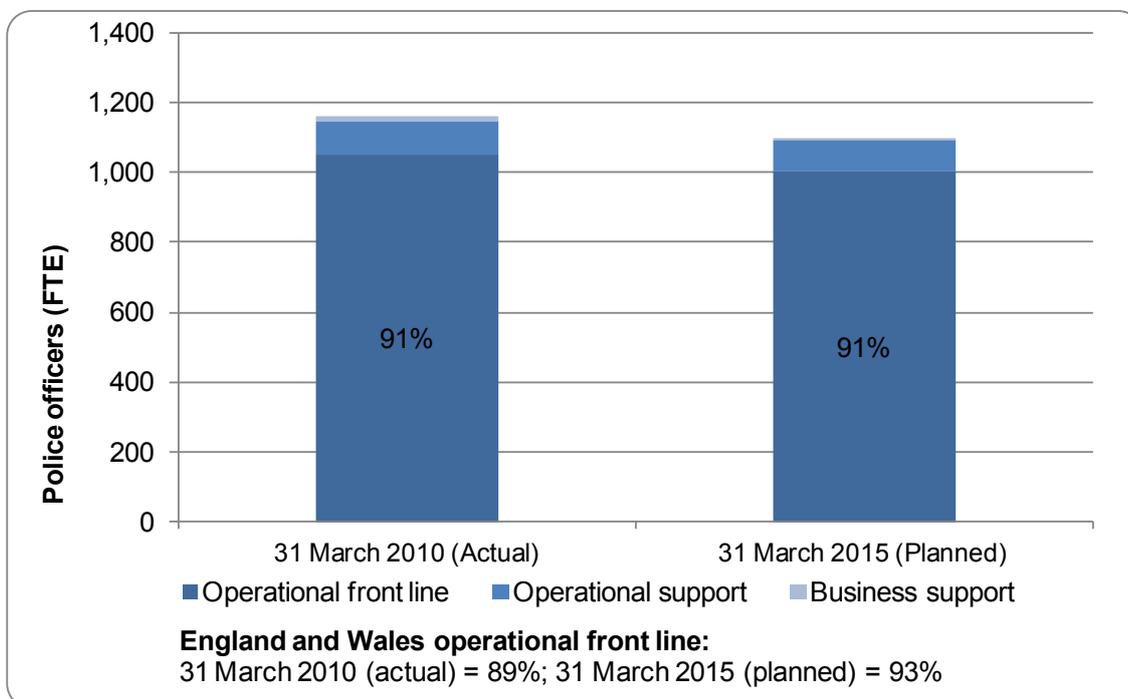


The **number** of officers, PCSOs and staff (i.e. the force’s total workforce) working on Lincolnshire Police’s frontline is planned to reduce by 21% between March 2010 and March 2015 (from 1,561 to 1,228).

Over the same period, the **proportion** of Lincolnshire’s total workforce allocated to frontline roles is planned to increase from 71% to 81%. This compares with an overall increase across England and Wales from 74% to 78%.

¹¹ From 2010 Gwent, the Metropolitan Police Service, Wiltshire and North Wales police forces chose to code those officers and staff who are on long-term absence from duty due to maternity/paternity leave, career break, full-time education or suspension, and those on long-term leave, to their normal working role. This has the effect of inflating their workforce and frontline figures by up to 1% compared to other forces.

The **number** of Lincolnshire’s police officers in front line roles will reduce by 5% from 1,052 in March 2010 to 1,001 in March 2015, as the following chart shows. However, the **proportion** of Lincolnshire’s police officers on the front line is planned to stay the same at 91%. This compares with the increase (from 89% to 93%) that we see across England and Wales.



Collaboration

HMIC monitors a force’s progress on collaboration¹² because it offers the opportunity to deliver efficient, effective policing and help achieve savings.

HMIC found that Lincolnshire Police has shown a strong commitment to working with other forces in the East Midlands region. It is currently engaged in a mix of collaborations. These include business support functions such as occupational health; operational support functions such as forensics; and also frontline policing areas, such as major crime and serious and organised crime.

The force has well-established structures and processes in place to manage these projects. Much of the early collaboration was put in place to provide capacity and capability to meet peaks in demand, rather than cost savings. The force is developing further collaborative arrangements in a broad range of activities. Examples include a regional serious collision investigation unit, firearms training, specialist police dogs and a standardisation of criminal justice processes.

The force has a 10-year contract in place with G4S. At the start of the contract, around 550 police staff posts were transferred from Lincolnshire Police to G4S. G4S staff spoken to by HMIC during this inspection described a continuing loyalty to Lincolnshire Police and good working relationships with officers and the staff retained by the force.

¹² HMIC defines collaboration as “all activity where two or more parties work together to achieve a common goal, which includes inter force activity and collaboration with the public and private sectors, including outsourcing and business partnering”.

The election of Police and Crime Commissioners (PCCs) in November 2012 has given fresh impetus to regional collaboration; there is now a strong shared ambition to fully exploit the savings opportunities that closer joint working across five forces presents. The five PCCs in the East Midlands (which includes Lincolnshire) have asked HMIC to review collaborations in their region; details of this work were being finalised at the time of this inspection.

