



JONATHAN EVISON
HUMBERSIDE
POLICE & CRIME
COMMISSIONER



POLICE AND CRIME PLAN

2021 - 2025



**Engaged, Resilient and
Inclusive Communities**



**Safer
Communities**



**Effective
Organisations**

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FOREWORD FROM JONATHAN EVISON POLICE AND CRIME COMMISSIONER

Welcome to my Police and Crime Plan.

When I was elected in May 2021 as your Police and Crime Commissioner, your local representative on policing and community safety, I pledged to engage more with the public and local communities – rural, coastal and urban.

I have a strong sense of purpose and desire to improve people's lives and I want to be as effective as I can be in my role. I would like Humberside Police and our community safety stakeholders to have the tools required to be equally effective in how they deliver their services. I also would like the communities of East Yorkshire, Hull and Northern Lincolnshire to know that they have a fully committed advocate who represents their aspirations and who has their safety and wellbeing at heart.

During my election campaign and upon taking office, I asked local people, communities and stakeholders for their views on community safety. It is my strongly held desire that the Police and Crime Plan must belong to everyone. We must have maximum buy-in, because together we are stronger as communities and able to achieve more. That's why one of my main aims is to help partnerships, people and organisations to work together more effectively to deliver for our area.

This Plan was informed by the ideas and concerns put forward from across the area during public consultation. It has a clear and tangible drive and direction, with specific objectives that will be straightforward to track progress on. It contains several key things that we will do together, including:

- ▶ Progressing the resources available for tackling crime in rural, coastal and urban areas
- ▶ Increasing the number of police officers and improving their visibility
- ▶ Enhancing our crime reporting systems and the way we communicate, listening to our communities
- ▶ Improving education and diversionary activities to stop more young people falling into crime

The roadmap included in this Plan highlights some important things that will be delivered by 2024, with further detail in the Annual Delivery Plans for my office.

To achieve this and much more, we will:

- ▶ Be ambitious and creative in attracting extra resources for our area, including from national grant funding and operating through a charity to secure funding from other bodies.
- ▶ Implement proven solutions and be bold in innovating to develop new ones.
- ▶ Be collaborative by working in partnership with community stakeholders.
- ▶ Share our progress and opportunities to be involved widely and encourage more people to engage with me and the organisations that serve our communities.

The Plan I have set will require a great deal of hard work and determination, but I am confident that together we can rise to the challenge and make great progress for our communities.



INTRODUCTION

THE POLICE AND CRIME COMMISSIONER

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

The PCC for the Humberside Police area is Jonathan Evison, elected in 2021 for a three-year term. The PCC is supported by a non-political team of permanent staff, known as the Office of the Police and Crime Commissioner (OPCC), which implement the PCC's priorities and support him to carry out his duties.

The main statutory responsibilities of the PCC are:

- ▶ Secure an efficient and effective police force for their area.
- ▶ Appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them.
- ▶ Set the police and crime objectives for their area through a Police and Crime Plan.
- ▶ Set the force budget and determine the council tax precept.
- ▶ Obtain the views of local people and victims of crime before the Police and Crime Plan is issued and before the precept is set.
- ▶ Bring together community safety and criminal justice partners, to make sure local priorities are joined up.
- ▶ Commission services to help cut crime, improve community safety and provide support for victims of crime.
- ▶ Deal with complaints against the Chief Constable as the Appropriate Authority.
- ▶ Acts as an impartial Review Body in relation to formally recorded complaints about Humberside Police, following handling by the Appropriate Authority.
- ▶ Contribute to the national and international policing capabilities set out by the Home Secretary.
- ▶ Publish, in a prominent place, additional information under a Specified Information Order, including force performance against the Government's published national policing priorities, HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) performance reports on the force, and complaint handling.

THE POLICE AND CRIME PLAN

The Police and Crime Plan is issued by the PCC for his term of office. It sets the strategic police and crime objectives for the area, including the policing which the Chief Constable is to provide and the financial resources the PCC will make available. Several other organisations – including local authorities, the Probation Service, Humberside Fire & Rescue Authority and Clinical Commissioning Groups – are also required to take account of these objectives in carrying out their work.

This Plan was developed after wide consultation with the public, their elected representatives and numerous organisations – including Humberside Police, local councils and other organisations with a statutory role in community safety; community and voluntary sector organisations; and representatives of the business community. In developing the plan, the PCC has also taken into account other organisations' plans, Government policy and the latest data about the local area.



THE HUMBERSIDE POLICE FORCE AREA



1,250
square miles

932,800
people



30,245
businesses

Over **230**
town and
parish councils



A third of the population
lives in rural towns
and villages



Over a fifth of the area in
the **10% most deprived**
places in England



One of the UK's
main industrial
clusters



The largest
ports complex
in the country



4
unitary councils

WHERE WE ARE NOW

HUMBERSIDE POLICE

Humberside Police has made significant improvements in recent years and achieved a Silver Award for national “Police Service of the Year” in 2021 in the Public Sector Transformation Awards. They have embraced innovation and positive cultural change.

