

Thematic Briefing

Officer Uplift Programme

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1.0 Background / Context

1.1 The National Uplift Programme commenced in 2019 with the promise of an increase in 20,000 officers across the police service nationally. In order to measure this uplift there was a requirement to set a headcount 'baseline' for each Force upon which to allocate funding and measure success.

1.2 In 2019/20, the workforce plan for Lincolnshire Police was set on an average of 1070 FTE across the year, however significant budget pressures were on the horizon with a plan in place to reduce to 1020 FTE unless further funding materialised.

1.3 As a result, the Home Office set the 'baseline' for Lincolnshire Police at a 1020 headcount and the Force anticipated an uplift of 166 officers as a result of the national programme, and this uplift is measured at the end of each financial year as stated below:

Year 1, by 31 March 2021 – An uplift of 50 officers to 1070 (Headcount)

Year 2, by 31 March 2022 – An uplift of 50 officers to 1120 (Headcount)

Year 3, by 31 March 2023 – An uplift of 66 officers to 1186 (Headcount)

2.0 Developments over last 6-12 months

2.1 Over the last period extensive recruitment and attraction campaigns have been undertaken within the communities of Lincolnshire to promote Lincolnshire as an employer of choice for those seeking a career in policing.

2.2 Particular attention has been focused on attracting female candidates, those who live on the East of the county, those who speak a second language and those from Black, Asian & Minority Ethnic (BAME) communities. We are committed to building a workforce which is truly representative of our communities who will support the achievement of the Force priorities.

2.3 The Uplift Programme has enabled Lincolnshire Police to re-develop its Target Operating Model (TOM) to ensure we have the right roles across the force to achieve our objectives. The additional 166 officers in place as a result of the Uplift Programme have enabled growth in the areas of:

- Frontline policing – Response and Neighbourhoods
- Paedophile Online Investigation Team (POLIT)

- Digital Forensics Unit
- Regional Organised Crime Unit

In addition, two new teams have been created - a dedicated Roads Policing Unit and a dedicated Rural Crime Team.

2.4 Phase two of the implementation has been delivered with 75% of the above roles in place, with the final quarter due to be in place over the period of May 2022 to March 2023.

3.0 Current Position / Performance (where applicable)

3.1 As at January 2022 the Force have a headcount of 1173 and are scheduled to have a further 60 officers join in March 2022.

4.0 Forward look 6-12 months

4.1 We continue to recruit into 2022/23 with a further two cohorts of 30 officers planned (60 in total), one in October 2022 and one in March 2023. Attraction to these posts will commence in the coming months.

4.2 The above additional recruitment will enable the delivery of the Target Operating Model for the Force, with the movement of officers into the final 25% of new posts between May 2022 and March 2023.

4.3 The introduction of the Policing Education Qualifications Framework (PEQF) changes the way we recruit and we are working to establish what our entry routes will be for 2022/23 – once known we will share these with our communities to ensure people have a full understanding of entry requirements and eligibility criteria.

4.4 There are a number of national campaigns over the course of the next period focusing on the collection of data from our workforce to better understand it, in line with new national Workforce Data Standards. This will enable the Force to understand the make-up of the organisation, particularly by protected characteristic, and be able to target our activities as a result.

4.5 The recruitment of new Positive Action & Engagement roles as part of our Equality, Diversity & Inclusion (EDI) development will also enable us to attract and recruit a more diverse workforce.

5.0 Issues of Exception – Opportunities / Risks

5.1 Opportunities to join the Force and to commence a career in policing are in place but the route of entry is yet to be determined. This poses a risk whilst we seek extensions on our implementation of PEQF whilst developing the framework as an entry route.

5.2 In the event we can continue with our existing entry routes there will remain opportunities for the fast-track Detective route which enables newly appointed officers to join a Crime Investigation Department (CID) and to train as a detective upon completion of the initial training course of 12 weeks.

5.3 The proportion of the workforce who define themselves as Black Asian and Minority Ethnic (BAME) has increased very slightly over the period of the Uplift Programme. Increased activities around attraction of minority groups will continue to take place. There is a lot of good practice nationally which can be learned from and considered within Lincolnshire.

6.0 Key Public Messages

6.1 Lincolnshire are committed to the ongoing attraction and recruitment of officers to the Force from the diverse communities which we serve.

6.2 The Target Operating Model has been designed with benefits to the public of Lincolnshire in mind. Below are some of the key benefits we expect as a result of the uplift of 166 officers into the areas outlined previously:

- Greater visibility of police within the communities of Lincolnshire, and greater opportunities for engagement as a result
- More effective targeting and investigation of offenders who cause greatest harm
- Improved incident response times
- More effective protection of Lincolnshire heritage, wildlife and the environment
- A greater understanding of crime, and targeted prevention activity as a result
- Increased prosecutions due to targeted activity on the roads and within rural communities

- Improved capability around digital forensics, harvesting key evidence at the earliest opportunity
- Greater focus on accident prevention and proactive policing
- Improved timeliness of investigations – bringing offenders to justice sooner
- Reduced numbers of victims of crime, and an increased quality of service for victims
- Improved safeguarding of the most vulnerable in the communities of Lincolnshire