



**FORCE MANAGEMENT
STATEMENT & CONTROL
STRATEGY SUMMARY 2023-25**

Chief's Introduction

Welcome to our Force Management Statement and Control Strategy for 2023 – 2025. This document outlines our assessment of the threats facing our communities, the demands we are facing now and are likely to face in the future, our organisational position in relation to those threats, and what we intend to do to ensure we can continue to prevent crime, keep people safe and deliver the best possible service for victims.

Our communities have the right to expect that when they report a crime, they will receive a thorough and proportionate investigation, receive the necessary advice and safeguarding, and that the force has an effective and efficient operating model in place to deliver swift justice. This document therefore details our plans to build on our recent successes and continuously improve our quality of service to our communities, detailing where we intend to invest in and further develop our resources, including people, technology, processes and systems to continue to protect victims, prevent crime and pursue offenders.

Our people are our greatest asset and our continued investment in our workforce will be focused on enabling us to have the capacity and capability to meet current and future threats and demands. We will also continue our successful approach to collaborative working with our key partners, thereby ensuring we maintain a cohesive and focused contribution to achieving our shared aims and objectives.



Paul Anderson
Chief Constable

Our Control Strategy



Our Control Strategy, a key document of all Forces in respect of understanding and responding to operational threats and opportunities, details our long-term operational priorities for the force in relation to crime prevention, intelligence and enforcement. It provides all those with leadership and supervisory responsibilities with a clear framework of priorities to guide and support them in making strategic and local decisions on resource allocations.

The Control Strategy is not developed to address every issue but those that are having the most significant impact on the Force and therefore, our decisions around resourcing. Wider operational and organisational issues and opportunities are captured within and dealt with as part of our corporate governance frameworks.

Executive Summary

The country faces a number of challenges at present, the cost of living crisis, the risk of recession and inflationary pressures, and it is clear nationally that there is work to do to repair public trust and confidence in the police service.

Police Forces and other public bodies also face some significant challenges including balancing budgets in the face of increasing costs, the changing nature and complexity of crime and criminality, the need to keep pace with significant changes in technology and ensuring the wellbeing of our staff.

This is a pivotal moment that requires leadership, effective planning, and a relentless focus on putting victims first and these are all key features in our approach to ensuring we continue to provide an effective and efficient policing service to the public of Humberside.

In Humberside Police, we continue to maintain a robust approach to financial management. The force continues to have a solid medium term financial plan, with an achievable annual savings requirement of £1.5m per year, for which there is a track record of delivery.

This is supported by assumptions that we have made in terms of likely future budget impacts which have the potential to for a major impact on the force revenue budget including any future pay awards. A prudent use of reserves is planned over the next four years and a revised five year capital programme has been produced which will directly support our continued investment in technology, buildings and fleet.

In respect of supporting the wellbeing of our staff, the force continues to maintain low levels of sickness and long term absence, and again for this year has the lowest number of respondents indicating they were experiencing low morale in the Police Federation pay and morale survey. However, we are not complacent and recognise the challenges outlined above and that now more than ever, there is a need for us to continue to develop and deliver a proactive, preventative and supportive service model that meets the needs of all staff groups.

Overall contact demand has increased slightly with a significant increase in 999 call demand over the last year. The Force Control Room continues to perform very well, with low levels of call abandonment and consistently strong call answering times. We will introduce live chat facilities, and as a result, expect to see digital demand increase. However, we believe this may at some stage lead to an overall reduction in call demand. Our state of the art control room facilities, at our new build site Melton 2, are now fully operational and have been visited by many forces across the country

Responding to incidents within published timeframes has been identified as an area for improvement following the force PEEL inspection. Although performance is considered good, we have acknowledged that increases in Officer numbers provided us with the opportunity to review our current deployment bases. This resulted in deployment bases being introduced in Pocklington and Market Weighton and we will also be opening bases in Driffield and Brigg. This will ensure we can provide the timeliest response to incidents and remain within the heart of our communities including those in rural areas.

Executive Summary

The force remains committed to a place based policing model and will continue to further invest in Neighbourhood Policing. We will continue to deliver our Neighbourhood Policing Roadmap and will continue to improve the capability of our officers and staff in these Teams through the delivery of specialist training.

Anti-social behaviour remains a strategic priority for the force and a priority for all of our Community Safety Partnerships. Although the overall trend is downward the volume of incidents (and the disproportionate effect on deprived communities) required a renewed focus on partnership working. A detailed plan is set out in this document explaining how we will use our place-based model to deliver this. We will continue further develop our hotspot policing capability to ensure a proactive and effective response to those areas of identified nuisance and criminality including the application of innovative digital solutions, such as our Visibeat App, which ensures resources are focused on proactively addressing those issues that may lead to criminal behaviour and nuisance.

Tackling serious violence is a priority for all four community safety partnerships in the Humberside region and public expectation in tackling this issue remains high. In July 2022, the Humber Violence Prevention Partnership (VPP) was launched. A total of £3.5m will be provided by the Home Office to develop and operate the partnership over the next three years. It will identify the causes of violent crime and lead the local response to preventing and reducing violence through targeted interventions. The force has developed a Serious Violence Strategy 2023 – 2026 alongside the VPP.