But we can't be complacent. Demands on the police continually evolve, and there is still more to do to improve public confidence and work towards a force that is not just “good” but “outstanding”.



‘Good’ Inspection Gradings: the Force achieved ‘Good’ inspection gradings for the first time in history – the most improved Force in the country.



Nearly 600 extra police officers since 2017: there are now around 2,100 police officers, which is nearly 600 more than in 2017. Visibility is improving but the public tell us that only 4 in 10 are confident in being able to contact their local policing team.



High Workforce Morale: the Force has gone from worst to best in the last three years in the Police Federation pay and morale survey.



Focus on Neighbourhood Policing: every area now has its own team, many in previously abandoned police stations. The public are able to check on the Humberside Police website who their local team is and how to contact them.



Crime Reporting: levels have fallen in the last 12 months and the nature of crime is changing – fraud and cybercrime are rising. The public have told us around 4 in 10 victims don't report crime, so we need to enhance our crime reporting systems.



Focus on Victims, Vulnerable People and Tackling Criminals: the force currently has the highest arrest rate in the country. The public want to see visible local policing that can deter criminal activity and catch offenders. We will work together to reduce high-harm offending and reoffending to protect the most vulnerable.



‘Best in class’ call handling: the average wait time for Emergency Response (999) is only 9 seconds and the public tell us that almost 8 out of 10 have confidence in the 999 response. Over 8 out of 10 Non-Emergency (101) calls are answered in 30 seconds. The public have told us that less than 6 out of 10 have confidence in the 101 response, so there is still a need to enhance the way we communicate these improvements.



Targeting ASB: there has been a reduction in ASB incidents in the last 12 months, although rates are three-times higher in urban areas, and nuisance ASB (which includes street drinking) accounts for three-quarters of recorded ASB. Around half of the public have told us that crime and ASB has got worse in the last 5 years, so we need to progress the resources available for tackling crime and ASB in rural, coastal and urban areas.



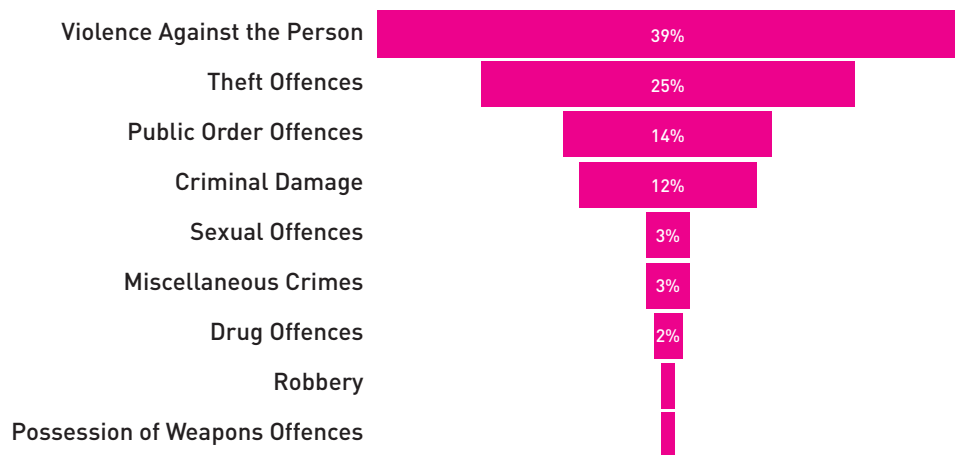
Domestic Abuse: the domestic abuse arrest rate is rising but levels of domestic abuse are still higher than many others. We will develop a multi-agency public health approach to deal with domestic abuse causes and perpetrators.



Violent and Sexual Offences: the public want us to focus on violence against women and girls – violence and sexual offences account for around 2 in 5 recorded crimes.

The Government's commitment to recruiting 20,000 additional police officers means that police numbers will increase further in the Humber area, and it is important that people feel the benefit of this. Planned investment in digital technology will make it easier than ever to report crimes – so we need to ensure people are confident enough in the response to do so. Closer working with partners and local communities will also help to solve problems as they emerge, improve the service victims of crime receive and make our area safer.

