



END OF YEAR ASSESSMENT 2019 - 2020

SUMMARY OF OUR KEY ACHIEVEMENTS



HUMBERSIDE POLICE - OUR PLAN ON A PAGE





FOREWORD – CHIEF CONSTABLE

I am incredibly proud to be the Chief Constable of Humberside, and along with my Chief Officer Colleagues, leading a force of committed, motivated and professional police officers and staff.

In May 2017, when I started in this role, my initial interim plan described what Humberside Police should look like in 3 years' time.

It stated that:

- Communities are safer & stronger and people feel safe and are safer
- Our people have clarity of purpose, have helped to develop our plan and understand it
- The force should have a set of agreed values and behaviours
- Our workforce have the right numbers and skills to deliver our plan
- Our communities have influence, participate, engage and know how to contact us
- Place based teams are in place and working hard for their local areas
- We are seen as exemplars in community policing, legitimacy and protecting the vulnerable
- We have developed a culture of high trust & high change which goes both ways
- Public trust and confidence in the force has improved and will be our true barometer of success

No longer needing to address historical challenges, the force has delivered on most of these early promises to both our staff and our communities and have achieved significant progress on others. We have become more outward focussed, looking regionally and nationally to ensure that we continue to deliver innovative, bespoke and improving services to the public.

During the last 12 months, the national Police Federation have released the results of the 2019 pay and morale survey. It reveals that Humberside are the top force in three of the five categories and in particular, our officers report that they feel they are both connected and valued by the leadership of the organisation. This is a remarkable shift from 2015 - 2017, where our staff reported some of the lowest levels of morale in the country.

I continue to personally lead on the delivery of our Health and Wellbeing Strategy, which has seen gym facilities opened on both the North and South Bank and a continued focus on ensuring that shift patterns meet organisational needs, as well as supporting our staff and providing valuable decompression time to maintain a healthy work life balance.

These developments are just one aspect of a range of wellbeing services designed to cater for the physical and mental wellbeing needs of our staff.

Overall, levels of public confidence and satisfaction with the force continue to improve, with over 30,000 people signed up to our My Community Alert system. I have an ambition to speak to every household in the force area about the issues that are affecting their lives from an ASB and crime perspective and our local teams are well on the way to delivering that.

We have rolled out our new Neighbourhood Policing Strategy, including recognisable faces in every ward across the force area, all working hard to understand the needs of their local communities and through their local day to day ownership of their beats, working with partner organisations to keep people safe.

Our Force Control Room is now regarded as one of the most effective in the country, with one of the lowest call abandonment rates for both 101 and 999. HMICFRS have identified Humberside Police to other forces as an example of good performance in relation to call handling and our new digital desk has provided additional ways for the public to contact us.

Our specialist capabilities have also continued to grow, alongside our ability to continue to protect vulnerable people. The ever changing nature of criminality requires us to constantly innovate in order to keep with the pace of technology and the exploitation of the most vulnerable. The range of innovations outlined in this assessment are crucial to our ability to continue to tackle high harm crime and protect those who are targeted by such offences and offenders.

This year, we have launched our Strategic Delivery Plan, setting out the key activities that we will be delivering over the period 2019-2021. This has ensured that our force wide planning processes, and individual objectives, are aligned to our Plan on a Page.

In March 2020, we initiated Operation Flame, our strategic response to the Covid-19 pandemic. This followed an intensive period of planning which started in January 2020. Working with a range of partners, we quickly developed a joint response to a wide range of potential scenarios. Our overall approach throughout the pandemic, has been to work with our communities and to be there to support, engage and demonstrate that we have taken a step forward to protect them. Key to this, has been our approach to the use of enforcement powers.

Policing by consent meant that we needed our communities to support us before the crisis and we knew we would still need that support after it had finished. By ensuring that our use of enforcement powers against our own communities were used as a last resort, this support and legitimacy has been enhanced. I am immensely proud of the bravery, hard work, flexibility and commitment that all of our staff have demonstrated over this period.

Importantly, not only is our continuous path of improvement reflected in our performance outcomes, it is also reflected in the growing feeling of pride, satisfaction and support from both our staff and our communities – with 61.3% of our communities who have taken part in our Humber Talking Survey being confident we would be there if they needed us – an increase from 59.8% last year.

Since taking over as Chief of Humberside Police, I have always wanted our staff and volunteers to feel like they are part of the wider police family. A family that looks after each other, through the good and challenging times, who value and respect each other and who demonstrate our values and commitment to public service in how we behave. I genuinely believe that we have made progress in this area, with the tone and feel of the positive changes in the force being cited by our communities, partners and our own staff.

However, there is more to do and in particular, as we adjust to a significantly larger workforce and all the opportunities that provides to us in being more proactive in dealing with crime and ASB, we must also continue to develop a workforce that truly reflects the communities we serve and develop a culture that ensures every member of staff feels that we welcome, understand and embrace diversity and all that this brings to our organisation.



Lee Freeman
Chief Constable





INTRODUCING THE ANNUAL ASSESSMENT DEPUTY CHIEF CONSTABLE

This has been an exciting year for Humberside Police. Having been graded “Good” across the board by HMICFRS in 2018, moving out of engagement status, the force has gone from strength to strength since, and is becoming a national leader in many aspects.

Culture, values and behaviour are the foundation of our Plan on a Page and underpin everything we do. In addition to the culture of positive wellbeing that we have taken time and care to focus on, we have also strived to embed a culture of continuous improvement. Every day I am proud to see so many examples of innovation from officers and staff, constantly improving services and the way we do business in the public interest.

Technological innovation has been a core part of our strategy throughout 2019/2020 and will remain a focus for the future. This year we completed our largest ever rollout of 4G enabled laptops and tablets to all frontline staff, as part of a shift in focus to a more visible, mobile police force embedded within the community. This has been supported by a range of innovations delivered by our Digital Innovation Team, such as One Consultation, allowing witnesses and victims to give statements and interact with officers remotely.

This year we introduced Victim Focussed Performance Meetings – monthly accountability meetings in which leaders from across the force are held to account across a range of measures that ensure that protecting and supporting victims is at the heart of what we do.

Our workforce is diverse and extremely talented, and national interest in joining Humberside from other forces continues to grow. As chair of our Diversity, Equality and Inclusion Board I am proud to have seen a continued rise in all recorded minority groups applying to join the Humberside Police family, and percentage representation increasing for females, LGBT, disabled people, BAME and those aged over 56 years.

Our success has not been without its challenges. The financial environment in which all public services operate continues to apply pressure. We have delivered £3.75m of savings this year, as a result of rigorous resource management. Over the next 5 years, we will be required to make further savings of at least £10m. Throughout, we will protect our frontline resources that are needed to effectively police our communities, including the investigation of increasingly complex crimes such as child sexual exploitation and human trafficking, thereby ensuring the most vulnerable people in our communities are protected.

Further, the nature of criminality is constantly changing. High harm crime and exploitation of the vulnerable continues to rise nationally and Humberside is not without its challenges. Complex and serious crime takes significant amounts of resource and investigation time and crimes are increasingly of a cross-border nature (for example, dealing with organised crime groups, county lines, human trafficking). We are also seeing the increasing impact of reduced funding in respect of social, child and adult care, and growing numbers of those most vulnerable contacting the Police for support and guidance.

Despite these challenges our staff continue to strive for excellence and be there for the public, often acting with incredible bravery in very challenging circumstances. We have demonstrated throughout 2019/2020 that we are at the forefront of innovative policing, utilising initiatives such as digital innovation, problem solving and partnership working.

I am proud to introduce this summary of some of our key achievements over 2019/2020 and look forward to what the future holds.



Chris Rowley
Deputy Chief Constable





1.

CORPORATE GOVERNANCE AND PERFORMANCE

1.1 Corporate Governance

The Police and Crime Commissioner (PCC) has responsibility for conducting a review of the effectiveness of the force's governance framework, including its system of internal control. The review of effectiveness is informed by the work of the statutory and senior officers within the force and the Office of the Police and Crime Commissioner (OPCC), who have responsibility for the development and maintenance of the governance environment. This review is further informed through the annual report of the Head of Audit (West Yorkshire OPCC) together with comments made by external auditors and other review agencies.

To ensure the forces governance is effective, the Joint Independent Audit Committee (JIAC) has continued to provide oversight on behalf of both corporations. During 2019 / 2020, internal audit has continued the approach of concentrating on major risks faced by the PCC and force, allowing the PCC to have increased confidence in governance, risk management and control processes.

