

HUMBERSIDE POLICE & CRIME COMMISSIONER



END OF TERM REPORT

MARCH
2021



FOREWORD

FROM THE POLICE AND CRIME COMMISSIONER

When I was voted into office in 2016 I was very clear in how I wanted to position myself as PCC; as the people's representative to Humberside Police, not representing the police force to the public. Humberside Police needed to improve and substantially and I was going to represent the public of the Humber area in that endeavour. I needed an Office of the Police and Crime Commissioner (OPCC) that could assist and support me to get the right balance of both challenge and support to enable change.

I also wanted to establish the OPCC as an entity in itself, capable of fulfilling that role but also of commissioning services and giving the public a voice in shaping the services that, together, will deliver a safer environment for us all. I believe that in so doing the public will come to recognise the value the OPCC can add to our communities.

I did not want everything the OPCC did to be seen as simply personal support to the PCC. In short, not everything could be about me or people would rightly ask about the value of the office. To deliver this new, outward facing organisation, capable of not only challenging the force but also of representing the views of communities, significant change was needed.

I wrote my Police and Crime Plan with these thoughts in mind, to set the direction and introduce new thinking about how to plan for this change. In the OPCC the Chief Executive I recruited, Rachel Cook, has delivered the change envisaged. This document sets out only some of what has been achieved during this period both by Humberside Police but also some of the less widely recognised improvements delivered by the OPCC and the staff who work for you in our organisation.

Delivering better outcomes for all of you is what drives them and I am very proud of them all, as well as the officers and staff of Humberside Police who have delivered so much improvement.



Keith Hunter
Police and Crime Commissioner

REFLECTIONS ON THE TERM

This document tells you about our journey over the last five years as the Office of the Police and Crime Commissioner.

As Chief Executive, it's my job to tell you how we are making things better for you. It's important to outline our work, which is far wider than oversight of the police. We're a small team who have evolved over the last four years, becoming instrumental in doing loads of things to keep you safe and shape the whole community landscape.

We have become an 'Employer of Choice' and have developed a set of values to guide us:



Your Police and Crime Commissioner (PCC) Keith Hunter published a Police and Crime Plan back in March 2017, which provided the focus of our work. We set a Delivery Plan each year showing how we work as an office towards the aims of the Police and Crime Plan.

Every year we evaluate performance and report on how we have delivered against the Police and Crime Plan through our Annual Report which is shared with the public. This year is the end of the Commissioner's extended term due to the pandemic and so we have looked collectively at what had been achieved over the last five years. Our Police and Crime Plan runs through to March 2021, so this is an update on our progress.

I hope you'll take the time to read about the ambitious changes we've continued to push for, including funding for new officers, how we are connecting with other organisations, and how we provide lots of local services to support you and your families.

I hope you enjoy reading about our journey so far and how we've played a big role in improving community safety. We certainly took much pride in noting where we are now and we will be planning for more to come.



Rachel Cook
Chief Executive

POLICE OFFICERS

Almost **600**
more police



ASB

Anti-social
behaviour down



15.8%

MY COMMUNITY ALERT over

40,000

local people signed up to the
local alert messaging system
(rising daily)



PATROL RESPONSE TIMES

continue to improve
across the board

CONFIDENCE IN HUMBERSIDE POLICE IS UP



AND CRIME
IS STILL
FALLING

EXTERNAL INSPECTION OF HUMBERSIDE POLICE

✔ **Efficiency**
GOOD from **INADEQUATE**

✔ **Effectiveness** **GOOD** from
REQUIRES IMPROVEMENT

✔ **Local Policing**
GOOD from
REQUIRES IMPROVEMENT

✔ **Vulnerability**
GOOD from **INADEQUATE**

CALL HANDLING



ABANDONED CALLS

101 (non-emergency) rate
down from over
9% to less than **2%**

999 (emergency) rate
down from
1.6% to almost **0%**

ANSWER TIME

101 (non-emergency)
is now around **17**
seconds on average

999 (emergency)
is now **9** seconds
on average



VICTIMS UPDATED ON TIME

Almost **86%**
(from **73.5%**)

