



HUMBERSIDE
POLICE & CRIME
COMMISSIONER



DELIVERY PLAN

2019/2020



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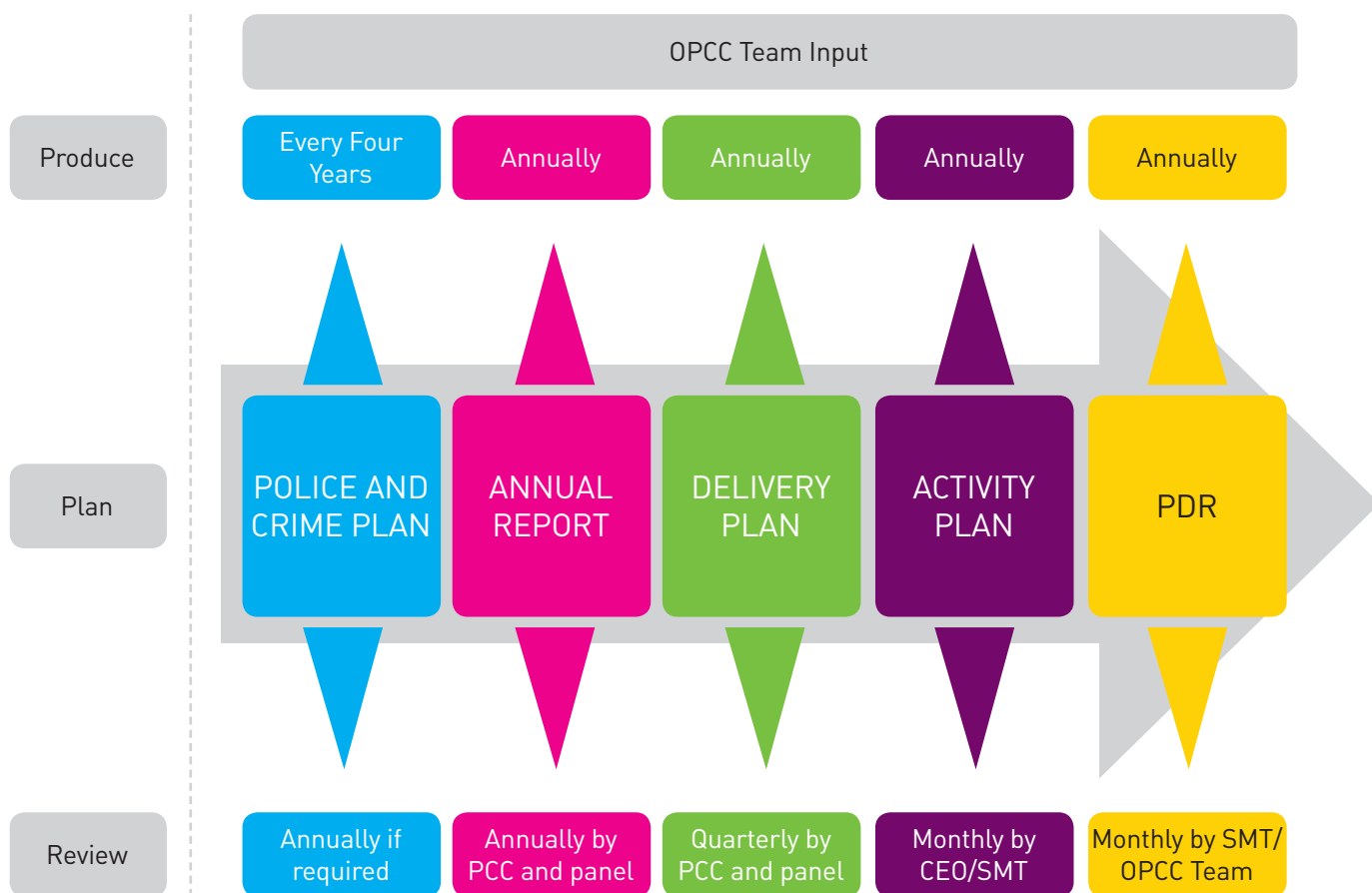
INTRODUCING THE HUMBERSIDE OPCC DELIVERY PLAN

Welcome to the third published OPCC Delivery Plan. This document is the annual summary document outlining how the OPCC team work effectively towards achieving the aims of the Police and Crime Plan. This document is intended to be an operational one, forming the basis of how the team both create and are provided strategic direction.

Now in its third iteration the process has been developed and refined each year using the following cycle:

The document serves to inform the public and the Police and Crime Panel of the planned work programme of the OPCC for the year and provides an overview of the activities to ensure an effective office that supports the PCC to exercise his duties effectively.

In line with our office ethos of using outcome based planning this document details the outputs or products that the team seek to achieve over and above anything recognised as ongoing or 'business as usual'.



VISION, MISSION AND VALUES

The OPCC will replicate the Vision, Mission and Values as set out in the Police and Crime Plan. In addition the OPCC have been working on a cultural change programme that has seen the team work collectively to better create a sense of OPCC identity and a series of cultural pillars and values endorsed by the team.

We have a simple 'ABC' approach to our values:

Ambition, Brave, Compassion and Connecting grounded in deep levels of Trust.