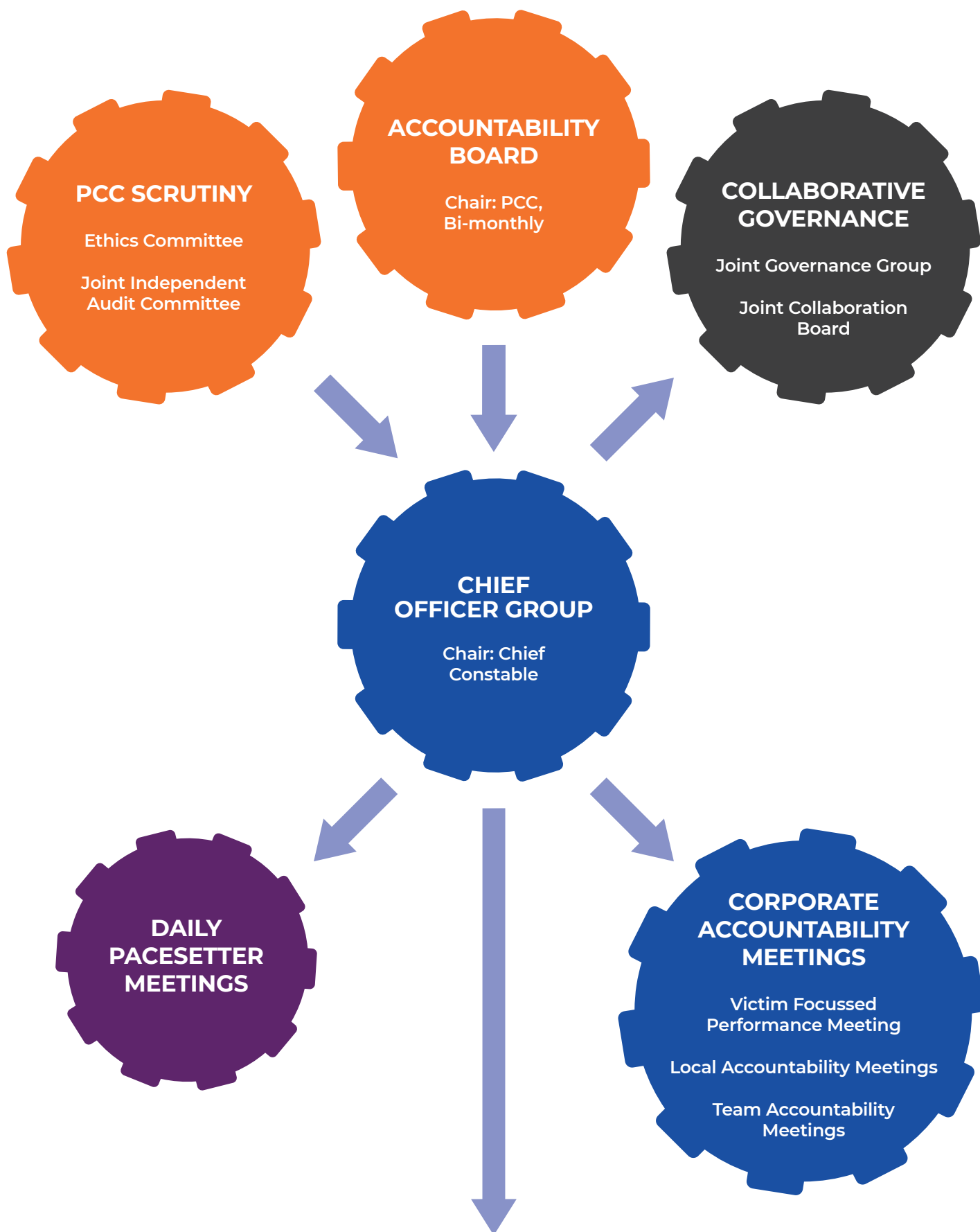
The Chief Constable supports the view of the PCC that the governance arrangements that are in place are fit for purpose and effectively tailored to deliver the strategic objectives of both corporations.





In summer 2019, the PCC replaced the Corporate Governance Group with an enhanced and refreshed Accountability Board. This is held every six weeks, and is a formal governance meeting between the PCC and Chief Constable. The purpose of this forum is to ensure proper governance of the Force by the OPCC, through open, constructive debate of their respective statutory duties and the efficiency and effectiveness of the Force. The agenda includes delivery of the plan on a page, inspections, audits, people, finance, collaboration and Partnerships, risks and current and significant issues. Over the course of the year this board has allowed the OPCC to effectively hold the force to account and to achieve high standards of performance, providing assurance to the public in the process. This is attended by Chief Officers, key members of the OPCC, the Head of Finance and Head of Corporate Development.

In addition, one-to-one assurance meetings are held monthly between the OPCC and the Chief Officers of the force. These are informal briefings which enable dialogue and discussion on a routine basis. This is an opportunity for PCC to discuss elements of the Police and Crime Plan delivery based on weekly themes, and receive updates on topical issues, risk and operational matters.

Within the force, Chief Officer Group meetings are held bi-weekly which enable accountability across the Chief Officer team, strategic and operational issues to be discussed and debated in detail and key decisions to be made in support of continuous improvement, the delivery of our Plan on a Page and key decisions to be made.

An overview of the force governance structure is shown below:



 PEOPLE	 RESOURCES			 CONNECTED	 COMMUNITIES
Talent and Leadership Board Chair: DCC Frequency: Quarterly	HMIC Governance Board Chair: DCC Frequency: Monthly			Data and Digital Board Chair: DCC Frequency: Monthly	Communications and Engagement Board Chair: ACC Anderson Frequency: Monthly
Diversity and Inclusion Board Chair: DCC Frequency: Bi-monthly	Organisational Assessment Board Chair: ACO Shackleton Monthly	Operational Assessment Board Chair: ACC Noble Monthly	Service User Assessment Board Chair: ACC Anderson Monthly	Information Management Board Chair: DCC Frequency: Monthly	Neighbourhood Policing Board Chair: ACC Anderson Frequency: Monthly
Resource Management Chair: ACO Shackleton Frequency: Bi-weekly	Strategic Change Board Chair: Chief Constable Frequency: 8 Weekly			Force Security Review Chair: ACC Noble Frequency: Bi-Monthly	Vulnerability Board Chair: Det Supt Dave Wood Frequency: Bi-monthly
Well Together Board Chair: Chief Constable Frequency: Bi-monthly	Strategic Leads Board Chair: DCC Frequency: 6 Weekly				Mental Health Board Chair: ACC Anderson Frequency: Bi-monthly
Learning and Development Board Chair: DCC Frequency: 6 Weekly	Health and Safety Board Chair: ACO Shackleton Frequency: Quarterly				Force Custody Board Chair: ACC Noble Frequency: Monthly
CULTURE, VALUES AND BEHAVIOURS	Force Leadership Team (FLT) Chair: Chief Constable Frequency: 8 weekly			Quarterly Leadership Team (QLT) Chair: Chief Constable Frequency: Quarterly	

1.2 Corporate Assessment Framework

We introduced a formal Corporate Assessment Framework in 2018, our robust performance management and review framework to monitor our progress in the delivery of our Plan on a Page, Strategic Delivery Plan and the PCC's Police and Crime Plan. The approach focusses on the development of local delivery plans within operational commands and support departments outlining the activities they will be undertaking over the coming year to support the delivery of our Plan on a Page and the Police and Crime Plan, and the measures to monitor progress.

A formal performance review process to support the delivery of these plans is in place. Throughout the year, enhancements have been made to the process including the introduction of the DCC's victim focussed monthly performance meeting, chaired by the DCC and attended by the relevant operational / organisational support commanders and Senior Leadership Teams (SLT's) to monitor and drive continuous improvement and local performance and to improve our management of demand.

This is supported by monthly Local Accountability Meetings (LAM's) chaired by the relevant ACC / ACO with operational commands and departments focussed on the delivery of their local plans and monitoring performance against their specific indicators. The structure and content of Operational Command Annual Plans has also been enhanced to ensure a clear focus on the force priorities in the Strategic Delivery Plan.

The process is further supported through local Team Accountability Meetings (TAM's) and Individual Accountability Meetings (IAM's) across every level of the organisation, to not only assess contribution to our force performance, but to also consider continuous personal development and health and wellbeing requirements and opportunities for individuals.

Throughout 2019/2020, this robust performance structure has enabled leaders across the organisation to hold each other to account, and has delivered a range of positive outcomes, from meeting force savings plans, improving call handling indicators through to improvement of patrol response times. The alignment of our Corporate Assessment and Corporate Planning frameworks has ensured we have focussed on driving the measures that matter most to the delivery of our Plan on a Page and a high quality of service to our communities.

1.3 Change and Continuous Improvement

The Change and Continuous Improvement section was established in September 2019 following the restructure of the Corporate Development Branch. Alongside this restructure, the revised Efficiency and Continuous Improvement Review Programme was launched which details the areas to be subject to review over the next two years. This is revisited and reprioritised by Chief Officer Group (COG) on a regular basis, assessing current and emerging risks, performance and financial savings requirements. The programme foundations are to deliver effective and sustainable organisational change based upon three levels of intervention:-

- Gold (Re-engineer) – Transformational change delivery led by change specialists alongside subject matter experts in achieving fundamental improvements to the performance and efficiency of service delivery, financial savings and sustainable benefits which promote continuous improvement.
- Silver (Adapt) – Adaptation of existing service areas to meet financial challenges and the delivery of sustainable change and the promotion of continuous improvement with subject matter experts in delivery areas.
- Bronze (Manage) – Provide oversight, support and guidance to subject matter experts in existing service areas to assist in the delivery of improvements, building upon and cascading positive change and behaviour.

The introduction of the Programme Management Office within the Change and Continuous Improvement (CI) Team has established a robust governance process for the effective recording, management and coordination of change activity reporting. This includes the collation of cash releasing and efficiency savings tracked against the force savings plan. This process also includes the recording and reporting of non-cashable savings and costs to ensure that overall savings identified are balanced and accurate.

Examples of transformational change projects delivered to date by the new Change and CI Team include Domestic Abuse Process Review phase 2 and a review of firearms licensing. Work underway includes a review of the Criminal Justice Unit (CJU) and Digital Forensics Unit (DFU).

The Change and CI Unit also includes the Digital Innovation Team. This is a new team, established in late 2019 with funding from the PCC, to directly support our increasing focus and drive to deliver cutting-edge technology-enabled policing. The key focus of the team is to deliver the requirements in our Digital Strategy and supporting digital programme in driving the identification and implementation of leading-edge solutions which delivers significant efficiency and effectiveness improvements to frontline policing and improves the quality of service to our communities.