INTERVENTIONS



84%
engaged

in referrals to **Blue Door** for Sexual
Violence Support (up from 73%)

Over
91%
engaged

victims now engaged
with Victim Support

829
engaged

victims engaged with **Remedi**
(restorative justice support)

COMMUNITY SPEED WATCH

35
and rising

Schemes in
place across the
Humber region

Over
350

Local people
involved in the
schemes



DELIVERY AGAINST THE POLICE AND CRIME PLAN



Returned neighbourhood officers back into local police stations - not one existing operational base has closed since 2016 without being replaced



Commitment to our rural communities – 60 officers trained in Wildlife Crime and ground-breaking Rural Task Force now in place



Crime continues to fall



Growing confidence levels



Improved police response capability



Improved leadership in Humberside Police



Almost 600 more police officers than in 2016 - biggest recruitment drive in history



'Best in class' call handling performance



Even greater staff morale in Humberside Police – from worst to best in the country in three years and still improving



Invested in a Digital Innovation Team to ensure that Humberside Police becomes the most digitally enabled force in the country



Re-energised Office of the Police and Crime Commissioner (OPCC) focused on delivery to the public



Innovative financial planning and management of Humberside Police



Effective and remodelled range of interventions commissioned to enable victims and the vulnerable to cope and recover



Re-energised Community Safety Partnerships (CSPs) with increased funding

AIM 1 ► To deliver increasingly self-sustaining and safe communities in the Humber area

We have engaged and empowered communities ...



Created dedicated Community Engagement Officers



Set up Rural Crime Groups



Funded the Cadet scheme



Increased community involvement in public scrutiny of Humberside Police – enhanced custody visiting and observers scheme, Appropriate Adults and our new Scrutiny Volunteers looking at police powers and hate crime



Continued investment in and development of My Community Alert and Humber Talking, enabling the police to actively ask and listen to what local people have to say about where they live and taking this feedback on board to provide a better service

We have provided services that respond to community needs ...



Community Safety Partnership and CRF (Crime Reduction Fund) monies have been passed across to communities, empowering local people to make decisions about where to best place services



Successful £650k bid through the Home Office Safer Streets Fund to improve the lives of residents and tackle serious acquisitive crime on the Westcliff Estate in Scunthorpe, one of the most deprived communities. The project is one of only four to be recognised nationally



Created and funded a full-time Humber-wide co-ordinator for Modern Day Slavery issues



Increased awareness of fraud and scams, particularly amongst the elderly, through Scambassadors and our 'Little Book of Scams'



Supported a number of other important initiatives including Project Nova (Veterans), White Ribbon (Domestic Violence) and Heartstone (Hate Crime)

AIM 2 ▶ To build public confidence in the agencies involved in creating safer communities

We have ensured huge improvements in how you access your local police ...



'Best in Class' 999 emergency and 101 non-emergency response in the country



Low levels of abandoned calls



Other forces regularly come and see what Humberside Police is doing right



Policing resources have increased with patrol officers returning to bases across the force - Beverley, Hedon, Hornsea, Withernsea, Pocklington, Willerby, Epworth, Barton, community beat managers for Market Weighton, Hessle and Cottingham, and detectives and intelligence staff in Goole and Bridlington



Commitment to our rural communities - 60 officers trained in Wildlife Crime and ground-breaking Rural Task Force now in place

We have ensured that your local police are more open about what they do for you and that they now listen more ...



Each neighbourhood has a neighbourhood policing team - the return to divisional policing has improved the service and response you receive



We've invested in Humber Talking to enable you to tell us your views ... you are telling us that you're even more confident that Humberside Police will be there when you need them



Passed power to our communities with volunteer opportunities through Community Speed Watch, Independent Custody Visiting, Appropriate Adults (with students from Hull University) and our new Scrutiny Volunteers focusing on police powers and hate crime



We've invested in Community Safety Partnerships (CSPs) - they are the people who understand local needs

We have developed greater accountability and transparency ...



