



Inspecting policing
in the **public interest**

Policing in austerity: One year on

**Lincolnshire Police
July 2012**

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About this review

In October 2010, the Government announced that the central funding provided to the police service would reduce by 20% in the four years between March 2011 and March 2015.

Her Majesty's Inspectorate of Constabulary (HMIC) carried out an inspection of all 43 police forces in England and Wales in Spring 2011, to see how they were planning to meet this financial challenge. When the results were published in July 2011 (search for 'Valuing the Police' on www.hmic.gov.uk), we committed to returning one year later to report on progress, and to assess whether there had been any impact on the service provided to the public.

A thematic report, *Policing in Austerity: One year on*, brings together the findings from all 43 forces and looks at the picture in England and Wales. We found that, across England and Wales:

1. Forces have risen to the financial challenge, balanced the books and largely maintained the service they provided to the public in year one;
2. Their plans show that over the whole spending review period (i.e. until March 2015), they are working to protect, although not preserve, frontline services;
3. As there are significant variations between force plans and performance, HMIC has some concerns about whether all forces can sustain this position;
4. Forces should ensure the changes they are making now transform efficiency and will provide a strong enough foundation to face future spending reviews.

This report summarises the findings for Lincolnshire Police, and is based on data provided by the force in February 2012.¹

HMIC will continue to monitor the progress made by the force, and to publish the results on our website (www.hmic.gov.uk).

¹ Figures are rounded (financial figures to the nearest million and workforce figures to the nearest 10) and financial figures are in cash prices.

Summary

The challenge for police forces and police authorities isn't just to balance the books, but to transform the way they deliver policing and make it more efficient, so that the public can continue to receive improving services.

Lincolnshire Police is one of the geographically larger forces in England and Wales, but one of the lowest funded. It spends £171 a year per head of population on policing the county; this is the lowest in the country and significantly less than the national average of £206. As a consequence the reductions set out in the 2010 comprehensive spending review are particularly challenging for the force.

HMIC carried out an inspection of the force to better understand how it was approaching this challenge and how its plans may affect policing in Lincolnshire. While a comprehensive change programme to manage the reductions in funding is being implemented it was found that the force still has further work to do to ensure it achieves its savings target by March 2015.

The force and police authority have entered into a partnership with the private sector to run a number of their back office tasks, such as call handling and custody suites (where arrested people are detained). This arrangement has meant that the force is transferring the majority of its police staff (over 500) to its private sector partner. This arrangement provides an opportunity for Lincolnshire Police to make further savings in the cost of delivering policing, and will also help the force to update some systems and processes and improve their efficiency. However, the force still has some way to go in order to identify all the savings it needs to find to balance its books.

The force has also undertaken a review of its remaining departments which has resulted in the reduction of police officers and police staff. Even further police officer and staff reductions are likely to be required if the force is to meet the financial challenge that it faces.

Lincolnshire Police has been working with other East Midlands forces to share people and work in areas such as in major crime investigations. The challenge of delivering collaborative working is not to be underestimated. While the force has chosen to enter a private sector partnership it continues to look for opportunities to secure savings by collaborating with other forces in the provision of specialist policing services. Some savings have already been delivered through this approach and more are planned.

Lincolnshire Police has further savings to identify in order to balance its books. As a result of the changes it is making the proportion of its workforce in frontline crime fighting roles will increase, with the force planning to have 84% of its workforce in frontline roles by 2015. Although this is a higher proportion than most other forces there is a need for caution in drawing any direct comparisons, because the outsourcing of over 500 staff skews the overall workforce figures. The proportion of police officers on the front line will increase from 80% to 90%, which is broadly in line with England and Wales as a whole. Unlike the rest of the country, crime in Lincolnshire was increasing during year ending December 2011: however, since then HMIC has been monitoring performance and the force is showing early signs of improvement. 83% of victims in Lincolnshire are satisfied with the overall service provided by the force, which is in line with England and Wales as a whole.