In January 2020, the team held a two day 'Bright-spark' event at the Centre for Digital Innovation in Hull which gathered ideas from a range of staff from around the force, including those on the frontline, as to how we can make the best use of industry-standard technology to more effectively deliver a high-quality service to the public of Humberside. The event yielded 90 ideas which are being integrated into the digital delivery plan and will seek to work with stakeholders to implement transformational changes which will support them in being more effective in their role.

Examples of the digital innovation projects delivered by the Digital Innovation Team to date include:-

One Consultation – This pioneering digital product provides the capability for officers to carry out witness statements via video consultation with members of the public and capture their electronic signature securely. During the Covid-19 pandemic, this provided an additional benefit in protecting our frontline staff and members of the public from potential exposure to the virus. Going forward, we will see the solution integrated into daily business, preventing officers from unnecessary travel force wide.

Visibility Application – To provide our frontline officers and supervisors with real-time proactive tasking and problem solving information whilst on duty, the digital innovation team engaged with a regional private sector company to develop and deploy a mobile solution which provides this data based on officer's GPS location. The solution will allow supervisors to identify the locations of their officers, ensuring that patrol areas are aligned to need and demand and provide officers with location-based crime data which will allow them to be more effective whilst on patrol.



2.

FINANCIAL MANAGEMENT – END OF YEAR STATEMENT

2.1 Medium Term Resourcing Strategy

On 5 February 2019, the PCC approved the Medium Term Resource Strategy (MTRS) for 2019/2020 – 2023/24, including an annual budget of £194.507m for 2019/2020. This budget was amended by the PCC to reflect carry forward of underspends in 2018/2019 and specific additional allocations approved during the year, principally for the additional 0.5% pay award and the creation of a digital innovation team. The level of reserve use, primarily on partnerships, was also revised resulting in a final approved budget of £192.728m.

In July 2020 the Government announced its intention to recruit an additional 20,000 police officers nationally over the following three years, known as Operation Uplift. We were set a target to recruit an additional 97 officers by March 2021 and allocated £464k in 2019/2020 to begin recruitment.

A mid-year financial review was undertaken involving detailed analysis by Commanders/Heads of Department in conjunction with the management accounting team, of expenditure to date and future commitments. This identified pressures and offsetting savings of £1.235m, additional recurrent savings of £938k to support the force savings programme, and pressures on the employee budget arising from the additional 0.5% pay award and accelerated recruitment. The budgets were realigned to reflect the changes approved within the MYR, the additional grant received for the officer uplift, and an additional allocation from reserves to meet the pay award.

Actual expenditure for the year was £190.478m achieving a year end underspend of £2.251m. This was greater than the period 10 projected underspend of £1.847m. The main area of underspend was on capital financing costs (£2.092m), primarily due to a change in the basis of calculation for the minimum revenue provision. In addition there were underspends on ill health injury awards (£318k) and IS contracts (£203k) offset by additional costs for forensic science services (£289k) and covert investigation telecom charges (£110k).

The performance on overtime continued to improve following the 40% reduction in officer overtime in the previous year. In 2019/2020 there was a further 9% reduction in overtime expenditure to £3.430m. Police staff and PCSO overtime dropped by 13% (following on from the 45% reduction in 2018/2019) to £600k.

Reserves at the start of 2019/2020 totalled £20.002m and the original budget assumed use of £6.860m on a range of activities including the full year impact of accelerated officer recruitment (£1.227m) and support for partners on crime reduction (£1.644m). Reserves of £2.830m were actually used and the total level of reserves at 31 March 2020 stands at £17.172m.

2.2 Force Savings Plan

The savings target within the MTRS for 2019/2020 was £3.750m. This formed part of a five year savings plan totalling £13m, resulting in the level of reserves reducing to the minimum level permitted under the reserves strategy i.e. retain general reserves at 3% but utilise all of the PCC's earmarked reserves.

We fully delivered against our savings target as summarised below.

Savings Area	Target 2019/2020 £000	Achieved 2019/2020 £000	Comment
PCSOs	1,060	1,600	Saving of 45.6 PCSOs primarily through transfer to vacant student officer posts
Police Staff	600	274	Business Support £40k, executive support £61k, CJU/Typing Support £127k, CDB £36k, other £9k
Overtime	400	523	Officers £320k, staff £203k
HR Decoupling	100	0	Delayed until 2020/21
IS contracts	1,040	558	Support/maintenance and network rentals
Borrowing costs	200	362	Savings delivered through a review of the basis of MRP calculation
Other Non-Pay	350	433	ESFM contract £58k, MFD contract £50k, various through MYR £325k
TOTAL	3,750	3,750	

As part of the MTRS update for 2020/21 we have reviewed our savings programme in order to maintain reserves at the minimum permitted level. The overall requirement has now been reduced to £10m. The MTRS includes areas of activity from which savings can be made over the period to 2024/25. This is detailed below.

	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Officer supervision	165		210			375
PCSO levels		550	550			1,100
PCSO shift/weekend	150					150
Overtime	500	200	200	200	200	1,000
HR Decoupling	415					415
ORACLE Fusion			225	325	100	650
CDB reviews	300	600	600	900	900	3,600
Non-Pay	570	900	365	450	450	2,735
TOTAL	2,100	2,250	2,150	1,875	1,650	10,025

2.3 Capital Programme

A summary of capital performance compared to budget is shown in the table below:-

CAPITAL PROGRAMME	CURRENT BUDGET £000	2018/2019 ACTUAL £000	VARIANCE £000
Estates Programme	9,950	3,766	6,184
ICT Programme	6,171	3,327	2,843
Vehicles & Equipment	2,622	1,694	928
Grand Total	18,742	8,787	9,955

The main areas of expenditure during 2019/2020 were Melton 2 (£1.116m), Grimsby Police Station (£906k), vehicles (£1.168m) and IT mobility roll out (£1.897m).

The main areas of underspend were on Melton 2 (£4.103m) due to delay in project commencement, Scunthorpe Police Station (£624k underspend) due to work with the local authority and partners to identify future provision in the town, Smart Contact (£452k underspend) due to delay in implementation, and personal computers (£496k underspend) due to recycling of existing hardware.

The refreshed capital programme 2019/2020 - 2024/25 is £62.5m and includes provision for a new building at Melton (£26.9m), vehicle replacement (£5.5m), replacement Emergency Services Network (£2.8m), further investment in mobile technology (£2.0m) and an upgrade to ORACLE ERP system (£1.6m).



3.

PEOPLE MANAGEMENT - END OF YEAR STATEMENT

3.1 Workforce

Our workforce resourcing is driven by our Strategic Workforce Plan and Medium Term Financial Strategy. The following outlines our major shifts in workforce composition over the year.

3.1.1 Police Officers

We have an agreed target operating model for 2020 of 1997 police officers. This has increased from last year by an additional 97 officers as a result of the national uplift programme. This increase reflects our allocation for year one of the three year uplift programme, and our planned intakes of student officers during 2020/2021 will ensure we comfortably meet this target. Turnover has remained broadly stable during 2019/20, with a decrease from last year, due to a stabilisation of the numbers of student officers we have brought in.

Police Officer Total Workforce

As at 1 April 2020 the total workforce is 1971.73 FTE

This is an increase 75.48 FTE on the 1 April 2019 position which was 1896.25 FTE.

Police Officer Turnover

Police Officer 2019/2020 Turnover Rate: 5.67%

Police Officer 2018/2019 Turnover Rate: 6.74%

3.1.2 PCSOs

Our current PCSO target operating model shows a reduced number of PCSOs from last year's position as we reduce to the planned target operating model level of 178 FTE. The increase in the turnover rate is as a result of many PCSOs joining us as police officers during the 2019/20 officer intakes. Natural turnover continues to be stable (i.e. those not leaving to join as an officer).

PCSO Total Workforce

Total Workforce as at 1 April 2020 was 169.29 FTE.

This is a decrease of 54.22 FTE on the 1 April 2019 position which was 223.51 FTE

PCSO Turnover Rates

PCSO 2019/2020 Turnover Rate: 28.46%

PCSO 2018/2019 Turnover Rate: 10.44%

3.1.3 Police Staff

We previously set out our ambition to achieve a police staff target operating model of 1100 FTE by the end of 2019/2020. Changes to both the local and national landscape, such as the Police Uplift Programme, have meant that we have been required to review this carefully as part of our organisational efficiency review programme, balancing operational effectiveness and savings requirements.

Police Staff Total Workforce

Total Workforce currently stands at 1221.76 FTE. A number of known activities have increased the workforce total from last year, most significantly the TUPE transfer of staff from South Yorkshire as we launched our new People Services department, alongside us filling vacancies resulting from organisational reviews.

Police Staff Turnover

Police Staff 2019/2020 Turnover Rate: 12.37%

Police Staff 2018/2019 Turnover Rate: 10.60%

The robust governance of recruitment activity through the Resource Management Group will continue during 2020/2021.

3.2 Absence Levels

Our sickness absence percentage is calculated based on the total hours lost to sickness versus the total working hours available.

The overall sickness absence rate for police officers for the financial year ending 31 March 2020 was 4.0%. This is a slight increase on the previous year's rate of 3.8%, however it remains below the national average of 4.2%.

The overall sickness absence rate for police staff was 4.4%. This is a slight increase on the previous year's rate of 4.2%, however it remains below the national average of 4.6%.