How the PCC holds the force to account is now much more transparent



Business-like Accountability Board, with actions published on our website, and regular assurance meetings with Humberside Police Chief Officers



Independent scrutiny through our Joint Independent Audit Committee, newly formed Ethics and Scrutiny Board (exploring issues that matter to our communities), Scrutiny Groups (Police Powers and Hate Crime), gold-standard Independent Custody Visitor Scheme and an Appropriate Adults Scheme run with Hull University



Humberside Criminal Justice Board chaired by the PCC is now focused on outcomes



We've continued to work with Humberside Police to help improve their internal mechanisms - strategic planning has improved and there is greater focus on audit and inspection



Our office has continued to achieve the CoPaCC Transparency Award, ensuring we meet our statutory obligations

AIM 3 ► To provide services to victims and the vulnerable that meet their needs

We have an effective range of interventions to enable victims and the vulnerable to cope and recover ...



Commissioned a range of services that deliver quality support for victims of sexual violence and domestic abuse through Blue Door



Our services are increasingly accessible and people feel more confident to report



Delivered a programme of universal intervention, education and spoken word/creative arts to raise awareness of exploitation and knife crime to schools in the Humberside Police area



Delivered specialist programmes of intervention in areas identified as having high-levels of anti-social behaviour and violence - delivering positive diversion through the Box Clever Bus, building resilience and positive alternatives



Commissioned force-wide IDVAs (Independent Domestic Violence Advocates) in the Force Control Room to offer technical support and advice to both professionals and victims at the earliest opportunity - the only one in the country of its kind



Secured over £400,000 of additional funding for agencies supporting victims of domestic and sexual abuse



Victim Support provide support to all victims of crime, focused on those most in need (excluding victims of sexual violence and domestic abuse who are supported via Blue Door) - many more victims referred to the service now engage with them



Invested in restorative intervention, both face-to-face and indirect - our contract with Remedi provides restoration for both the victim and offender



We've funded a number of other initiatives including funding for call-blockers for older vulnerable people from the Victim Services Grant, Scambassadors (fraud), White Ribbon (domestic abuse) and Mind (working in the Force Control Room around mental health issues)



We invested in a marketing campaign to raise awareness of support services for those affected by Domestic Abuse, including the empowering words of a survivor, which reached over 600,000 people in our area.



We've surveyed over 1,000 victims of crime, using new technology, to gauge their experience of and satisfaction with the criminal justice system

NOT IN OUR COMMUNITY

We've developed a new e-learning platform called NIOC (Not In Our Community) to enable children and young people to protect themselves and friends against grooming that can lead to sexual and criminal exploitation, and helping communities to understand the issues so they recognise and report exploitation if they see it, or even suspect it.

FORCE ORGANISATIONAL IMPROVEMENT

WHERE WE WERE

In April 2015 Humberside Police introduced a 'One Force Model' to 'make a real difference to policing' in response to financial challenges.

Some of the consequences were:

- Weaker links with partners and Local Authorities caused by the abolition of policing divisions.
- Increased workload and stress on front line officers and staff.
- Force subsequently rated 'Inadequate' by HM Inspectorate of Constabulary (HMIC), the only force in the country to receive such a low rating at that time.

"Under the previous leadership Humberside Police had become an employer of people, not an employer of choice. A staff survey showed a lack of confidence in the leadership and many communities were left feeling abandoned. There was no clear focus on the victims of crime, there was a lack of innovation and equipment was out of date. Humberside was a force of low ambition where being mediocre was seen as sufficient. The police had moved away from public interaction and imposed their style on the public rather than delivering it in the style the public wanted, resulting in the public feeling ignored."

PCC Keith Hunter.

In October 2016 the then Chief Constable said the force had moved on from its 'Inadequate' rating, but a further inspection on the key area of Protecting the Vulnerable once again gave the force the lowest possible rating, resulting in the PCCs decision to ask the Chief Constable to step down and seek a new leader for Humberside Police.