The following sections of this report explore: money (how much Lincolnshire Police needs to save and its progress in achieving this); people (its planned changes to the number and type of its workforce and the effect of this on the front line); and the impact on services to the public. We have looked at these areas because they are important in helping you to understand both how your force is making savings, and how it continues to improve the services you receive.

Money – meeting the savings

What is the financial challenge in Lincolnshire Police?

£21 million – the amount Lincolnshire Police will need to save between 2011 and 2015 (based on the force's calculations). There are 11 forces in England and Wales with larger savings to make (as a proportion of their overall budgets).

By Spring 2012, Lincolnshire had developed plans which outlined how it will achieve £18m (85%) of its savings requirement.



Lincolnshire Police's four-year plan is based on the force saving £7m by March 2012 (i.e. in the first year of the budget reductions). The force reported that it had already saved £6.8m by December 2011.

As well as funding from the Government, forces also receive money from local council tax. The police authority has decided to increase by 4% the amount of money you pay for policing from your council tax in 2012/13. This is one of 22 forces in England and Wales where it will increase.

Within the force's plans are a number of assumptions on future costs, including pay increases, rate of inflation and the level of funding it will receive from council tax. If these change this may impact on the amount of savings the force has to find.

Forces will continue to develop the detail of their plans between now and 2015. The amount of savings they need to find may therefore go up or down as they revise their assumptions and update their plans.

People – reconfiguring the workforce

What is the impact on the workforce?

610 – the number of posts the force plans to cut by 2015. 140 of these will be police officer posts. This is an 11% reduction in police officer posts, compared with a 10% reduction across England and Wales.

Because 81% of police budgets (on average) is spent on staff costs, it is not surprising that forces across England and Wales are planning to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff they employ.

According to data provided by the force in February 2012, Lincolnshire Police is planning to make the following changes to its workforce between March 2010 and March 2015. By March 2012 the force plans to have achieved 9% of the required reduction of its workforce. (We use March 2010 as our starting point here because many forces started to reduce their workforce in the year before the funding cut was implemented, anticipating that they would have to make savings later on.) By March 2012 the force planned to have achieved 9% of the required reduction of its workforce.

	31 March 2010 (actual)	Planned Change 31 March 2010 – 31 March 2015	% change in Lincolnshire	% change across England and Wales
Officers	1,210	-140	-11%	-10%
PCSOs	150	0	0%	-10%
Police staff	920	-470	-51%^^	-19%

Notes: 2010 is a snapshot of the number of people in post, whereas the 2015 data is projected number of posts. All workforce figures are rounded to the nearest 10; columns may therefore not add up. In the workforce baseline data (March 2010), an 'Other' function is included within the non front line. This is made up of staff absent from duty due to maternity / paternity leave, career break, full time education or suspension, and those on long-term leave (sickness, compassionate, special and unpaid leave). In March 2010 the 'Other' function made up 1 percent of the total workforce across England and Wales. The projected data for March 2015 was provided by forces, and forces have budgeted for this in different ways. As a result there will be some variability when used for comparisons. Police staff actual figures for 2010 include Designated Officers. Designated Officers are not included in 2015 estimated figures. % change figure for police staff skewed by

transfer of police staff to private sector partner.

What is the effect 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.”

84% – the proportion of the total workforce (i.e. officers, PCSOs and staff) Lincolnshire Police estimates will be working on the front line by 2015.