Neighbourhood crime, including burglary, robbery and vehicle related crime remain a force priority and a focus for the force's community safety partnerships. Effective use of golden hour principles, and a continued focus on investigation and supervision improvement through our QATT process, which will be enhanced through a third iteration, improvements to the reporting outputs and a simplified process for front line officers.

Tackling Violence Against Women and Girls has been a priority in the force for some time and this is reflected as a high level threat within our force Control Strategy. Within the Humberside region, nineteen agencies across East Yorkshire and Northern Lincolnshire have agreed a shared approach to tackling violence Against Women and Girls. The partners include Humberside Police, the Office of the Police and Crime Commissioner, all four Council Authorities, Safeguarding Services, the University of Hull, the Probation Service and support agencies for those affected by violence and abuse.

Tackling domestic abuse remains a priority for Humberside Police and is central to our strategy to tackle Violence Against Women and Girls. Throughout the course of 2020, we completed a comprehensive review of how we approach domestic abuse, and the force is committed to further improve the service we provide to victims.

Executive Summary

Based within the local policing commands on the North and Southbank, the new 70-strong dedicated Domestic Abuse Safeguarding and Investigation Teams (DASIT) have been created specifically to support and safeguard victims by providing them the best possible service and care. Staff will receive dedicated training, and continuous professional development, specifically tailored to Domestic Abuse investigations. The Teams will be implemented throughout 2023/2024 and will ensure the integration of new and existing specialist resources, including Domestic Abuse Coordinators and Investigators dealing with high and medium risk domestic abuse crimes dedicated teams.

Rape and serious sexual offending remains a high scoring theme of criminality in the force assessment. Outcomes have improved significantly but we will continuously strive to improve the service and experience for victims. Operation Soteria Bluestone was launched as a response to the government End-to-End Rape Review, and the Home Office pledge to increase the number of rape cases making it to court. Humberside will adopt the suggested National Operating Model (NOM) in respect to Operation Soteria Bluestone.

The number of people identified as potential victims of Modern Slavery has been rising year on year, with over 10,000 people referred to authorities in 2019. The true number of people trapped in Modern Slavery is estimated to be much higher. Organised Immigration Crime has risen significantly in the last two years. Volumes of recorded modern slavery linked offences are relatively low but have risen in recent years and are forecast to rise following the implementation of our intelligence collection plan.

The Humberside response to tackling missing persons and reducing missing episodes is the Locate Team. The team was set up in 2020 with the aim to find those who are missing as quickly as possible, reducing any potential risk of harm and to ensure a problem orientated approach, preventing further missing episodes. Overall missing episodes have steadily reduced since the implementation of the team, and we aim to continue this trend by developing our capabilities further.

The implementation of Right Care Right Person has transformed the landscape of support for those in mental health crisis across the region, and extensive work is underway at a national level to roll out the initiative and its principles to other parts of England and Wales. We will develop the initiative further through our "Make the Right Call" campaign and by applying the demand management principles to other areas of demand if our analysis identifies those opportunities.

Offender management and reducing repeat offending remains a priority for the force and all of our Community Safety Partnerships. We will continue to review our capabilities and capacity in respect of offender management methodologies such as MOSOVO and IOM.

Executive Summary

Child sexual abuse and exploitation is an abhorrent crime. The force was pleased to have been selected to be part of the national HMICFRS thematic inspection and will continue to review capacity and capabilities in relation to this threat. To meet anticipated future demand and recognising the severity of this threat locally, regionally and nationally the force CSE team will be uplifted over the course of this year.

Homicide prevention continues to be a priority for the force, and our crime and policing measures data is encouraging. Our detailed plan sets out how we will protect vulnerable victims and pursue offenders, linked into our Serious Violence Strategy and the National Policing Prevention Strategy.

Tackling both supply and demand of illicit substances and tackling county lines networks remains a priority for the force. A key part of the Police and Crime Plan, the impact on communities of the demand for drugs is significant. Tackling drug use is also a priority for all four of the Community Safety Partnership.

Fraud continues to rise and is estimated to make up 40% of all crime. Last year there were nearly 8000 reported victims of fraud in Humberside. Fraud is a largely underreported crime, with data suggesting that only one in seven frauds are reported to the police, which suggests the true level of fraud is significantly higher. In terms of cyber and cyber enabled crime, the force recorded 5,395 crimes in the last full financial year that were flagged as having an online element. The force has worked closely with Action Fraud in recent years and is closely considering the plans to replace the service in 2024. The development of capacity and capabilities within the force will be modelled on the future approach

Firearms crime remains relatively rare within the force region, with only one recorded incident of a criminal discharge of a firearm during 2022, and no discharges involving licence holders. The force has a comprehensive Armed Policing Strategic Threat and Risk Assessment (APSTRA) to identify current and emerging threats and risks to the force.

Road casualty reduction is recognised as a Control Strategy priority for the force as around 50 people lose their lives on Humberside's roads each year. We will review our strategic partnership with Safer Roads Humber and the effectiveness of our casualty reduction work over the course of the year.

In terms of organisational and corporate functions, priorities for capacity and capability development include records management, recognising the national risk around retention, review and disposal. Our Professional Standards Unit (PSD), and Community Engagement are also priority areas, reflecting the programme of work underway to ensure we continue to engender public trust and confidence. Learning and Development is another priority, ensuring the continued delivery of the uplift programme, and our new leadership framework, LEAD Humberside and supporting those areas identified in this document to continue to build on the skills, knowledge and expertise of our officers and staff.