Recorded Crime Levels in 2020/21 - Humberside Police



Source: ONS. Excludes fraud and cybercrime, which are recorded nationally

GOVERNMENT POLICY

Legislation and Government policy in relation to policing and community safety continues to evolve, and it is important that the PCC takes account of this. Most recently this has included:

- ▶ The Government's Beating Crime Plan (2021), which set out its priority focus on cutting homicide, serious violence, and neighbourhood crime; exposing and ending "hidden harms" like child sexual abuse, violence against women and girls and modern slavery; and building capability and capacity to deal with fraud and online crime.
- ▶ The Government's Tackling Violence Against Women and Girls Strategy (2021) which sets out how they will prioritise prevention, support survivors, pursue perpetrators and create a stronger system.
- ▶ The Victims' Code (2021), which brings together victims' rights for information and support in the justice process. Government plans to consult on a Victims' Law to put these rights into legislation.
- ▶ The Domestic Abuse Act (2021), which seeks to improve the effectiveness of the justice system and strengthen support for victims.
- ▶ The Police, Crime, Sentencing and Courts Bill, which includes a range of proposed powers and duties.

The role of PCCs has expanded since they were introduced in 2011. The Government is currently carrying out Part Two of a review into further strengthening their role, including offender management and partnership working, and will consult on fire governance later this year. Any further changes are planned to be implemented before the 2024 PCC elections, meaning we will need to work on these during the lifetime of this Plan.

Local authorities in the Humber area are exploring the potential devolution of powers from central government. Whilst this would not change the area covered by the PCC and Humberside Police, they and other agencies will need to consider how to work best with any new combined authorities that may be established.



DID YOU KNOW?

An increase in recorded crime doesn't necessarily mean more crimes are being committed – it can also mean the police have been successful in identifying crimes that may have gone unreported. In July 2021, a four-week intensification of Humberside Police's proactive Operation Galaxy led to 256 arrests as well as £459,000 of drugs and a number of offensive weapons being recovered.



DID YOU KNOW?

PCCs are required to publish certain information to help the public hold them to account, including how the police are performing and how complaints are handled. You can find this on the PCC's website - www.humberside-pcc.gov.uk.

VISION, MISSION AND VALUES



VISION

People are safe and have confidence in the organisations that work together to tackle crime.



PCC'S MISSION

To be a committed advocate for people across the Humber area – driving continued improvement in policing and bringing organisations together to address crime and community safety issues.



VALUES

The PCC and the OPCC share a set of five values that explain how we work together, with our partners and with our communities. They are: Ambition, Brave, Compassion and Connecting grounded in deep levels of Trust.





AIMS

This plan has three key aims:

- 1. Engaged, Resilient and Inclusive Communities** – our aim is to provide pathways for everyone to contribute to the safety of our communities
- 2. Safer Communities** – our aim is to focus activities on interventions that significantly impact on local crime levels
- 3. Effective Organisations** – our aim is to make the system work better for local communities

For each aim, priority outcomes have been identified – these describe what the PCC wants to focus on delivering during the life of this Plan. The PCC encourages local partners to work towards these outcomes, and organisations applying for or receiving grant funding from the PCC will be required to show how their projects are aligned with them.

The PCC has also set specific objectives for each aim – things he intends to do to contribute to the outcomes. Others may be added in future. The Annual Delivery Plan published on the OPCC website will be the latest source of information. Many other organisations will also be contributing to the outcomes, so these objectives are intended to complement their work.

Finally, the PCC has made several commitments about how he intends to work with local residents and organisations on these aims. More information about how this Plan will be delivered can be found on page 18.

1. Engaged, Resilient and Inclusive Communities

AIM

To provide pathways for everyone to contribute to the safety of our communities.

CONTEXT

The Humber area serves an increasingly diverse community. Everyone should be able to engage positively with the organisations working for them, encouraging friendly relations between people from different groups and backgrounds, and being responsive to their diverse needs. Organisations should be capable of delivering a high standard of service across the area, from city centre to coast and countryside.

Where communities have concerns, there should be clear routes for them to be raised. The Police and Crime Plan survey found that awareness of the Community Trigger for anti-social behaviour is low, but requests are rising in some areas and demand for services is high. Agencies should also be able to analyse and share the growing amount of community intelligence they receive, and act on it together.

We want everyone to be safe and feel safe, but when a crime or incident occurs we want people to feel confident that they can report it and will be listened to. When they do, they should be kept well informed about the progress of the investigation and offered the support and advice they are entitled to under the Victims' Code. Too many survey respondents said that communication had been insufficient or the help they had wanted had not been offered, suggesting there is more to do to improve services to victims.

Businesses should also be able to feel confident in reporting crimes that affect them and their workers, and be clear on the actions they can take to protect themselves and contribute to wider community safety.

The continually evolving nature of crime means that communities and organisations should be aware of growing threats like cybercrime and how to deal with them.

Strong and resilient communities are often the most proactive, looking out for one another and taking action to improve where they live. Community spirit is one of the most valuable assets we have, but sometimes it needs a helping hand from organisations with the powers and resources to capitalise on great ideas. The system must be able to get behind positive change, as well as being there for people if things go wrong.