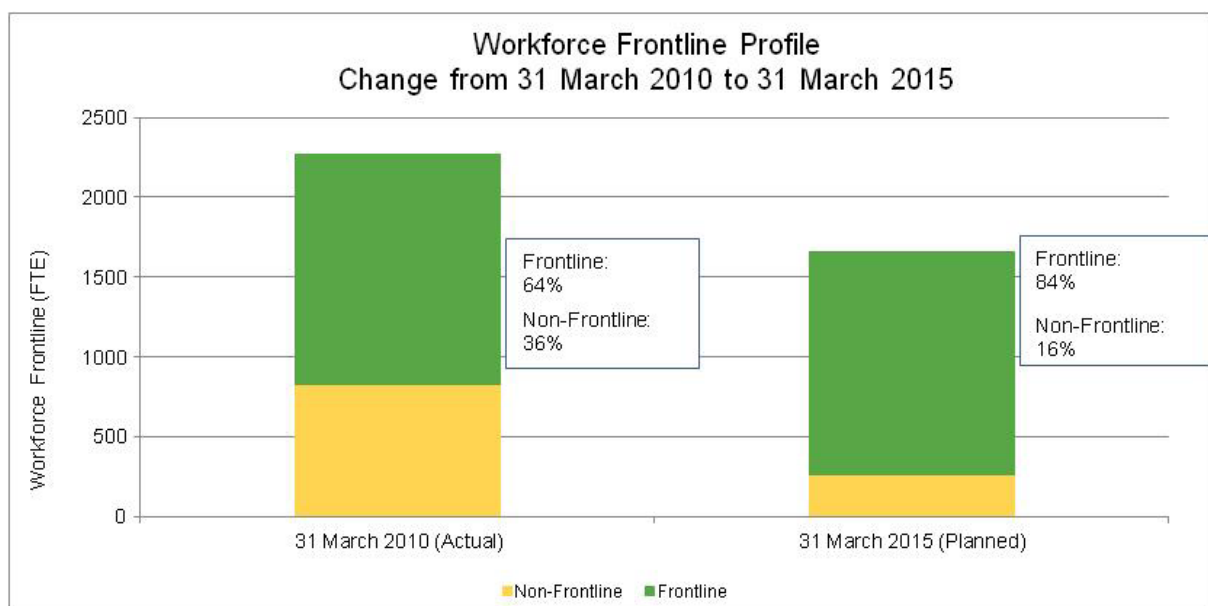
90% – the proportion of police officers specifically the force estimates will be working on the front line by 2015, up by ten percentage points from 2010.

Number and proportion of officers, PCSOs and staff in frontline roles

The **number** of officers, PCSOs and staff (i.e. the force’s total workforce) working on the front line will reduce from 1,440 in March 2010 to an estimated 1,400 by March 2015.

Based on these figures, the **proportion** of Lincolnshire Police’s total workforce allocated to frontline roles will increase from 64% to 84%. This compares with an overall increase across England and Wales from 67% to 74%.

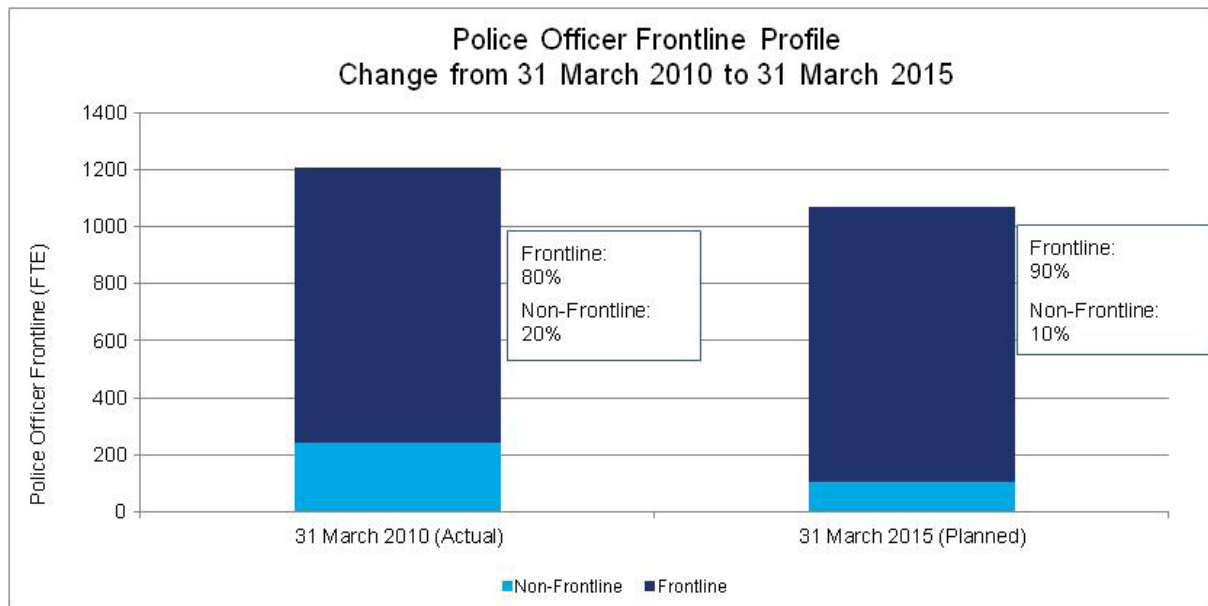
The following chart shows the change in the workforce frontline profile for Lincolnshire Police.