4.

PLAN ON A PAGE DELIVERY – KEY ACHIEVEMENTS

Ensuring Humberside is a Great Place to Work

Throughout 2019/2020 a wide range of activities, resources and events have been delivered and developed to support workforce wellbeing, including:

- Production of a Well Together Strategy and activity plan mapped against the Oscar Kilo Blue Light Framework self-assessment tool, HMICFRS and our Plan on a Page
- Building and improving partnerships and relationships with UNISON, Police Federation, Welfare & Benevolent Fund, the Forum, Harrogate Homes, Police Care UK, National Police Wellbeing Service MIND, Copper Pot and Police Mutual
- A Well Together conference for 200 officers and staff held on 29 November 2019
- The National Police Wellbeing Service van touring the force from Monday, 25 November until Monday, 9 December 2019 offering wellbeing check-ups (physical, mental and financial advice)
- Performance events took place (November 2018 and January 2019) with presentations to all first and second line managers on performance procedures, PDR and CPD, including the development portal. A wellbeing input by Trans2Perform also helped managers identify and understand wellbeing matters associated with performance management
- Increasing the number of Wellbeing Champions by identifying and improving training opportunities and support
- Wellbeing assessments that were part of the shift pattern implementation
- The PDR conversation template includes a requirement to explore health and wellbeing
- Leadership training covers the importance of wellbeing (first line supervisors and leadership master classes, such as how to lead high performing teams)
- Installation of gyms at Melton and Clough Road Police Stations, with plans for other stations such as Grimsby and Melton
- Reduced cost of corporate gym membership available to all staff using local authority gyms
- Cycle to work scheme
- Menopause Action Group (part of WIN/Forum) and our first menopause policy and guidance document to managers and staff
- Involvement with the disability support group (part of the Forum)
- Ownership of special educational needs support, e.g. dyslexia support
- Became a disability confident employer in February 2019
- Andy's Man Club engagement and advertisement (Local men's support group) with support to create a Humberside Police version via The Forum

- Police Sports UK member and Sports Policy
- Police Care UK (PCUK) successful funding bid submitted for wellbeing resource (10.6.19) resulting in recruitment of a Wellbeing Coordinator and a Wellbeing Advisor on a two year fixed term contract.
- Successful bid to PCUK for suicide awareness and prevention seminars across the Force (December 2019)
- Successful bid to PCUK for funds to furnish three wellbeing rooms across the force (9 wellbeing rooms in total planned) December 2019
- Successful bid to PCUK for funds to support a member of staff to attend residential alcohol rehabilitation for one month (January 2020)
- A further review of the design of the Health and Wellbeing internal services will take place following the uncoupling from the collaboration in response to the Hull University review of our organisational psychological needs.

In addition to these force wide wellbeing initiatives, commands and departments have also created their own initiatives, in line with the Oscar Kilo framework and the force wide plan, allowing for a tailored and proactive focus across departments and reporting directly to the Well Together Board. This local activity is captured via local activity plans which feed into the force level plan. All commands are represented at the Well Together Board to contribute and feedback the commands local wellbeing activity, which is also in line with the Oscar Kilo Blue Light Framework self-assessment tool, HMICFRS and our Plan on a Page.

Attracting, Recruiting and Retaining the Right People

Over the course of 2019/2020, in addition to the core activities of our recruitment and learning and development teams we have delivered a number of development initiatives including a “9 box grid” process to help identify talent. This forms an integral part of the annual performance review process and allows employees and managers to have an open conversation about how their performance is aligned to their long term aspirations. This has focussed individual development plans on activities that are aligned to the force’s strategic objectives and are tailored to the employee’s aspirations and future potential. 9 box grid ratings form part of our e-PDR system and are corporately reportable, resulting in an increase in organisational intelligence regarding staff performance and development needs, allowing the force to better identify and plan targeted development interventions.

We have undertaken a standardised review of all senior ranks to identify current and future potential as part of our succession and talent management plan. We ensured that the sequencing of promotion boards was carefully planned in for the period in order to respond to workforce information by maximising the opportunity to align these to both national exams and local pipelining needs. The sequencing resulted in the broadest pool of eligible applicants possible, helping us to identify those ready ‘now’ for promotion, alongside supporting those with aspirations for vertical progression with clear development plans to meet future resourcing requirements.

Our Diversity, Equality and Inclusion board activity continues and we are working to help increase confidence in reporting sexual orientation and disability. We have increased the proportion of LGBT and disabled employees from 2.2% and 3% respectively at the end of 2018/2019 to 2.7% and 4.1% at Q3 2019/2020.

This year we signed up to a commitment with equality charity Stonewall and implemented changes under their continued advice and guidance, with a view to becoming a top 100 inclusive employer. This commitment underpins a clear message that we care and are listening to our LGBT+ employees, which in turn increases the confidence to declare sexual orientation. We have worked hard on improving female representation within the force and have engaged with the workforce and our communities, which has resulted in an improvement in our representation rate for female police officers, which currently stands at 35.7%, in comparison to a national average of 30%.

Developing our People

Developing our people, driving performance and investing in leadership skills for the future is a core part of our new People Strategy. As a result of our renewed national profile and improved performance, we have seen a major increase in the volume of external applications for vacancies and force promotion processes.

Our Learning and Development (L&D) Board, established during 2019 and Chaired by the DCC, provides strategic oversight of the Force Training Plan, developed through information and intelligence provided through from the Resource Management Group information, Strategic Threat Assessment, Talent and Leadership Board and local training needs.

We have installed and put into operation a Hydra training suite at our training centre. This suite has allowed live training scenarios to be delivered to delegates in a flexible and controlled environment and has greatly improved the quality of our training delivery.

This year we have successfully applied to become an approved centre for qualifications with Skills for Justice. In addition to securing funding for a pilot leadership and management programme with Trans2Perform, we have trialled new internal courses, run whole force inputs and made fantastic use of hydra including:

- Launched the new PiP2
- Force wide vulnerability training
- Problem solving training
- Crime prevention
- Regional county lines

We have delivered performance management workshops to all force supervisors, covering professional standards, how to get the best out of the personal development review process, how to make the most of professional development and how to deploy the forces wellbeing resources effectively.

Managing Our Resources Effectively

Effective resource management is the cornerstone of our People Strategy and as staff represent our biggest cost, our financial strategy as well. Over the course of 2019/2020 we have delivered the following activities that have supported effective resource management.

Promotion planning has been reported to the Resource Management Group (RMG) meeting to ensure we can accurately plan and prepare for promotions processes, and to ensure this links with the wider leadership agenda. We have created a key critical post and skill map linked to succession planning to minimise unforeseen critical skill loss and identify individuals that could be a flight risk. As a result we are in a more informed position in relation to our global resourcing position and are able to better respond proactively to emerging capacity and capability issues.

We have developed our intelligence around the current and future capacity gap within the detective arena, resulting in the development of the fast track detective programme, which began in November 2019. As a result of this scheme, 10 detectives have joined the force, which has reduced our capacity gap, bringing in fresh skills and ideas.

We have developed disposition sheets using HR workforce data to produce accurate timely and automated provision of the staffing and skills detail, including to officer level, across all commands. This includes TASER, PSU, LSO, tutor assessor and response driver currently, further work is ongoing to expand this area. As a result, operational supervisors have access to real time staffing information to inform local deployment decisions and improve the effective management of staff and teams.

4.2 RESOURCES – KEY ACHIEVEMENTS

Improving the Efficiency and Effectiveness of our Processes

As a result of our careful resource management and a robust monitoring of expenditure through COG, the DCC's monthly performance meeting and the monthly Local Accountability Meetings (LAM's), we fully delivered against our savings plan for 2019/2020 including, for example, a 9% reduction in overtime expenditure.

We have implemented the process mapping software 'Skore', which allows users to capture business processes at the speed of conversation in a virtual environment. The system also has the ability to provide live time insights into the process itself utilising analysis from a lean perspective, identification of resources required and opportunities for process automation.

We have continued to deliver reviews in line with our Change and CI Programme resulting in a number of cashable savings which have contributed to the achievement of our Savings Plan requirement for 2019/2020. By taking a continuous improvement approach, we have also improved the efficiency of a number of processes and systems to make the best use of our resources and remove unnecessary activities.

In order to improve decision making and accountability within the force, over the course of 2019/2020 we have undertaken significant work to bring online the Power BI platform for management information and reporting. We have successfully been working with other forces and software experts in order to share Power BI implementation learning in preparation for implementation and possibilities for users. As a result, we are now rolling-out automated performance dashboards that will allow officers and staff at each level direct access to extensive up-to-date performance and demand data. This summary and granular level detail will increase their capability to make evidence-based decisions in relation to the quality of local policing services, officer deployments and improvements to working practices.

Furthermore, this will improve the efficiency of our processes and increase capacity in the central Performance and Demand Team to allow more time for deeper analysis, and to develop new performance and demand management techniques.

Using Technology and Data Effectively

This year we transitioned the workforce to a more agile operating model. A total of 1072 laptops have been purchased and deployed to every front line police officer and 1700 mobile phones with pronto access have also been rolled out. Our mobile device investments have supported increased opportunities in respect of public engagement and meeting the growing expectations from the public that our officers are as digitally enabled as they are. We have internally and externally communicated messages outlining the expectation that our officers work in an agile way, from coffee shops for example, rather than returning to the police station to complete administrative tasks. This increase in visibility has improved public perception of the force and built relationships with the community.