OUTCOMES

This plan aims to deliver:

1. Greater trust and confidence in urban, rural and coastal areas
2. Clear routes to raise concerns
3. Effective and timely support for those impacted by crime and antisocial behaviour
4. More people volunteering in community safety roles
5. Organisations equipped to respond to evolving crime issues
6. Place-based approaches that respond to community safety issues



OBJECTIVES

The PCC will work with others to:

1. Raise awareness of volunteering opportunities
2. Ensure commissioned services and projects that we fund are of a high standard and we can report on their successes
3. Raise awareness of and make it easier to report crime and ASB
4. Reinforce adherence with the Victims' Code through partner agencies
5. Create a forum to understand and develop business crime solutions
6. Raise awareness of emerging and growing crime threats
7. Establish communication routes inclusive to all communities



PCC'S COMMITMENTS

In working towards these outcomes, I will:

1. Be the advocate for local people
2. Hold Humberside Police to account for their performance through our governance and scrutiny work
3. Ensure we develop a victims' hub that hears the voice of the victim and others affected by crime and ASB
4. Develop a Delivery Fund to support innovation, community resilience and reduce local crime
5. Raise awareness of and make it easier to report crime and ASB
6. Increase volunteering within my office to support our scrutiny role
7. Develop our analytical capabilities to better understand rural, coastal, and urban community safety issues

2. Safer Communities

AIM

To focus activities on interventions that significantly impact on local crime levels.

CONTEXT

Community safety is integral to people's quality of life. People want to live in places that feel safe, are cared for and where crime and antisocial behaviour do not go unchallenged. The damaging impact that crime has on victims, local communities and offenders themselves, and the considerable cost to society as a whole, mean that it is in everyone's interests to root it out.

Respondents to the Police and Crime Plan survey were clear about the need to tackle the kinds of persistent crime and antisocial behaviour – like drug use and dealing, burglary, fly-tipping, speeding, the misuse of motorbikes, and damage and graffiti – that can drag places down. They want to see visible local policing that can deter criminal activity and catch offenders, and a joined up response from agencies to deal with problems.

Not all crime is easy to see or report. It is critical that we also act to reduce the sometimes hidden crimes that can affect the most vulnerable in our communities – like child grooming and exploitation, domestic abuse, violence against women and girls, modern slavery and hate crime. This means raising awareness, working proactively to protect and safeguard vulnerable people, supporting victims, ensuring offenders are brought to justice and seeking to prevent reoffending.

Early intervention is key: stopping problems from escalating, and educating and supporting children and young people to prevent them from being drawn into criminal activity. The Humber area has seen a continual reduction in young first-time entrants to the criminal justice system, but re-offending rates are higher than in similar places. Recently the carrying of weapons and organised criminal activity (such as "County Lines") that have blighted some parts of the country have also started to rise here from a low level, while violence towards parents has also increased.

Agencies need to work together to address the factors that can lead to criminal behaviour, including drug and alcohol use, as well as the conditions that enable it – like unloved public spaces that feel unsafe to be in at night and a lack of positive activities for young people to take part in. This includes supporting prison-leavers to integrate back into society and lead productive lives, rather than becoming trapped in a cycle of reoffending.

Proactive action to address these issues, alongside visible and responsive policing, can help to make our communities safer.





OUTCOMES

This plan aims to deliver:

1. Education and support for young people, preventing them being impacted by crime
2. Reduced harm through sustainable interventions aimed at domestic abuse perpetrators
3. Reduced impact of drugs in our communities
4. Reduced high-harm offending/reoffending by working together to protect the most vulnerable in society
5. Safer roads for all users



OBJECTIVES

The PCC will work with others to:

1. Prevent crime through an evidence-based approach to issues affecting our communities
2. Ensure every young person benefits from access to resources that reduce their risk of being impacted by crime
3. Divert young people from crime by supporting access to positive activities
4. Develop a multi-agency public health approach to deal with domestic abuse causes and perpetrators
5. Raise awareness of and tackle 'hidden harms' with partners, e.g. child exploitation and modern slavery
6. Reduce the supply and demand of drugs
7. Eliminate violence against women and girls through working together
8. Improve the safety of public spaces by working with local authorities
9. Commission services that reduce reoffending and raise community sentencing through working with the Probation Service and others
10. Ensure safer roads for everyone through supporting Community Speed Watch and working in partnership with Safer Roads Humber



PCC'S COMMITMENTS

In working towards these outcomes, I will:

1. Raise awareness of child exploitation, modern slavery, and drugs issues through NIOC (Not In Our Community)
2. Invest in Youth Offending Services in each local authority area to divert young people from entering the Criminal Justice System
3. Develop a multi-agency public health approach to domestic abuse
4. Commission services that reduce reoffending and raise community sentencing
5. Act as the public advocate to ensure road safety issues are directed towards Safer Roads Humber
6. Publish performance information to provide the public with an understanding of our progress and achievements



A PUBLIC HEALTH APPROACH TO REDUCING VIOLENCE

The public health approach uses evidence on the nature and underlying causes of a problem to target interventions to address it. Public health interventions operate through modifying the risk factors that make an individual, family or community vulnerable to violence (as victims, perpetrators, or both) and by promoting protective factors.