In 2014/15, the force expects to spend 23% of its total expenditure on collaboration, which is considerably higher than the 11% figure for England and Wales. Overall, collaboration is expected to contribute 22% of the force's savings requirement, which is also considerably higher than the 7% figure for England and Wales. The high level of savings achieved through collaboration when compared with other forces is a strong indicator that Lincolnshire is taking the necessary steps to deliver a more efficient policing service to the public.

Managing change

Reductions in police budgets have inevitably led to a shrinking workforce. HMIC expects forces to also have an eye within their change programmes on the longer term transformation¹³ which can help maintain or improve the service they offer to the public as they prepare for future funding reductions.

Chief officer oversight of the change management programme is strong. It is linked to the budget setting process, on-going budget monitoring and workforce planning. The force has developed a programme to manage and deliver its savings, which is known as the 'Policing Change Programme'.

The force reorganised its structure and focused on areas of business which limited any impact on the way policing was delivered to the public. Moving from three policing areas to a single force model in 2011 allowed it to reduce the number of senior officers and police staff with less impact upon the local policing service.

The force also reviewed its attendance criteria (the way it responds to calls from the public) and introduced an appointment system for routine incidents. A key component of the force's change programme and delivery of savings has been the outsourcing to G4S.

How is the force engaging police officers, PCSOs and staff in the change programme?

Lincolnshire Police has explained the need for change to its staff well. Staff have a clear understanding of the need to meet the financial challenge while keeping any impact on the service made available to the public to an absolute minimum.

Both staff and officers agreed that they had been kept informed of changes through email and force intranet messages, and an 'ask the chief' blog. However, it was acknowledged that there had not been a staff survey for over two years.

¹³ Transformation is a process of radical change that orientates an organisation in a new direction and takes it to an entirely different level of effectiveness. It implies a fundamental change of character, with little or no resemblance to the past configuration or structure.

During the force restructure, focus groups also reported that Lincolnshire Police had a very family focus, with “everyone pulling together”. Since April 2012 when the force started the G4S contract, there have been isolated difficulties with relationships between G4S and the force workforce. However, these have been ironed out through the staff associations and, one year on, the relationships are much improved.

Staff associations and unions meet regularly with the Deputy Chief Constable to discuss the developing change programme, including the impact on staff and officers. Staff representatives described their engagement with the force as good.

How effective has the response been?

The force’s response to the funding challenge has been well managed and well led.

Impact of the changes on the public

The challenge for forces is not just to save money and reduce their workforce numbers, but to ensure the choices they make in deciding how to achieve this do not have a negative impact on the service they provide to their communities. HMIC therefore looked for evidence that the force had kept a consideration of the effect on the public at the heart of their choices.

Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only a part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime, and child protection (to name just three).

That being said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force.¹⁴ HMIC therefore examined how far the changes being implemented by the force had affected the visibility of the police on the streets of Lincolnshire.

In March 2013, Lincolnshire Police allocated 59% of its police officers to visible roles. This is one percentage point lower than it allocated in 2010, but is higher than the figure for most other forces (which was 54% across England and Wales).

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, Lincolnshire Police allocates 64% to visible roles. This is the same as it allocated in 2010, and much greater than the 59% figure for England and Wales.

HMIC conducted a survey¹⁵ of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in Lincolnshire, 8%¹⁶ said that they have seen a police officer more often than they had 12 months ago; this is broadly in line with the 13% average across all survey respondents in England and Wales.

Of those people surveyed, 78%¹⁷ said they felt either as safe or safer in the areas where they live, compared with two years ago. This is broadly in line with the figure for most other forces, which is 75%.

¹⁴ See *Demanding Times*, HMIC, London, 2011. Available from www.hmic.gov.uk.

¹⁵ The YouGov survey was carried out during a four-week period during March 2013. Satisfaction and confidence surveys are also carried out at a national level by the Crime Survey of England and Wales. These use larger sample sizes and are carried out quarterly over a rolling-year period. Some forces also carry out their own surveys of the general public. More information can be found at www.crimesurvey.co.uk, www.hmic.gov.uk or from force websites.

¹⁶ $\pm 5\%$.

¹⁷ $\pm 5\%$.

Calls for service

HMIC examined whether police forces were taking longer to respond to calls for help, as a result of their workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls so information between forces is not comparable.

We found that over the three years from 2010 to present, Lincolnshire Police had maintained the same target response time of within 15 minutes for calls classed as 'emergency' (also known as grade 1) in an urban setting, and within 20 minutes for calls classed as 'emergency' in a rural setting. In 2012/13, the force set a target response time for 'priority' calls within four hours. (In 2010/11 the force could not provide the data and in 2011/12 did not set a target time.)

Over this period, the force met its target response time for urban 'emergency' calls 84% of the time in 2010/11, 83% of the time in 2011/12, and 82% of the time in 2012/13. This shows a marginal declining trend over three years.