During 2019/2020 we created a new Digital Innovation Team funded by the Office of the Police and Crime Commissioner. The team have revisited our Digital Strategy and, in support, developed a refreshed Digital Delivery Plan which comprises a programme of technological innovations to improve services to the public and support our people in improving our efficiency and effectiveness. The team work closely with the rapidly growing tech community in Hull based in the Centre for Digital Innovation and in February 2020 held their first "Bright Spark" innovation event. As a result of this event nearly one hundred ideas and project proposals were generated by front line staff, which will then be subject to feasibility study and business case development.

As detailed earlier in this document, we have implemented 'One Consultation' - a fully managed, customisable virtual consultation service that leverages existing Skype for Business. It provides a secure virtual consultation room that a police officer can join using Skype for Business and that a member of the public can join via their web browser on either their smartphone, tablet or PC. This has allowed us to meet with victims and witnesses to take statements, complete assessments and carry out appointments completely virtually and as a result has improved our contact times with victims of crime. This system was particularly effective during the initial stages of the Covid-19 pandemic where statements were taken which, due to social distancing and self-isolation guidance, may have been delayed. This resulted in the removal of any potential delays in investigations.

To support our remote consultations, we have implemented 'Adobe Sign', providing the ability to capture e-signatures on witness statements in a safe and secure manner. It complements the video appointment system (One Consultation) and enables our people to complete the end-to-end statement process including obtaining the signature. This improves our investigation process as the signed statement is obtained in a timely manner without the expense of postage.

We have rolled out tracking software which provides every Sergeant and Inspector with the ability to access real time visual telematics mapping of vehicle location and movement. The Force Control Room also has access to this software. As a result of this supervisors can now map vehicles and their resources in support of effective productivity and deployment decisions.

We have developed and rolled out a new anti-corruption reporting system, 'Bad Apple', and companion mobile app. This system allows officers and staff access to a variety of secure methods to report concerns. As a result of our innovative work around anti-corruption we are held in high regard by the Independent Office for Police Complaints who stated in January 2020 that our approach to anti-corruption should be applauded.

Our IT services department has continued to adapt and be responsive to the ever-changing needs of the force. In March 2020 in response to the Covid-19 pandemic our IT services teams coordinated the technology required to support effective social distancing and several hundred members of staff working from home. As a result, we were able to maintain or increase productivity levels throughout the pandemic response period.

Improving Our Planning and Decision Making

During 2019/2020 we developed a more focussed and wider ranging Corporate Planning Framework. The framework sets out how we will plan for the future and gives a clear line of sight at all levels of the organisation, from the overarching Police and Crime Plan and Plan on a Page, down to individual team and department plans and objectives. This has allowed force leaders to ensure that their efforts are focused on delivery of the overall force vision while allowing every employee to see how their contribution fits into the bigger picture. This led to the development of our Strategic Delivery Plan, setting out the key activities we will be delivering over the period 2019-2021. This has ensured that our force wide planning processes and individual objective setting activities are aligned to the Plan on a Page.

We have successfully utilised advanced demand modelling tools such as 'Response Calculator' to model shift pattern efficiency, abstraction levels, deal and travel times and crewing levels. This resulted in a number of patrol efficiencies, including 6% faster attendance times, 8% improvement in double crewing and a 5% reduction in other task time. We implemented a new shift pattern in the CID in February 2020 which now provides better coverage when compared to our current demand and is better from an officer work life balance perspective.

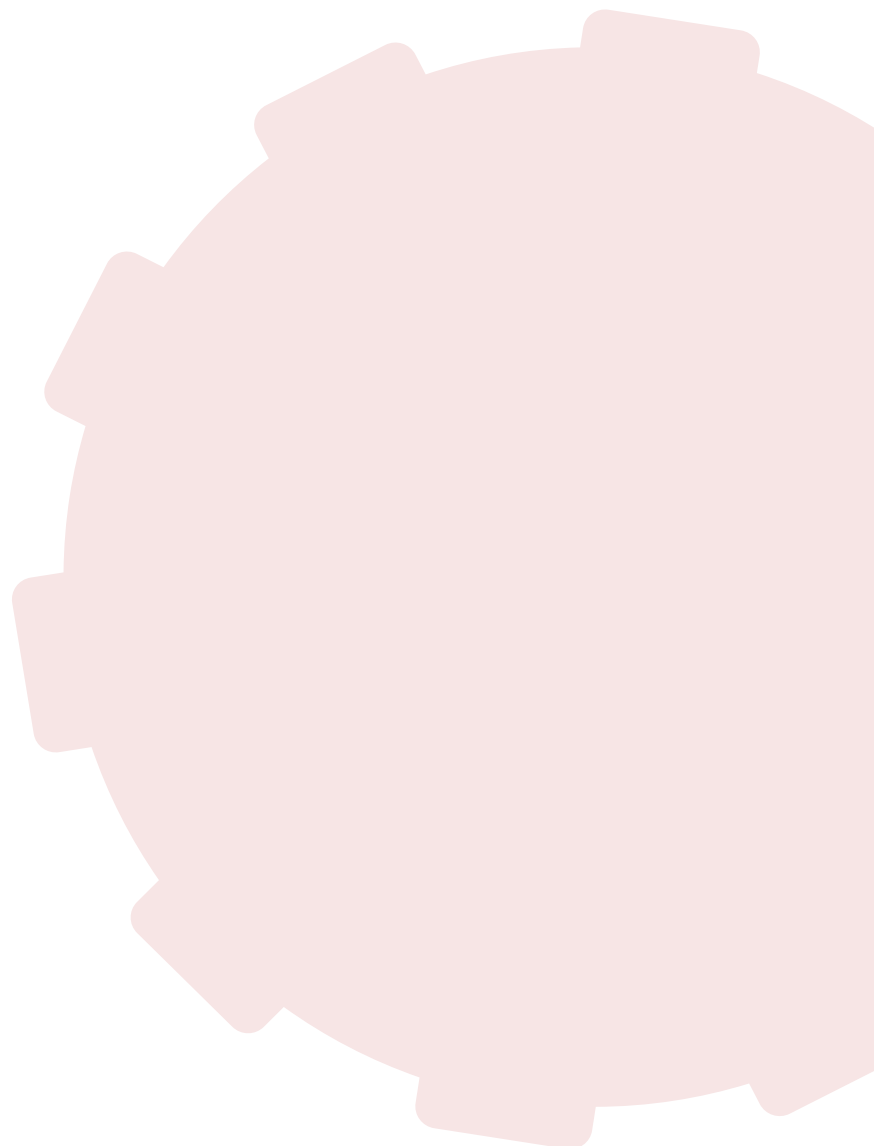
Making Evidence Based Decisions

We have implemented a range of improvements in the use of intelligence within our Force Intelligence Bureau (FIB). Since July 2019 we have produced monthly scanning documents, thematic reports which keep leads informed and identify intelligence gaps, recommendations from which are communicated to the wider police community and partners.

Over the past year the FIB have developed and implemented a portal for partners to submit intelligence straight to the FIB, where it is then developed and disseminated to the relevant department. As a result of these improvements intelligence submissions have increased from around 100 per month (May 2019) to 351 in January 2020.

A performance management structure was implemented in 2019. In hierarchy these are the DCCs Victim Focussed Monthly Performance meeting, monthly Command Local Accountability Meetings (LAMs) and monthly shift Team Accountability Meetings (TAMs). These meetings scrutinise a wide range of performance themes including supervisory reviews and investigation plans. These measures have ensured that the productivity and performance of the workforce is managed and that the quality of the work undertaken is of a high standard.

Reviews undertaken as part of our Change and Continuous Improvement Programme are evidence based, not only engaging with staff to identify issues and opportunities but also using key data such as demand and performance to inform opportunities for improvement.



4.3 CONNECTED – KEY ACHIEVEMENTS

Understand and Prioritise the Needs and Demands in Our Communities

Understanding the demands and needs of our communities is a fundamental part of our work that underpins our planning and performance management processes.

We have undertaken a comprehensive demand analysis, identifying repeat callers, locations and incident types of exception each month. This is reported to the DCC through the Victim Focus Report and Force and local Tactical Tasking Coordination Groups. In March 2020, the outstanding repeat victim percentage sat at 7.8%, this is an improvement from the 9.7% that was observed 6 months ago in October 2019. When comparing all victims, for 19/20 against 2018/2019 there have been a similar percentage of repeats, with unique victims experiencing 2 or more crimes at 21.2% in 2018/2019 and 21.5% in 2019/2020. However the total number of victims for the force has dropped when comparing 2018/2019 and 2019/2020 by 2%

We undertook a Neighbourhood Policing Review supported by a detailed review of demand and resources to ensure the model was focussed on both the local and strategic requirements to support our communities.

We successfully developed and launched our 'Right Care Right Person' initiative which is a phased programme of partnership working and withdrawal from certain types of demand that ensures vulnerable people are given the right care and support when they are in crisis. We are committed to protecting the most vulnerable in our communities and where there is an immediate risk to life or a risk of serious harm, we will still attend. However, when agencies call us about issues which don't meet the threshold for police intervention we will signpost them to the most appropriate service to take primacy. We have been working with mental health care providers, NHS representatives, local authorities and both of our local ambulance services to let them know our plans and give them plenty of time to make changes to the way they work. As a result of this initiative we have already seen a reduction in related requests for service and more vulnerable people have now been dealt with by an appropriate person.

Be Accessible and Engaging

Our major public engagement initiative, Humber Talking was launched as a pilot in 2018 and since spring 2019 has been a key priority for every Neighbourhood Policing Team, who have the ambition to knock on the door of every household in the Humberside Police area.