3. Effective Organisations

AIM

To make the system work better for local communities.

CONTEXT

Responsibilities for dealing with crime, justice and community safety issues are distributed amongst numerous agencies. Communities should be able to expect high-performing public services that work together, and collaboratively with voluntary and private sector organisations, to meet their needs. Joint leadership structures like the Local Criminal Justice Board and Community Safety Partnerships (see page 18) should help to drive this.

Because crime does not stop at police force boundaries and some threats are national, Humberside Police needs to be able to make a wider contribution to the national Strategic Policing Requirement. Where appropriate, collaboration with other police forces and emergency services can also deepen specialist expertise, provide resilience and increase efficiency – so long as this is not at the expense of local policing.

Collaboration, flexibility and joint planning amongst emergency services, local authorities and other partners also underpins the Humber's resilience to major incidents that affect communities, like the Covid-19 pandemic and flooding.

To be effective, organisations that support community safety should be creative and ambitious in seeking extra resources for our area. They should be careful in how they use them, willing to learn from one another and consider what has worked elsewhere. They should know what is happening on the ground through community engagement and intelligence, and share this with partners. By default they should consider how their investment can achieve best value for taxpayers for the long term, including the wider value it can bring to communities and the environment.

Effective organisations need to be able to attract and retain skilled and motivated people, representative of their communities. They should be “Employers of Choice” – organisations that people want to work for, that invest in and support their staff and help to nurture local talent.



OUTCOMES

This plan aims to deliver:

1. Better partnership working
2. More funding and resources for the Humber region
3. More social value from your money
4. Innovative approaches to community safety
5. Shift to Net Zero carbon emissions for our area
6. Collaboration with other organisations only where it demonstrates improved service to the public
7. Workplaces that are diverse, inclusive and seen as 'Employer of Choice'



OBJECTIVES

The PCC will work with others to:

1. Increase police officer numbers through the national uplift programme
2. Support and bring together local organisations to tackle local issues
3. Improve the Criminal Justice System by bringing organisations together
4. Secure more funding from Government and others by being ambitious and collaborating with local organisations
5. Use grant funding and partnership working to increase the uptake of innovative technologies
6. Improve the local environment by exploring unpaid work opportunities for offenders
7. Ensure all our funding and commissioning decisions focus on sustainability, environmental impact, and social value
8. Explore opportunities for joined-up commissioning of services



PCC'S COMMITMENTS

In working towards these outcomes, I will:

1. Increase and sustain police officer numbers ensuring a diverse and inclusive workforce
2. Provide funding to Community Safety Partnerships to help them respond to local needs
3. Chair the Local Criminal Justice Board and drive shared improvements
4. Invest in modern IT and buildings to meet future needs within Humberside Police
5. Ensure we collaborate with other police forces where it meets statutory requirements including the Strategic Policing Requirement
6. Achieve 'Employer of Choice' for the OPCC
7. Secure more funding and resources for community safety in the Humber region

ROADMAP

PCCs are required to issue their Police and Crime Plans as soon as practicable after taking office and, in any case, before the end of the financial year (31 March) in which the PCC is elected.

Because the PCC elections were delayed from 2020 to 2021, this Plan covers three years rather than the usual four. The next Police and Crime Plan for the Humberside area will be published after the elections scheduled for May 2024. This Plan will remain in force until then.

Below you can see at a glance some of the key actions planned for each year of this Plan, and the preparations that are being made for future years. More details will be published in Annual Delivery Plans on the PCC's website.



- ▶ Delivery Fund launched to support innovation, community resilience and reduce local crime
- ▶ New partnership established to improve crime education for young people
- ▶ Clear performance data published to see how the police force are doing
- ▶ Increased visibility of the Police and Crime Commissioner
- ▶ New funding structure implemented for CSPs
- ▶ Multi-agency public health approach to domestic abuse
- ▶ Roll-out of campaigns to raise awareness of crime and safety issues

2021-
2022

ANNUAL INCREASE
IN POLICE OFFICER
NUMBERS





2023-2024

- ▶ Recommission victim support services under a new model that will improve the support available to victims of crime to help them cope and recover
- ▶ New commissioned service for victims of sexual assault
- ▶ Development of new South Bank station