WHERE WE ARE NOW

There has been a far-reaching overhaul of the force. In June 2017 Lee Freeman was appointed as Chief Constable, assembling a new leadership team along with his recently revised Plan-on-a-Page setting out his key priorities. Everyone works towards this plan, playing their own unique role in its delivery.

The highly-criticised 'One Force Model' was scrapped and operational functions decentralised, with a successful return to a 'divisional' model on each bank of the Humber. Force representatives are embedded in Community Safety Partnerships and investigations carried out locally. There's a renewed focus on and pride in Neighbourhood Policing. The last HMIC inspection graded Neighbourhood Policing 'Good', stating "Neighbourhood Policing is back as the core in Humberside".

Protecting the Vulnerable is a key aim of the Police and Crime Plan. The 2016 rating of 'Inadequate' by HMIC was unacceptable. The last inspection graded this as 'Good' following a renewed focus on victims and the services provided to them.

The force listens to their communities. The Humber Talking initiative is truly innovative and has seen officers and PCSOs literally knocking on thousands of doors to find out what really matters to residents, acting on their concerns. The focus on rural communities and rural crime, with the reintroduction of local teams back into rural areas, the re-opening of rural police stations and development of the Rural Task Force.

Equipment has improved. The PCC has provided £1m to support Digital Innovation to ensure the force becomes the most digitally enabled force in the country. Officers now have the latest tech, mobile devices and download kiosks, dashcams and body worn video. They now collaborate with academia to improve effectiveness.

In 2019 HMIC rated the force 'Good' in all areas for the first time in its history. Humberside Police has become a force of high ambition, working towards an 'Outstanding' grade from HMIC.



POLICE OFFICER NUMBERS

WHERE WE WERE

In 2016 Humberside was a shrinking force. Police officer strength had dipped by around 500 officers to 1,420, compared with around 2,000 in 2010 – HMIC stated that the current model was unsustainable. Community policing was decimated and public confidence low.

WHERE WE ARE NOW

Humberside bucked the national trend and embarked on the biggest recruitment drive in the force's history. At the start of 2021 they had around 2,000 Police Officers plus a further 97 coming from the Government's policing uplift, and more to come. Humberside's financial reserves, amassed and left unspent for years by previous leadership, have been predominantly used to pay for the new officers and there is a strategic financial plan to maintain the numbers. There has also been an increase in officers interested in transferring to Humberside Police from other forces - now increasingly seen as an employer of choice. The PCC provided funding for positive action officers to examine how the force could better reflect the communities it represents with a more diverse cohort of officers. The force has now reviewed its work around diversity, equality and inclusion, gathering best practice and speaking to communities to understand issues. Already there has been significant change, with greater representation of our communities in recruitment.

CALL HANDLING

WHERE WE WERE

In June 2015 thousands of calls (11,000) to Humberside Police's non-emergency 101 number were abandoned by the public due to excessive waiting times and in a public survey 22% of respondents said the force could not be relied on to be there when you needed them. In a HMIC inspection in 2016 inspectors were concerned about the force's capacity to respond to calls from the public and their capability to deal with issues such as domestic abuse and mental health.

WHERE WE ARE NOW

Performance of the Force Control Room, where all calls from the public are received, has dramatically improved to become one of the best in the country. HMIC has recommended other forces to visit Humberside Police to learn from them.

In a recent survey via Humber Talking, less than 12% of respondents now state the force could not be relied on to be there when you needed them (improved from 22% in 2015).

The last few years have seen the lowest-ever abandoned call rates for both 101 (non-emergency) and 999 (emergency) calls, as well as significant improvements in answer waiting times. In 2019 an inspection by HMIC stated that the force now consults widely to better understand public concerns. Key areas of vulnerability such as mental health and domestic abuse have been prioritised and specialist staff from partner agencies work in the control room to provide support.

There is a digital desk to deal with on-line incidents, improving the service to the public.