Number and proportion of police officers in frontline roles

Looking specifically at police officers: the **number** of officers working on the front line will drop from 970 in March 2010 to an estimated 960 by March 2015. The number working in non-frontline roles will also drop (from 240 to 100).

Based on these figures, the **proportion** of Lincolnshire police officers allocated to frontline roles will increase from 80% to 90%, as the following chart shows. This is broadly in line with the figure for England and Wales, which is 89%.



Public – reviewing the services you receive

What proportion of police officers and police community support officers are visible and available to the public?

64% – the proportion of police officers and PCSOs which Lincolnshire allocates to visible roles (such as officers who respond to 999 calls, deal with serious road traffic accidents or patrol in neighbourhoods). This is greater than the England and Wales figure.

HMIC defines ‘visible’ as police employees who wear uniform and mainly work in public. ‘Available’ means police officers and PCSOs who are actually ready for duty (i.e. as opposed to being on a training course, attending court, off shift, on leave or sick, etc).

It is important to note that the work done by those in visible roles 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).

Research has shown that people who see the police at work in uniform at least once a week are more likely to have confidence in their local force (see our 2011 report *Demanding Times*, available from www.hmic.gov.uk).

HMIC recently looked at whether Lincolnshire has police officers available when they are most likely to be needed, a repeat of a survey which we last carried out in 2010. This showed a decrease in the proportion of police officers and PCSOs available in visible roles at key times.

How is the way you can access policing services changing?

Forces are exploring different ways in which the public can access policing services. They are making more use of the internet and social media to communicate with people and reviewing the number of face-to-face access points they need.

By 2015 Lincolnshire will reduce the number of front counters by one but increase the number of other locations (e.g. libraries, local authority buildings) where you will be able to physically access policing services by four, compared with 2010.

Has there been any change in crime levels over the last year?

3% – the increase in recorded crime levels overall in Lincolnshire between years ending December 2010 and December 2011 (compared with a 3% fall across England and Wales).

The first job of the police is to reduce crime and keep the peace; and in 2010 the Home Secretary Theresa May stated that she expects forces and authorities to make financial cuts while still reducing crime, and without impacting on the front line.

Based on the number of crimes per 1,000 people recorded in the 12 months to December 2011, the force came 22nd out of 42² forces (where first equals lowest crime rate).

The table below shows how rates of crime changed between years ending December 2010 and December 2011. (ASB is not included because data is not available for the same time period; however, HMIC has examined how this problem is tackled in Lincolnshire in a separate report, which is available on our website.)

Type of crime	Difference between years ending Dec 2010 and Dec 2011 in Lincolnshire	Difference between years ending Dec 2010 and Dec 2011 across England and Wales
All crime	3%	-3%
Victim-based crime*	3%	-2%
Robbery	16%	3%
Burglary	10%	-1%
Criminal damage & Arson	-9%	-9%

*This category includes all crime where there is a direct victim – either an individual, a group, or an organisation.

We have chosen these types of crime to give an indication of the nature of offending 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 where you will find more detailed information. You will also find links to the force's own website, where it publishes the latest crime figures.

2 City of London Police is not included.

Does the force's own survey work show any change in public satisfaction with the service they provide?

As forces reconfigure their resources to meet the budget challenge it is important that they understand the impact on service delivery. One way of measuring whether this is changing is by tracking how satisfied the public are with the overall service they receive when they seek police assistance.

The overall victim satisfaction for Lincolnshire is 83%, which is in line with the rate for England and Wales as a whole.