2022-2023

£4M ADDITIONAL INVESTMENT SECURED AND DELIVERED IN THE HUMBER REGION

NEXT PCC ELECTION (MAY 2024)

ANNUAL INVESTMENT IN YOUTH OFFENDING SERVICES IN EACH LOCAL AUTHORITY AREA TO DIVERT YOUNG PEOPLE FROM ENTERING THE CRIMINAL JUSTICE SYSTEM

- ▶ New victims' hub that hears the voice of the victim and others affected by crime and ASB
- ▶ Volunteering opportunities expanded and easier to access
- ▶ New business crime forum established
- ▶ Roll-out of campaigns to raise awareness of crime and safety issues
- ▶ New Smart Contact product operational which will make it easier to report crime and ASB
- ▶ Analytical capabilities which allow us to publish rural, coastal, and urban community safety issues for the public
- ▶ Opening of Melton 2 police building
- ▶ New Niche Crime System in Humberside Police

HOW THIS PLAN WILL BE DELIVERED

The PCC is the voice of the public and sets the objectives for policing and crime in the area, but many organisations – and all local residents – also have parts to play in making our communities safer. This Plan will be most successful where organisations and individuals work together.

The PCC is committed to improving community engagement and developing stronger and more effective partnerships. He intends to work in a collaborative way, but he also has a specific responsibility to hold Humberside Police to account for their performance.

KEY PARTNERSHIPS

The PCC and the OPCC are formally involved or represented at several key partnerships:

IN EACH LOCAL AUTHORITY AREA:

Community Safety Partnerships – statutory partnerships of local authorities, police, fire and rescue, probation and Clinical Commissioning Groups responsible for local strategies to reduce crime and antisocial behaviour, the misuse of drugs and reoffending.

Place Boards – focussing on the wider community impact.

Youth Offending Service boards.

AT THE HUMBERSIDE FORCE AREA:

Humberside Criminal Justice Board – chaired by the PCC and facilitated by his office, this brings together the criminal justice system (including the Police, Courts, Crown Prosecution, Prisons, Probation and Youth Offending) at the local level.

Safer Roads Humber – a non-statutory body that seeks to reduce road casualties in the Humber area.

Humber Modern Slavery Partnership – a strategic partnership of front line organisations dedicated to identifying and tackling all forms of modern slavery and exploitation, facilitated by a Modern Slavery Coordinator post funded by the PCC.

ACROSS YORKSHIRE AND THE HUMBER:

Yorkshire and the Humber Rehabilitation Partnership – a partnership of PCCs, the Probation Service, prisons, public health and the Department for Work and Pensions, focussed on reducing reoffending.



The OPCC is also a member of several organisations to help support the PCC's activities. Nationally, this includes the Association of Police and Crime Commissioners, Association of Policing and Crime Chief Executives and National Anti-Trafficking and Modern Slavery Network. Locally, the OPCC is a member of Marketing Humber and Hull & Humber Chamber of Commerce. Further details are available on the PCC's website.

RESOURCES

The PCC's budget

In 2021/22 the PCC's budget is £212.8m, with around two thirds of this coming from central government grants. Most of the rest is raised locally through the Council Tax Precept, set each year by the PCC, with the remainder drawn down from previously-accumulated reserves.

£200.9m (94%) of the PCC's budget is provided to the Chief Constable to fund Humberside Police. £4.1m is used by the PCC to commission services for victims or provide funding to other organisations and partnerships with a role in crime and community safety. Less than 1% is used to fund the Office of the Police and Crime Commissioner (OPCC), which manages these activities, secures additional funding and supports the PCC to deliver the Police and Crime Plan and his statutory duties.

The PCC's annual budget is underpinned by a Medium-Term Resource Strategy for 2021/22-2025/26 which describes the financial direction of the organisation and is reviewed annually. Details of this are available on our website.

The resources available to the PCC are heavily influenced by Government decisions. The Government is due to publish a Spending Review in October 2021 that will set the direction of public finances for the coming years, and the PCC will need to respond appropriately.

2021/22 Budget

	£m
Chief Constable	200.9
PCC	0.1
OPCC	1.7
Commissioned services and partnerships	4.1
Capital financing (e.g. police buildings)	6.0
Net Expenditure	212.8
Central Government Grants	130.9
Council Tax Precept Support Grant	10.0
Council Tax Precept	66.5
Council Tax Precept surplus/(deficit)	(0.2)
Central Grant and Precept Total	207.2
Appropriations (to)/from reserves	5.6

External funding

The core resources provided to the PCC are bolstered by funding from other sources, particularly bidding to central Government for extra investment to deliver specific projects and services. The OPCC will work closely with local authorities and the voluntary and community sector to secure additional funding for the area, and the PCC will encourage organisations to work collaboratively for the best chances of success. The PCC also aims to diversify sources of funding that support community safety, including charitable donations and acting more commercially where appropriate.

