

Sent via email: PS.HomeSecretary@homeoffice.gov.uk

27th November 2024

Dear Home Secretary

Section 55 Response to HMICFRS report - PEEL inspection of Humberside Police 2023-2025

I am writing to acknowledge this PEEL 2023-2025 report and welcome the comprehensive findings. It is encouraging to see that the force has kept up its performance in several areas since the last inspection, including the outstanding service it gives to communities. It is also positive to see recognition of the force's police officers, staff and volunteers for their continued hard work.

I have consulted with T/Chief Constable Heaton and her comments are incorporated within this response. I have also included the actions that will be taken in response to the areas of improvement outlined in the report. Through our discussions, we recognise that to provide a consistently good service, the force needs to improve in some areas, particularly in relation to delivery around the best practice within the College of Policing Authorised Professional Practice on investigating crime.

I will go through the areas for improvement raised in the report and outline the work being undertaken. In relation to the following areas for improvement:

"The force should make sure that supervisors oversee investigations and that its police officers take all investigative opportunities. We found that some investigations by the force aren't supervised properly. This means that investigations aren't thorough enough, and the force doesn't take some investigative opportunities. In our victim service assessment, we found that only 62 of 85 investigations we reviewed had effective supervision updates recorded. These records show what further actions supervisors told an investigator to take during the case. In 67 of 88 cases, the force took all appropriate investigative opportunities. The force should do more to actively and regularly supervise cases. This will make sure it carries out thorough investigations and takes all investigative opportunities."

"The force should assess the needs of all victims to make sure it gives them effective support. Under the revised Code of Practice for Victims of Crime, all victims are entitled to receive a needs assessment from the police. This happens early in a case to decide if victims need any extra support during the investigation or later in court. In the relevant cases we reviewed, 20 didn't have a clearly recorded needs assessment."

The Force Head of Crime, reporting to the Assistant Chief Constable for Crime and overseen by the Deputy Chief Constable through the Corporate Performance Framework and Victim Focused Performance Meeting, has been delivering a programme of improvement activity in relation to investigative standards that will continue into 2025. This includes:

- Operation Streamline - a frontline investigator focussed review that will free up time to focus on investigative best practice by removing any unnecessary bureaucracy or duplication.
- A fundamental redesign of the investigative performance monitoring tool, QATT, which had been previously recognised as innovative practice, tailored to areas of improvement.
- The development of simplified templates for investigation and safeguarding plans, victims needs assessments and supervisor reviews, and dashboards to provide supervisors with the tools they need to effectively manage performance.



- Further rollout of the Humberside LEAD programme, their leadership programme that has been recognised already as having had a positive impact on supervisory capabilities, to deliver best practice around investigation supervision.
- Delivery of the Force Digital Strategy, further enhancing their engagement with victims through My Police Portal, and making greater use of technology such as Artificial Intelligence and Robotic Process Automation to make investigator roles easier.
- Rollout of Operation Soteria, which will transform the delivery of rape and serious sexual assault investigations around a victim centric model and will be aligned to the Force areas for improvement for investigations.

In addition to improving investigative standards, the Force has recognised that there needs to be a continued focus on further improving outcomes for victims.

In relation to the following area for improvement:

“The force isn’t always achieving acceptable outcomes for victims of crime. It has low numbers of crimes that are solved following investigations. The force needs to understand the issue and work to achieve better outcomes for victims.”

Although the levels of offenders brought to justice are higher in Humberside than the average for England and Wales, the drive to continuously improve outcomes for victims is a core part of their strategy. Throughout 2024 and 2025 the force will focus on:

- Victim focussed continuous improvement and performance monitoring through their Victim Focused Performance Meeting, divisional accountability meetings and individual team structures.
- Rollout of the Humberside LEAD programme, equipping investigators and their supervisors with the capabilities required to drive performance improvement.
- Further research and analysis into the reasons why victims disengage from investigations, and to capitalise on opportunities for evidence led investigations.
- An enhanced programme of audit activity to provide assurance of the best possible outcomes for victims.
- Building on their effective partnership with CPS, Courts and other partners to streamline the criminal justice, focussing on technological improvements.
- More effective use of out-of-court disposals and restorative justice.
- Delivery of their Prevention Strategy and effective problem solving to further reduce overall crime and allow time to focus on delivering for victims.

I remain committed to working closely with the T/Chief Constable and our partners to address these areas for improvement, as well as a number of other findings within the report.

I have been working with the T/Chief Constable to develop a detailed action plan, which I discuss through regular one-to-one meetings with senior officers, as well as monitor progress through my bi-monthly Accountability Board meeting where I formally hold the T/Chief Constable to account.

I will ensure that the necessary resources and strategies are in place to build on our successes and tackle the identified challenges, and fully appreciate the continued support from both the Home Office and HMICFRS.

Yours Sincerely



Jonathan Evison
Police and Crime Commissioner for Humberside

cc. Andy Cooke, HMICFRS