Teams have knocked on over 112,000 doors so far to ask a short series of simple questions. The results are inputted directly into our My Community Alerts (MCA) System where each Neighbourhood Policing Inspector can see the key issues and concerns within their patch – down to street level. MCA provides a dynamic record of the issues and the local teams are then able to prioritise their resources accordingly. Sometimes the issues that have been raised are for partner organisations to deal with, in which case the local officers highlighted the issue with the relevant partner.

In addition, over 30,000 people have now signed up to the 'My Community Alert' system and reported confidence in the force is high and continuing to rise. Between August and December 2019 alone there were sixteen positive news articles featured in the local press outlining the "you said we did" aspect of the community alert system.

Our social media training has shifted the focus of our social media towards two-way engagement. More than 350 officers from across Neighbourhood Teams, Patrol teams and CID are posting regular updates about their work and interacting with the public directly. As a result of our improved engagement 81% of Facebook users agreed or strongly agreed that the Humberside page gave them confidence in the force, up from 54% in 2018.

From July 2019 we implemented a Digi Desk in the control room to enable two way engagement by social media. This allows the FCR to manage service response by channel and by priority of contact. This desk is staffed between 08:00 and 21:00 and the member of staff covering this position is also available to answer 999 calls between enquiries.

Our front counters have been enhanced to enable them to take switchboard calls. This also sees a reduction in double keying in the FCR, improved the service we provide to victims and has created additional capacity in our Force Control Room at no additional cost, enabling the improvements to our answer times and abandonment rates.

Our call handling has improved further from an already strong position across the board as a result of this, for example 101 abandoned calls in 2018/2019 was 2.7% and in 2019/2020 the abandoned rate was reduced to 1.7%.

We have endeavoured to make Humberside more physically accessible for both staff and visitors and have made a range of disability improvements to improve access and provide equal use of the working environment.

Collaborate in Effective Partnerships

Working with other organisations to support delivery of shared objectives and the best interests of the public is a core part of our day to day work.

We are part of the six regional northern forces working together to develop and embed a multi-agency domestic abuse approaches. Working in partnership across criminal justice, civil and family courts, third sector and statutory service, the scheme aims to better support victims and survivors of domestic abuse and crucially, pro-actively target the most harmful and serial offenders.

We are in the process of embedding the Multi Agency tasking & Coordination (MATAC) principles within the force. MATAC focuses on the offenders of domestic abuse (DA) and using a scoring system based on risk, frequency, gravity and victimisation, a multi-agency meeting is held with similar principles to MAPPS and MARAC. This has commenced on our South Bank command in 2019/2020, with roll out on the North Bank on going.

Mental health equates to a large proportion of our demand. We have successfully developed our partnership with MIND, which is a mental health charity that currently operates within the Force Control Room. From the 2 March 2020 we increased the provision of mental health support, so that the hours of operation are 1300 - 2300 hours 7 days a week. This service is available for patrol officers who, when dealing with mental health incidents, can contact MIND for advice. FCR staff can also transfer calls to MIND so members of the public can speak to someone who can signpost them to the most appropriate help and support and access services on their behalf. Since the increased provision of mental health support in the FCR a total of 783 logs have had MIND input in which 683 people have been assisted. Prior to the increased provision in the months March 2019 to February 2020, MIND assisted 1767 logs and spoke to 967 people on the phone, compare this to March 2018 to February 2019, 1926 logs assisted and 1117 people spoken to on the phone.

We have continued with our Strategic Collaboration with Hull University. As a direct result of the innovative partnership work underway, the University were successful in securing £250k funding from the Higher Education Initiative Fund (HEIF) to fund a number of academic programmes of work and studies with our teams.

This is supporting a number of doctoral and masters studies, plus student internships, over a three year period and is supporting improvements in key operational areas such as domestic abuse and county lines.

Work will also be progressed in relation to digital solutions to support our predictive policing programme to inform proactive patrols and intelligence access to reduce crime and repeat offences, particularly in relation to domestic burglary. Other examples of joint programmes of work include:

- **PhD Cluster** - The Better Policing, Safer Communities PhD cluster has recruited six students, who began their PhDs at the end of September. The PhD topics cover domestic abuse, violence prevention, child criminal exploitation/county Lines (two projects), online child sexual abuse and the use of nudges in policing.
- **Virtual Reality – Digital Crime Scene Investigations** - Work has been progressed between the force and the University (with input from Regional Forensic Services colleagues) to develop virtual reality crime scenes to support training in crime scene investigation for officers. Initial models are now under development.
- **Recruitment and Selection Process** - Dr Felix Wye of the University is working with our People Services team to enhance our selection process for candidates to support improvements in job performance and stress resilience in policing.
- **Occupational Stress Risk Assessment of Control rooms (in collaboration with Humberside Fire & Rescue)** - This is a two-phase project to undertake a stress risk assessment in the Police and Fire Service Control Rooms and is being led by Dr Fiona Earle (Director for Centre for Human Factors)
- **Fraud Prevention** - The appointment of a placement student to work with the Fraud Prevention Team to support the development of innovative approaches to fraud prevention and assess effectiveness.
- **Leadership Portal** - DCC Rowley led the design and development of the Humber Professional Development Network (HPDN). This online platform, developed with support from University colleagues, alongside 17 public and private sector organisations, now provides a practical and professional network to support and develop senior leaders in small, medium and large organisations across a variety of sectors in the Humber Region. This is the UK's first cross-organisation regional network for the development of senior leaders.
- **Academic Support** - Academic inputs have provided inputs to support wider organisational development and cultural evolution. An example being the Nudge Masterclass presented at our Quarterly Leadership Team meeting by Professor James Connolly and Humberside Police's Head of Communications.
- **Force Support** - DCC Chris Rowley presented to students in the University on the subject of 'Policing then; Policing now' as part of the initiative within the Strategic Collaboration Programme to ensure understanding of Policing in the 21st Century and the wider opportunities available to students within policing.

4.4 COMMUNITIES – KEY ACHIEVEMENTS

Keeping People Safe and Protecting Vulnerable People

In October 2019 we successfully commenced a pilot initiative to deliver a pro-active resource to address vulnerability and harm within communities. The resource is branded as Operation Galaxy and has achieved significant results, with a variety of tangible outcomes associated with both vulnerability and serious and organised crime. As a result of this operation, between October and March alone we made 298 arrests, seized over half a million pounds worth of drugs, over £50,000 in cash and over £30,000 in other assets, made 56 OCG disruptions and located 9 high risk missing persons. The Chief Officer Group have recently sanctioned that Operation Galaxy will become a permanent feature, supporting improvements in proactive policing and performance outcomes for the resources invested.

Money laundering remains a threat area used to facilitate all serious organised crime. The use of financial investigators in tackling Organised Crime Groups is a key investigative tool for all Senior Investigating Officers (SIOs). We have enlarged our Economic Crime Unit to increase capacity to work with our Serious Organised Crime Unit to address this threat and over the 2019/2020 period a total of £965,262.14 has been taken from Humberside criminals.

During 2019/2020, we have completed the implementation of our Domestic Abuse Coordination Team (DACT), a 24/7 dedicated function within the Force Control Room. This has improved our initial risk assessment of domestic abuse incidents as they are reported, including the immediate interrogation of force systems including PNC and PND to devise an early appraisal of the risk to the victim(s) and the most appropriate safeguarding response. When comparing January to March 2019 with the same period in 2020 (pre and post the full implementation of the DACT), recorded domestic abuse crimes reduced by 5.6% indicating the positive contribution of the Team in providing the right response for victims.

Over the festive period in 2019 we delivered a Yuletide engagement campaign focussing on domestic abuse, personal vulnerability, loneliness and isolation. The campaign involved targeted messaging both online and through physical media, with bespoke communications such as Christmas cards sent to previous victims and offenders and nearby neighbours. An online poll was included and generated a wealth of feedback for future domestic abuse campaigns. As a result of this activity we saw a 10% decrease in recorded domestic abuse offences when compared with 2018, and a 2% reduction in recorded incidents. Repeat offenders and victims were targeted directly during the campaign. None of those offenders target reoffended during the Christmas period and none of the victims reported an incident.

2019/2020 saw the rollout of our new Missing Persons policy and procedure in response to growing demand. Our Missing Persons team consists of five people and a Detective Sergeant, and have been engaged in a range of problem solving and partnership work with a view to addressing the root causes of missing incidents and prevent reoccurrence, particularly in relation to children missing from care. As a result of this work we have seen a 12% reduction in reported missing persons from children's homes from April 2018/2019 to April 2019/2020.

In partnership with Safer Roads Humber, as part of a continued focus on positively changing driver behaviour, we have successfully delivered a range of road safety initiatives, including summer and Christmas drink driving campaigns,. This has contributed to a reduction of 10% in the number of people killed or seriously injured on Humber roads in 2019 when compared to 2018.

Tackling and Investigating Crime and Anti-Social Behaviour

Progress has been made into seeking the assistance of our local authorities and partner agencies in supporting the fight against organised crime. This is particularly evident through the strength of our Organised Crime Group gold and silver meetings, which are well attended by partners and the Crime Safety Partnerships, supported by the Office of the Police and Crime Commissioner. These along with the introduction of our partnership intelligence portal are enabling us to enrich community data to support the serious and organised crime local profiles. As a result of our improvements we have increased organised crime group disruption figures from 83 in 2018/2019 to 180 in 2019/2020.