This Plan sets a target of securing £4m of extra investment over the term of the PCC on top of the core budget to support policing and address the issues affecting communities.

Effective investment

The PCC wants to see taxpayers' funds invested wisely. This means making well-informed decisions based on evidence, monitoring investments to make sure they are delivered according to plan, and evaluating what works – aiming to continue activities that are effective and stopping any that aren't.

At times this will also mean taking calculated risks – whether testing a new technology or trialling a different approach – to ensure our area can benefit from the latest in modern policing and community safety.

Effective investment also means delivering maximum value and considering the wider social impact that can be achieved. For example, this could mean encouraging suppliers to create apprenticeships and employ local people and ex-offenders where appropriate, and work with the PCC to raise awareness of issues like domestic abuse and modern slavery amongst their staff and their customers.



COMMISSIONED SERVICES

The PCC will commission the following services during this Plan:

Victim Referral and Liaison services: Flexible support for all victims across a broad range of crimes, ensuring service users are informed of their rights and kept up to date with case progress.

Restorative Justice: Brings those harmed by crime or conflict and those responsible for the harm into communication, enabling all affected by an incident to play a part in repairing the harm and finding a positive way forward.

Independent Domestic Violence Advisors: Hosted in the Police control room, this service provides advice to victims close to their initial contact. It offers early identification, assessment and immediate referral into support services.

Independent Sexual Violence Advisors: Specialist support for victims of sexual assault throughout the criminal justice process, including advice on procedures, liaison with the police and CPS on behalf of the victim, attending trials and ensuring ongoing safety.

Child Sexual Assault Assessment Service: Medical and forensic assessment for sexual abuse at the request of Humberside Police and Local Authorities' Children's Services, supported by registered nursing staff with paediatric experience. Jointly funded by NHS England.

Who's in Charge: An Adolescent to Parent Violence programme for the South Bank of the Humber; a programme aimed at parents whose children are being abusive or violent toward them or who appear out of parental control. The programme seeks to change unwanted behaviour in both young people and adults. Equivalent provision is available on the North Bank.

Humberside Young Witness Service: Achieving Best Evidence: A police-run service that provides support and advice for child/young witnesses who may be required to testify in criminal proceedings.

GRANT FUNDING

The PCC will provide grant funding to Community Safety Partnerships, Safeguarding Adults Boards, Safeguarding Children Partnerships, and Youth Offending Services. This will be restructured from 1 April 2022 to reduce inefficiencies in the previous system, improve effectiveness and encourage more collaboration. Funding will cover core partnership facilitation and activity over a three-year period, and will be set following a business case process in autumn 2021.

The PCC will also establish a new Delivery Fund to support organisations across the area to address community safety issues. This will be launched shortly.

Full details of grant funding provided by the PCC and projects supported will be published on the PCC's website.



MEASURING PROGRESS AND IMPACT

The aims and outcomes set out in this Plan will be supported by clear measures, which will be published on a regular basis so people can see for themselves whether progress is being made. The OPCC will work with partners to gather the data for these measures, and carry out engagement and consultation exercises with local residents and organisations to understand their views. These locally-defined measures will complement the National Crime and Policing Measures set by the Home Secretary, which the PCC will also report on to the public.

The objectives the PCC has set to contribute to these aims and outcomes will be reported on through the PCC's Annual Report, with a simple traffic light rating to show whether or not we are on track. Any additional objectives will be added to the Annual Delivery Plan for the OPCC and reported on in the same way.

The OPCC will also work with local and national partners to contribute to collective understanding of "what works" in policing and community safety, so we can learn from one another and good practice elsewhere. We recognise the diverse geography of the Humber area and specifically what works for urban, rural and coastal communities. Larger projects will be formally evaluated where possible so learnings are captured, and the OPCC will continue to work with experts in academia (particularly the University of Hull) and non-profit organisations to draw on their knowledge.

The OPCC is a commissioning office. We are responsible for managing each of the services listed on page 20.

Our commissioning cycle involves:

- ▶ Interpreting and ensuring implementation of current and emerging national guidance, legislation and quality standards
- ▶ Monitoring impact and progress against agreed performance measures
- ▶ Developing systems to bring together relevant data on finance, performance and outcomes
- ▶ Ensuring our learning influences strategic priorities, targets and assurance processes
- ▶ Reviewing community demand and the overall impact of services
- ▶ Being continually ambitious in our approach and ensuring the best services for our communities



GOVERNANCE AND ACCOUNTABILITY



HOLDING THE CHIEF CONSTABLE TO ACCOUNT

The Chief Constable is responsible for operational policing matters, direction and control of police personnel, and for putting in place proper arrangements for governance of the force. The PCC is required to hold him to account for the exercise of those functions and those of persons under his direction and control. The relationship between the PCC, Chief Constable, Police and Crime Panel and Home Secretary is guided by the Policing Protocol Order 2011.