ENGAGEMENT AND GREATER PUBLIC VOICE

WHERE WE WERE

There were limited engagement channels for the public, other than a quarterly telephone survey carried out by an outside agency. The OPCC was mainly office-based and not known widely to partners or the public.

WHERE WE ARE NOW

The PCC introduced a team of Engagement Officers based in each of the four Local Authority areas, listening to public concerns and ensuring the community voice is factored into service delivery, through the police and local partnerships. They are a direct route for communities to feed issues directly to the PCC. The team has improved relationships with partners and become an invaluable part of the OPCC.

“Our engagement officers, based permanently in each local authority area, act as my ‘eyes and ears’ on the ground, working hard to link communities and agencies together and feeding back where I can become usefully involved. Feedback from partners and many members of the public about the excellent people filling these roles has been wholly positive.” PCC Keith Hunter.

We have invested in My Community Alert and Humber Talking, enabling communities to raise issues that matter to them and helping to shape the policing services being provided. Around 40,000 local people have signed up to My Community Alert so far, with this number rising daily.

OFFICER/STAFF MORALE

WHERE WE WERE

In a 2015 Staff Morale survey 84% of respondents said they were dissatisfied. 25% intended to leave. 87% said they would not recommend a career in the police to others. The force was not prepared to face future financial challenges and had a high level of complaints against staff from the public.

WHERE WE ARE NOW

Recent national surveys by the Police Federation portray a completely different force. The most recent one shows morale has improved significantly with 35% of respondents dissatisfied (down from 84%). In this respect Humberside Police has gone from worst to best in the country. Those planning to leave is now 5%, down from 25%.

A recent staff survey shows that staff fully understand this vision, as well as recognising the positive changes in pride, leadership, public service motivation and engagement.

The PCC now holds the Chief Constable to account for how the workforce is treated. The force has invested in wellbeing programmes and support, with staff gyms being opened and more to follow. Staff are now once again raising their eyes to the horizon and looking to a more positive future.

The force Plan-on-a-Page, which has recently been refreshed, has a clear focus on officers and staff, allowing the PCC to hold the force to account for delivery.

OPCC CHANGES

WHERE WE WERE

Prior to 2016 the office provided support to the PCC but lacked an identity of its own, often seen as an extension of Humberside Police rather than a separate entity working on behalf of the public. The office had no clear values and oversight.

OPCC staff worked on their own areas of business with a lack of team collaboration at times. A primary role of the OPCC is to hold the force to account on behalf of the public, but independent assurance was variable. A senior police officer was based in the OPCC, dealing with force liaison and acting as a conduit for triaging police complaints.

There was limited engagement with the public, mainly through a telephone satisfaction survey.

Commissioning of services was not robustly managed and there was a lack of clarity around governance and accountability of the commissioned services.

There was limited scrutiny undertaken by the Criminal Justice Board. Community Safety Partnerships (CSPs) were not fully engaged by the OPCC and had become less effective.

WHERE WE ARE NOW

A new Chief Executive was appointed in 2016, transforming our office. The team has clear values and a better oversight of the force, working in a building which reflects their aims and values, based on staff survey feedback. The OPCC is now an employer of choice with an emphasis on staff wellbeing and coaching, operating a family-friendly policy with improved work-life balance. People want to work for us.

Commissioning of services has been reshaped. Victim services and services to prevent the vulnerable becoming victims are more aligned.

We have helped reshape the governance of Humberside Police. There are clear arrangements with assurance through a business-like Accountability Board. The PCC and senior staff hold frequent meetings with Chief Officers about timely issues.

The Police and Crime Plan takes an outcome-based approach, driving OPCC Annual Delivery Plans and activities, creating a transparent approach for delivery to the public, and assisting the Police and Crime Panel in holding the PCC to account.

Throughout the pandemic, the team has responded and adapted well to working during a challenging period. The team ensured, as far as possible, a 'Business As Usual' stance, delivering all aspects of our work, albeit from their homes.