In 2019 we have sought and received internal reviews of our SOC capability and capacity from HMIC, the National County Lines Coordination Centre and a Home Office Subject Matter Expert. The results of these reviews have been considered to enable us to ensure we are working in the most efficient way with the resources available to us to meet demand. As a result of this work we have improved our mapping of organised crime groups which has increased our intelligence levels feeding into our proactive initiatives such as Operation Galaxy.

In late 2019 we successfully introduced the Modern Slavery and Human Trafficking Investigation Team within our Major Crime Team. This is helping us to address the gap in response we have to these crimes and now the risk to the communities of Humberside can be better understood and assessed. As a result we have seen an increase in modern slavery investigations of around 14% as this hidden demand has become better understood in the Humberside region.

We have undertaken a major programme of work to improve investigations. Positive outcomes have increased for investigations related to Protecting Vulnerable People from 8% to 9% in the last two years. We have also seen an improvement to completing cases. In 2018, the majority of cases took 6-30 days to complete but in 2019 the majority of cases took 1-5 days. When looking at data for 18/19, 6.7% of cases took longer than 100 days from creation to detection, in 2019/2020 this reduced to 4.8% of cases.

Operation Yellowfin, focussing on motorbike crime, has continued throughout 2019/2020, resulting in the seizure of 20 vehicles in the first quarter of 2020 alone, supporting reductions in ASB in these localities.

We have invested in a dedicated roads crime unit made of a Sergeant and 6 PCs, with an additional dedicated dog handler on the team. The team have bespoke cars for this purpose, and we have invested in new ANPR technology to ensure that they are tasked in a fast time way based on current threats and risks from OCGs and County Lines gangs.

In November 2019 our Early Intervention Teams received national recognition via shortlisting for the Howard League Community Awards, as a result of their outstanding work alongside partner organisations to prevent anti-social behaviour. As a result, our children in care diversionary work with North Lincolnshire Council was awarded a Howard League Commendation for Excellence. Also in November our Scunthorpe Urban Neighbourhood Policing Team attended the national Chartered Institute of Environmental Health Awards as a result of their joint work with North Lincolnshire Council to serve closure orders against a number of properties contributing to crime and antisocial behaviour.

We have continued to work hard at tackling anti-social behaviour (ASB) in the community and this data is now regularly fed into our performance documentation such as the Victim Focus Report and force and local Tactical Tasking Coordination Group. When comparing the 2018/2019 period with the period for 2019/2020 we have recorded 6.2% fewer ASB incidents.

As a result both of Home Office funding, and force commitment to increase the number of officers able to deploy with a Taser, we have moved further towards the Chief's ambition to have 40% of all patrol officers Taser trained. We have increased the number of Taser trained officers to over 340 front line staff, in addition to 90 within the armed response teams.

Developing Place Based Teams

We have rolled out our new Neighbourhood Policing Strategy over the course of 2019/2020. Our approach is focussed on tailoring the response to the local area, with named officers and PCSOs across each ward. The previous culture of being highly visible to the public remains, but our officers are now much more involved in tackling crime, such as acting as a single point of contact for vulnerable individuals, problem solving and application of OSARA, organised crime group management, addressing repeat suspects, victims or locations and working with key partners. Volumes of intelligence submissions are increasing, with an increase of 37.5% from 2018 to 2019, commonly relating to drugs supply, weapons, organised and serious acquisitive crime.

We have delivered a range of innovative training to frontline teams to support problem solving and neighbourhood policing. Our training has taken a whole force approach, involving staff from all policing functions, to ensure that problem solving is truly embedded.

We have continued to increase our officer numbers throughout 2019/2020, ahead of the proposed national uplift programme. We now have around 500 more police officers when compared to 2016, reflecting our commitment to focus on highly visible community policing. As a result of this our service to the public has continued to improve, with reduced patrol response times across the board, and our time spent dealing with incidents has also improved.

In summer 2019 we launched our Community Speedwatch initiative, which allows residents, particularly those in rural communities, to become police-trained volunteers monitoring vehicle speeds in their communities, with the aim of changing the behaviour of some road users who drive above the speed limit. As a result of this initiative we have trained over 200 volunteers and have issued over 1500 letters of advice.

Building Public Trust

Our Community Safety Team has continued to develop and maintain excellent partnership working with schools, religious groups, retail and entertainment venues and third sector organisations. Work over the course of the year has involved presentations to over 31,000 school pupils on knife crime, over £200,000 worth of goods seized through joint warrants with trading standards, and a major programme of work with problem premises, resulting in a 28% decrease in alcohol related crime in the six months leading up to February 2020.

In July 2019 we completed the roll out of body worn video systems to front line staff to support victims by improving the evidence available for criminal proceedings, to improve transparency and build public trust, and to protect our officers from aggressive behaviour and vexatious complaints. Supervisors and leaders also now have a thorough understanding of how the force uses Stop and Search and can drive performance in this area. By April 2020 we were completing around 450 searches per month, an increase of 144% when compared to 2019. Positively, the figures for searches that result in an arrest have risen from 15% in April 2019 to 21% in April 2020, demonstrating the improved effectiveness of our approach.

We successfully responded to a declared major incident in February 2020 following serious flooding in the Snaith and East Cowick area of East Yorkshire. This involved a number of strategic groups delivered with various partners to safeguard the community and mitigate the impact of the incident on property. Force Commanders chaired public meetings to engage with residents throughout and as a result of the response a high volume of praise was received and strong engagement and trust has been built with the affected communities.

We trained an additional 21 officers in Wildlife Crime, reflecting our continued commitment to rural communities. This took our total trained officers to 60, one of the highest numbers for any force in England and Wales.



5.

PERFORMANCE AND DEMAND SUMMARY

5.1 PEEL Inspection

Throughout 2019/2020, we have continued to engage extensively with Her Majesty's Inspectorate of the Constabulary and Fire and Rescue Service, building on a positive working relationship that has contributed to genuine improvements in policing and services to the public.

A great deal of work has been undertaken through planning and liaison to prepare for the new PEEL 2020 inspection framework and to ensure this is now part of the overall business and the corporate planning process. For 2019/2020, the judgements from our inspection in 2018 remain formally in place, having been graded as 'good' across all three pillars and ten questions.

QUESTIONS	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
YEAR	EFFECTIVENESS					EFFICIENCY		LEGITIMACY		
2015	-	-	RI	-	-	I	I	-	-	-
2016	G	RI	I	G	-	RI	RI	G	G	RI
2017	G	RI	RI	G	-	RI	G	G	G	G
2018	G	G	G	G	-	G	G	G	G	G

G = Good **RI = Requires Improvement** **I = Inadequate**

5.2 Areas for Improvement

A major programme of work has been undertaken through 2019 / 2020 to deliver the improvements identified as part of the previous inspection. The following areas for improvement were addressed to the satisfaction of our HMIC Liaison Officers:

Supervision of Investigations

- “The force should ensure regular and active supervision of the quality and progress of investigations. This supervision should be properly recorded.”

Over the course of 2019/2020 we have delivered an Improving Investigations programme. This has delivered bespoke training, BI reports for tracking, golden hour principle pro-formas, a file quality assessment tool and monthly inspector crime review audits. As a result of these improvements we have achieved 91% compliance for 28 day supervisor reviews, 96% compliance for investigation plans and major improvements in vulnerability identification and victim code compliance.

Consistency of Initial Safeguarding Assessments

- “The force should improve the consistency of its officers’ initial safeguarding assessments.”

In response to this we developed a new process that was rolled out fully in October 2019, improving the software used to make these assessments and to make supervisor reviews more effective. We have also delivered a range of training packages to improve consistency and have developed new reports to identify child victims, to ensure that the voice of the child is suitably considered.

Vulnerability on the Case Management System

- “The force should ensure that vulnerable persons, crime-related or not, are visible on the case management system.”

In response to this we delivered a range of process and recording improvements, as a result the new system has ensured that all vulnerable child and adult referral forms are visible to all staff.

Sex Offender Management Resilience

- “The force should review its resilience for registered sex offender management.”

In response to this the ViSOR Administrator for Lincolnshire Police was commissioned to conduct a peer review of Humberside Police MOSOVO Unit. This made a number of recommendations including an uplift in staffing of police officers and police staff. Four PC posts within the MOSOVO team were recruited based on recommendations from the peer review. Those staff were recruited are now in post. As a result of this we have suitable offender management ratios.

Counter Corruption System Monitoring

- “The force should ensure its counter-corruption unit has enough capability and capacity to counter corruption effectively and proactively; and can fully monitor all of its computer systems.”

In cognisance of this AFI, we have grown the anti-corruption unit staff by two full time Detective Constables. This has increased both capacity and capability to increase proactivity and effectiveness. We currently have the capability to audit all systems and force laptops. We have rolled out a programme of mobile phone replacement to enable us to monitor all devices, replacing windows phones with monitor-able android devices.

Referral to IOPC

- “The force should ensure it refers all applicable cases of corruption to the Independent Office for Police Conduct and records these from the outset.”

We have continued to do this and maintained our excellent working relationship with the IOPC throughout 2019/2020, who stated in January 2020 that “Humberside’s approach to corruption investigation is to be applauded”.

5.3 National Recommendations

In addition to work on areas for improvement, we have undertaken a major programme of work to respond to recommendations made by HMIC to all forces as a result of national thematic inspections into a range of subjects.

National Child Protection Inspection

This extensive national thematic inspection had a wide range of recommendations covering child protection investigation best practice, capturing and acting on the “voice of the child”, appropriate record keeping practices and improvements to missing-from-home processes.