The PCC and Chief Constable have separate but complementary governance structures to monitor and assess performance, set out in a Joint Scheme of Corporate Governance. A formal Accountability Board ensures proper governance of Humberside Police and the PCC through open, constructive debate of their respective statutory duties and the efficiency and effectiveness of the force.

The PCC will hold the Chief Constable to account through a published annual Strategic Delivery Plan provided by the Force and focused on delivery against the Police and Crime Plan.

Further assurance arrangements include:

- ▶ Daily informal interaction between the PCC, OPCC and Humberside Police
- ▶ Joint PCC/Chief Constable weekly briefings
- ▶ Joint Chief Executive/Deputy Chief Constable monthly briefings
- ▶ Assurance conversations every month/quarter with Chief and Senior Officers
- ▶ Bespoke briefings, attendance at key meetings and meetings with other public bodies
- ▶ Internal audit plans and oversight of Force inspections



SCRUTINY

To ensure the PCC can hold the Chief Constable to account effectively, key issues and activities are scrutinised through either a community-led approach or an independent approach from specialist agencies. These include:

- ▶ **Use of Police Powers:** local volunteers scrutinise police use of powers (including Use of Force and Stop & Search) through group discussions and interpretation of police records, statistics and site visits, and consider how these impact on our communities.
- ▶ **Hate Crime:** local volunteers scrutinise common themes and trends in the statistics and decision-making process and how these impact on diverse and vulnerable communities.
- ▶ **Custody Visiting:** local volunteers make unannounced visits to the two custody suites to check and report on the welfare of people being held there.
- ▶ **Domestic Abuse:** working with other organisations to review and improve the investigation of domestic abuse and supporting/safeguarding of victims. This scrutiny is undertaken by various organisations involved in the provision of domestic abuse services.

An independently-chaired Ethics and Scrutiny Board supports the PCC in exploring ethical issues and matters raised through scrutiny. This generates organisational learning, informs policy and priorities, challenges where appropriate and encourages openness and transparency.

A Joint Independent Audit Committee meets quarterly to provide independent advice and recommendations to the PCC and Chief Constable on governance and risk, internal controls, financial reporting and audit.



POLICE AND CRIME PANEL

The Police and Crime Panel exists to scrutinise the PCC's activities, and has a formal role in reviewing the Police and Crime Plan and annual report. The Panel can also veto decisions on the local Council Tax precept and the appointment of a new Chief Constable. The Panel do not hold the police to account, as that is the role of the PCC.

The four Humber local authorities are responsible for establishing and maintaining the Panel, which is made up of councillors from each area and a number of independent members. North Lincolnshire Council is the lead authority and publishes Panel information on its website.



POLICE COMPLAINTS

The PCC has a statutory duty to review the handling and outcome of formally recorded complaints, ensuring that outcomes are reasonable and proportionate. Reviews are undertaken by an independent Review Officer to ensure impartiality and transparency.

The PCC holds the Chief Constable to account for ensuring that the Force is able to deal with complaints effectively and efficiently, and has a duty to monitor complaint investigations which exceed 12 months.

The PCC is the Appropriate Authority to address complaints about the Chief Constable, in circumstances where the Chief Constable's own personal actions have had an adverse effect on the complainant.

The OPCC has a duty to appoint independent panel members and legally qualified chairs to support and ensure impartiality of Force Misconduct Hearings, and to that end we have recruited and provided training to a 'bank' of local Independent Members. Where an officer is dismissed and a panel decision is appealed, applications to Police Appeals Tribunals are managed by the OPCC.



TRANSPARENCY

The PCC and OPCC are committed to operating transparently in all that we do. As a public sector body, we are subject to the Freedom of Information Act and are required to publish various information such as our policies, decisions and expenditure. We have a proactive publication scheme setting out what we will publish and a clear mechanism for the public to request additional information.

PCCs are also required to publish some specific information under the Elected Local Policing Bodies (Specified Information) Order 2011 (as amended). From 2021 this also includes publishing and/or signposting the following in a prominent place on our website on publication of the Police and Crime Plan:

- ▶ Performance against the Government's national priorities for policing.
- ▶ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) most recent PEEL (Police Effectiveness, Efficiency and Legitimacy) performance report.
- ▶ Independent Office for Police Conduct (IOPC) data and PCC narrative report within one month of publication by the IOPC.

All documents and further information are available in the dedicated transparency area of our website.




JONATHAN EVISON

HUMBERSIDE
POLICE & CRIME
COMMISSIONER



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