The force also met its target response time for rural 'emergency' calls 79% of the time in 2010/11, 80% of the time in 2011/12 and 80% of the time in 2012/13.

In 2012/13 the force met its target response time for 'priority' calls on 71% of occasions.

The force is reviewing its attendance policy and it is expected that this will result in more calls being resolved over the telephone. While this will mean some people who are in need of policing services will no longer receive an initial visit from an officer, it will allow the force to improve the priority given to incidents that require a physical police attendance.

Crime

In 2010 the Home Secretary, Theresa May, set a clear priority for the police service to reduce crime.

Between 2010/11 and 2012/13 (the first two years of the spending review), Lincolnshire Police reduced recorded crime (excluding fraud) by 16%. This compares favourably with the 13% reduction seen across England and Wales. Over the same period, victim-based crime (that is, crimes where there is a direct victim – an individual, a group, or an organisation) reduced by 17%, compared with 12% in England and Wales.

By looking at how many crimes occur per head of population, we can see how safe it is for the public in that police area. The table on the next page shows crime and anti-social behaviour rates in Lincolnshire (per head of population) compared with the rest of England and Wales.

12 months to March 2013	Rate per 1,000 population in Lincolnshire	England and Wales rate per 1,000 population
Crimes (excluding fraud)	51.5	61.4
Victim based crime	46.3	54.5
Burglary	7.8	8.2
Violence against the person	8.2	10.6
Anti-social behaviour incidents	22.6	40.7

It is important that crimes are effectively investigated and the perpetrator identified and brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected.

Lincolnshire's sanction detection¹⁸ rate (for crimes excluding fraud) for the 12 months to March 2013 was 26.8%. This is broadly in line with the England and Wales sanction detection rate of 27.0%.

We have chosen these types of crime to give an indication of offending levels in Lincolnshire. For information on the frequency of other kinds of crimes in your area, go to www.hmic.gov.uk/crime-and-policing-comparator.

Victim satisfaction surveys

An important measure of the impact of changes to service delivery for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2013, 83.9%¹⁹ of victims were satisfied with the overall service provided by Lincolnshire Police. This is broadly in line with the England and Wales figure of 84.6%.²⁰

¹⁸ A sanction detection is a 'solved crime' where a suspect has been identified and notified as being responsible for committing that crime and what the full implications of this are, and has received an official sanction. Official sanctions include charges, cautions, penalty notices, offences taken into consideration (TICs) and cannabis warnings.

¹⁹ $\pm 2.0\%$.

²⁰ $\pm 0.2\%$.

Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services. The PCC has decided that at this time he wants the force to maintain the current number of police stations that are open to the public. This will provide confidence to the public. However, a review of the number of stations, the extent of the hours of opening and the possibility of co-location with other service providers could provide an opportunity for further savings which would assist the force in maintaining its frontline officer numbers. The force reports plans to open one new police station during the spending review.

The force is also making more use of the internet and social media to communicate with the public. As more and more people become accustomed to engaging with large commercial and public organisations in different ways, the force is developing different ways in which the public can contact the police. Lincolnshire Police is:

- continuing to improve its online services. The public are able to make contact with the force via the internet using a contact form;
- exploring how online crime reporting could be introduced; and
- progressing work to develop an online 'track my crime' facility. This would allow victims to access information about the progress of the investigation into the crime(s) they have reported.

Conclusion

Lincolnshire Police faces a particularly difficult challenge. The force has made good progress in meeting its financial challenge, and developed a detailed change programme which has allowed it to reduce costs while continuing to fight crime. It is maintaining a strong focus on protecting the frontline and is sustaining service delivery.

Despite this positive response to date, HMIC has concerns about the ability of the force to sustain its current level of service to the communities of Lincolnshire in the face of any significant further reductions in funding. Having taken more decisive action than most forces in order to close its funding gap, there are few places left for the force to turn. It will become increasingly difficult for it to continue to protect its frontline.

In addition to these challenges, there is a level of uncertainty and instability within the force. The decision by the PCC to suspend the temporary Chief Constable was unsettling for the workforce.²¹ Since HMIC's on-site inspection, key members of the top team have moved to other forces, with a consequent loss of expertise and leadership capability.

It is important that Lincolnshire Police has a strong and stable leadership team that can continue to engage and lead staff with confidence through what will be challenging times ahead. Given the degree of challenge the force faces, it is imperative that the PCC and the force deliver their shared vision for the next phase of change.

HMIC will revisit the force in the autumn to assess its approach for long-term savings. We will continue to monitor progress closely.

²¹ The decision to suspend the temporary Chief Constable was subsequently quashed by the high court, and he was reinstated on 28 March 2013.

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20% in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this third year.

Our inspection focused on three questions:

1. How is the force responding to the budget reduction?
2. What is the impact for the workforce and the public?
3. How is the force managing current and future risks?

To answer these questions, we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed the Chief Constable, Police and Crime Commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

National findings and patterns across all 43 forces are given in our thematic report, *Policing in Austerity: Rising to the Challenge*, which is available from www.hmic.gov.uk.

This report provides the findings for Lincolnshire Police.