FINANCE

WHERE WE WERE

In 2016 the incoming PCC implemented a complete review of force finances which showed that Humberside Police, despite reducing budgets caused by austerity, had underspent for years and accumulated large financial reserves which were left unspent. This meant reductions in police officers through retirement and leavers were not addressed and there were large scale redundancies of civilian staff, resulting in the smallest workforce for a generation despite rising crime and a changing landscape of criminality.

There was a lack of understanding about how force finances worked and the shortage of officer numbers was filled by paying overtime rather than recruiting. Strategic workforce planning was ineffective and not aligned with financial planning.

WHERE WE ARE NOW

The PCC has adopted a risk-based approach to finance, with a sensible strategic plan to boost recruitment using financial reserves and ensuring a sustainable medium-term strategy for efficiency savings. This has created a new discipline of financial management and Humberside Police has become the envy of many other forces and PCCs nationally on how it has been able to improve during a period of sustained financial challenges.

The estates strategy developed by the PCC and Chief Constable has resulted in no operational base being closed since 2016 without a suitable replacement, and Humberside Police has once again bucked the national trend by putting officers back into neighbourhood stations which had been left empty, returning to bases in areas including Beverley, Hedon, Hornsea, Pocklington, Willerby, Epworth and Barton, and community beat managers in Market Weighton, Hessle and Cottingham. HMIC commented that they were “pleased to see that the force consults widely with its communities to better understand their concerns.”

PARTNERSHIPS

WHERE WE WERE

Community Safety Partnerships (CSPs) existed but were not fully engaged. The introduction and lack of consultation over the Humberside Police ‘One Force Model’ in 2015 led to a breakdown in relationships with partners and the police often working in isolation.

WHERE WE ARE NOW

The PCC has provided significant funds to re-energise and re-focus CSPs, devolving responsibilities for funding local initiatives to them, including the Crime Reduction Fund which provides community groups and not-for-profit organisations access to grant funding.

There has been a national push to boost the profile of CSPs, championed by the PCC meeting direct with the policing minister. The PCC provides CSPs with core funding for Adult and Children Safeguarding Boards, Youth Offending Services, Neighbourhood Watch and many more local projects.

The PCC funds a partnership co-ordinator for the Humber Modern Slavery Partnership (HMSP). The partnership now has robust strategic priorities in place, ensuring that we will not tolerate this crime. Potentially vulnerable people, victims and survivors are at the heart their approach.

We’ve developed a new e-learning platform called NIOC (Not In Our Community) to enable children and young people to protect themselves and friends against grooming that can lead to sexual and criminal exploitation, and helping communities to understand the issues so they recognise and report exploitation if they see it, or even suspect it.

There has been increased collaborative working. Locally, collaboration has continued to increase with Humberside Fire and Rescue Service – including estates, finance, health and safety, and the Emergency Services Fleet Management (ESFM) venture. Regionally, collaboration with the Yorkshire and the Humber (YatH) region and wider North East Region is in place for more specialist operational areas – for example marine, forensics, and organised criminality.

WHERE WE ARE NOW

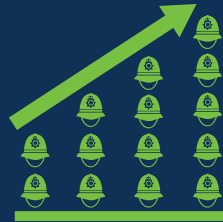


Improved management of Humberside Police

Improved Financial Management



Increased Police Officer numbers



Changed focus and direction of the Office of the Police and Crime Commissioner (OPCC)



Improved Public Call Handling performance

Improved morale of officers and staff



Improved and re-energised partnership working



Improved OPCC engagement and greater public voice



Office of the Police and Crime Commissioner

ABOUT THE PCC

The Police and Crime Commissioner (PCC) is not the Police. The PCC is the voice of the public, elected for a four-year term to work on your behalf and hold the police to account, effectively making the police answerable to the communities they serve.

WHAT THE OFFICE OF THE PCC DOES

In addition to commissioning the police service for the area, the OPCC commissions a range of other services to help cut crime, improve community safety and provide support for victims of crime. The OPCC also works to bring together partner organisations in community safety and criminal justice to make sure local priorities are joined up.

MY COMMUNITY ALERT

www.mycommunityalert.co.uk

 @HumbersidePCC

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