In response to this there is now in place a robust performance framework and case audit process that tracks the standard of investigations undertaken, measures compliance in relation to the regular supervisory oversight and ensures they are well planned and documented and safeguarding considered. We have now seen a consistent performance above 90% in the PVP around regular and consistent 28 day supervisory oversight and investigation plans.

Audit work is undertaken monthly to check the standards of investigation and assess that the voice of the child is heard. This audit tool includes questioning around the voice of the child and results show that we are consistent in recording children’s views, good at updating them when decisions are made and excellent at seeing and dealing with their case expeditiously. The systems and processes within the four MASHs have improved significantly since the HMIC inspection and there are now consistent processes in place around strategy discussions, thresholds, and information recording.

The Poor Relation: Crimes Against Older People

This inspection made a range of national recommendations around assessing victim’s needs, understanding demand for adult safeguarding, and making appropriate referrals.

In response to this, over the course of 2019/2020 we delivered a range of improvements to adult safeguarding referral processes, vulnerability training and reports to understand demand. As a result of this we have greatly improved our services to victims with over 90% of enhanced victims contacted for support within 24 hours.

Cyber: The Police Response to Cyber Dependent Crime

This inspection made national recommendations around making the most effective use of specialist cyber skills through volunteers and specials. As a result of this we have recruited a cyber special with network vulnerability expertise and volunteers with malware and cyber security expertise, improving our capability for specialist response.

Fraud: The Police Response

This inspection made national recommendations relating to accurate and efficient fraud outcome referral and the development and publishing of policy. In response we have developed BI reports to identify appropriate outcomes and published a force Fraud Policy in September 2019 following a national review of best practice.

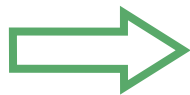
5.4 Demand and Performance

In 2019 / 2020 the force:

- Answered 154,449 emergency (999) calls, answering 91% of 999 calls within 10 seconds.
- Answered 377,588 non-emergency (101) calls, answering 88.3% of 101 calls within 30 seconds.
- Reduced the number of abandoned 999 and non-emergency calls
- 999 abandoned calls 2018/2019: 0.1%, in 2019/2020 the abandoned % was: 0.03%.
- 101 abandoned calls 2018/2019: 2.7% in 2019/2020 the abandoned % 1.7%.
- Achieved faster response times forcewide in March 2020 compared to March 2019, with response times to emergency calls reducing by an average of 1 minute 23 seconds. Average response times to emergency Domestic Abuse calls for service force wide reduced by 58 seconds from the April 18/19 average to the April 19/20.
- Comparing 2018/2019 to 2019/2020 in terms of incident volumes, Humberside has seen a slight increase of 1.5%. Looking at the top 3 grades, the following % change has been observed: Emergency (-26.2%), High (+9.3%), Prompt (-1.8%). The below shows the key incident demands and the percentage change when comparing 2018/2019 to 2019/2020:
 - Anti-Social Behaviour (-6.2%)
 - Transport (+3.1%)
 - Concern for Safety (+10.1%)
 - Suspicious Circumstances (+1.0%)
 - Missing Person (+13.0%)
 - Youth Related (+3.7%)
- 16,443 people were arrested for 31,518 offences in which there were 5,496 charges for the year 19/20.
- Caught 402 drivers using mobile phones, 105 not in a position to have proper control.
- Arrested 1,517 drivers under the influence or drink or drugs.
- Led 539 mentally ill people to a place of safety through the use of Section 136
- Has seen a reduction of -12% of reported missing persons from children's homes from April 18/19 to April 19/20
- £339,143.69 forfeited cash seized and over £237,570.14 in compensation being returned to victims of financial crime.
- Criminals sold assets and paid over £345,743.09 in confiscation.
- During the year a total of £965,262.14 has been taken from Humberside criminals
- Stopped and searched 3,047 people (plus a further 207 searches for vehicle only)

Comparing 18/19 to 19/20 in terms of overall recorded crime, Humberside has seen a reduction of 3.4%, below show the key crime types and the percentage change when comparing 18/19 to 19/20

- Arson & Criminal Damage (-1.2%)
- Burglary (-5.3%)
- Drug Offences (+15.2%)
- Misc. Crimes Against Society (-3.5%)
- Possession of Weapons (+5.3%)
- Public Order (+9.2%)
- Robbery (-14.2%)
- Sexual Offences (-9.7%)
- Theft (-12.9%)
- Vehicle Offences (-8.3%)
- Violence Against the Person (-0.3%)
- Domestic Abuse (+1.6%)



6.

FUTURE PLANS

It is now over two years since we developed our first Plan on a Page, which clearly articulated our strategic priorities and was designed to deliver our overall aim of 'Serving our communities to make them safer and stronger'. Much has happened since that time. We have made significant improvements across the force and this has resulted in us achieving 'goods' across the board in our HMICFRS 2018 PEEL inspection.

Some of the priorities in our Plan were reflective of the position we were in two years ago and the road we had to travel to achieve those 'goods'. But now, we can clearly evidence that we have delivered on many of those original priorities and this has led us to become the force we are today – respected for the quality of service we deliver and the improvements we continue to make to keep our communities safe.

Therefore, as we continue to evolve, we also need to ensure that our Plan develops with us and continues to reflect the organisation we are now and where we want to focus our efforts over the next two years.

With that in mind, for 2020/2021 we are refreshing and relaunching our Plan on a Page. This will help us maintain a focus on new and emerging priorities to support us achieve continuous improvement and our shared ambition of being an outstanding organisation.

In addition to the refresh of our strategic focus there are a range of major projects and initiatives we will deliver over the coming year to transform our organisation and deliver outstanding policing to our communities:

COVID-19 Response and Recovery

We will continue to respond to the Covid-19 pandemic through Operation Flame, our strategic operation to work with relevant partners to mitigate the impact of Covid-19 on our local communities, and to work together with others to promote recovery to a state of normality. We will deliver a structured recovery phase that will focus on improving the force by embedding the lessons learned around remote engagement with the public, partnership working and organisational efficiency.

Operation Uplift

As part of the national programme to provide 20,000 more police officers to UK forces, we will be initially progressing the first year of our Operation Uplift programme, to bring on board 97 new operational posts. 30 officer posts will be provided to form Safeguarding Units within our local policing command Domestic Abuse teams, 29 posts to support response and patrol teams across the region and 23 posts to support the permanent establishment of our highly successful proactive Operation Galaxy. Other specialist posts will be created in our Roads Policing Unit, Professional Standards department and to support rural policing.

Melton 2

The development of our 2nd major operational support building at Melton, centralising specialist crime functions, replacing the force control room, providing a new data centre and improving facilities for Special Operations. The £20m project will consolidate nearly 500 officers and staff at the geographical heart of the Humberside policing area. The project is intended to not only improve operational service delivery but also make efficiencies within the estate by removing poorly performing existing accommodation, and is in line with our objective to rationalise the estate as set out in our Estates Strategy and Asset Management Plan

Savings Plan Delivery

Following the successful delivery of our annual savings plan we have reviewed our programme in order to maintain reserves at the minimum permitted level. The overall requirement has now been reduced to £10m. This will be achieved through Change and Continuous Improvement Reviews, de-collaboration of HR, overtime reductions and non-pay savings, at a rate of around £2m per year.

People Strategy

Following the rollout of our People Strategy in March 2020 we will progress new strategies and action plans for Health and Wellbeing, Learning and Development, Talent and Leadership and Diversity and Equality. Our new People Services function will shift the traditional, reactive and slow service to a forward thinking, solution driven and professional offer. We will also continue to work with our new partner on the delivery of PEQF and continue with our programme of supporting the Health and Wellbeing of our staff.

Operation Galaxy and Proactive Policing

Following the changes in demand experienced throughout the COVID-19 pandemic, we will be intensifying our proactive intelligence-led Operation Galaxy as part of a strategic focus on gaining a crime fighting edge, to make the Humberside region truly hostile to serious criminality. Multi-disciplinary teams with specialists from across the force will be executing warrants, making arrests and protecting the most vulnerable people in our society. This operation will continue throughout the year, focussing on Serious Acquisitive Crime, sexual offenders, perpetrators of domestic abuse and disrupting and dismantling Organised Crime Groups linked to drugs supply and county lines.

Problem Orientated Policing

We will further embed Problem Orientated Policing as part of our Neighbourhood Strategy through a range of initiatives focussing on early intervention, crime reduction and partnership working. These initiatives will be delivered through application of the OSARA model and supported by meaningful dialogue with the public demonstrating the “you said we did” impact of their engagement.

Predictive Policing

As part of our strategic focus on proactivity and crime prevention we will be rolling out a range of predictive policing innovations. Software and process will support, for example, the use of predictive analytics to pre-empt the likelihood of burglary, using hotspot mapping and application of algorithms. This will allow us to focus our crime prevention activity in an intelligent and evidence-led way.

Core IT Systems

Our five core IT systems must provide the stability and usability required to support our whole organisation to be outstanding and innovative at tackling crime. Throughout 2020/2021 we will roll out our new Command and Control system and will then evaluate our provision of the other four operational systems of Case, Custody, Intel and Crime, with a view to ensuring we have a future proof platform for the delivery of our services.

Digital Delivery Plan

In addition to reviewing our core IT strategy we will be progressing our Digital Delivery Plan through our Digital Innovation team. Implement a range of software solutions to improve the accessibility of our services via our Force Control Room, GoodSAM video, Voice Analytics, A.I. Call Routing and further development of our Digital Desk.