We thought really carefully about our values and they are owned by everyone. There is an expectation that collectively we will strive to achieve great things, enjoy our work, make one another proud and work with integrity at all times.

AMBITION

We see this as “Challenging yourself and your colleagues to innovate and think outside the box.”

- ▶ You are persistent and determined – using setbacks as a way to grow and improve further
- ▶ You never place ambition above maintaining high ethical standards and acting with integrity

BRAVE

We see this as “Being bold enough to try and do things differently, breaking with the status quo and asking questions when anyone’s actions are inconsistent with our values.”

- ▶ You say what you think, when it’s in the best interest of the OPCC, even if it is uncomfortable
- ▶ You make tough decisions (in a respectful way)
- ▶ We always look for opportunities to be better

COMPASSION

We see this as “Genuinely caring about others – having a genuine desire to help and support.”

- ▶ You don’t hesitate to go the extra mile for others
- ▶ You stop and consider what is going on for other people, and amend your approach accordingly
- ▶ You inspire others to create a sense of connection with others

CONNECTING

We see this as “Connecting the dots between people, processes and technology to deliver a real difference.”

- ▶ You connect, collaborate, cooperate, consider and contribute
- ▶ You see possibilities
- ▶ We maintain our values in all we do including who we work with and how we make things happen

TRUST

We see this as “Placing real value in our people and partners, building sustainable relationships to bring people together to achieve great things.”

- ▶ You want the best for others – there are no ‘work-games’ where only one or two people win and the rest don’t
- ▶ You are comfortable being uncomfortable/vulnerable with others
- ▶ You understand the stories you tell at work are impactful and choose stories that positively influence the culture and those in it

Beyond our values, we have our 5 strategic pillars – these are the key ingredients for driving success. We trust our people to strive for building and **enabling** all our **communities** through their own **leadership** brand, searching for **progressive** solutions and acting with integrity and personal **accountability** in everything that we do.



ENDORSEMENTS, ACCREDITATIONS AND MEMBERSHIPS

The Office of the Police and Crime Commissioner is a member of a variety of organisations that help support the activities of the office. The office is also signed up to endorse and proactively support a number of projects and initiatives that fit with the Police and Crime Plan direction and our Vision, Mission and Values. We have also sought to achieve accreditations against initiatives that align with our objectives. These are detailed below.



The Association of Police and Crime Commissioners (APCC) is the national body that supports Police and Crime Commissioners (PCCs), and other local policing bodies across England and Wales, to provide national leadership and influence change in the policing and criminal justice landscape. Keith Hunter is the lead Portfolio member for the Local Partnerships and Policing Group and deputy lead for the Performance Portfolio and recently appointed deputy lead for the new Portfolio of Prevention.



The CoPaCC (Comparing Police and Crime Commissioners) Transparency Quality Mark provides an opportunity each year, for the OPCC to provide details of how it meets the current statutory transparency requirements. CoPaCC then undertake analysis of the material received, along with desk research, and publish the results. Humberside OPCC is keen to ensure independent oversight of transparency and enters each year.



The OPCC is a member of the Humber Bondholders and part of a 280-strong engaged and influential membership base, with a key focus on helping to improve the environment for local businesses, so that we attract investment, whilst retaining and harnessing the talent here, to create a thriving economy. Membership provides a unique opportunity to access resources supporting promotion of the Humber area and a means of communication with the Business Community.



The OPCC, through the Chief Executive, is a member of APACE which provides a national network for Chief Executives of Police and Crime Commissioner's Offices. As a member we benefit from sharing good practice, lessons learned as well as helpful access to policy development and ability to influence collectively on police developments. APACE also offers training opportunities for Chief Executives and staff of the office.



The OPCC is a member of the Hull and Humber Chamber of Commerce. The PCC is provided the opportunity to engage with the Business Community through a variety of events to understand their needs in regards to community safety issues as members of the public and as business owners. The Chamber provide a useful point of consultation with business leaders in the Humber area.



The PCC has signed a commitment to become a Scambassador as part of the Friends against Scams initiative. Our Engagement Team are proactively sharing materials and tools provided as part of our endorsement with community groups and the public.



The Police and Crime Commissioner is committed to be a White Ribbon Ambassador supporting the end of violence against women and girls. The office is a keen promoter of the campaign and looks to embed the principles wherever possible.



In October 2017 the OPCC successfully received Living Wage Employer status accredited by the Living Wage Foundation. This demonstrates our commitment to paying the Living Wage to our employees and throughout our supply chain also. This initiative fits closely with our Police and Crime Plan values as well as helping create more resilient communities by paying a living wage.



The OPCC has supported the work of Crime Stoppers and continues to be an advocate of the scheme and its work.



The OPCC is a member of the National Independent Custody Visitors Association and supports the work of ICVA through our ICVA Manager acting as Director and Company Secretary. The OPCC value the support of the ICVA in providing tools for the management of an effective local scheme.



The OPCC is a proactive member of the Humber Modern Slavery Partnership. The partnership is a multi-agency approach to tackling modern slavery. The OPCC has supported the partnership in accessing resources to support activity to further their work.



The PCC has endorsed the Humber Watch Association which has been created to support closer working together of the Neighbourhood Watch schemes across the Humber area.

THE POLICE AND CRIME PLAN

The Police and Crime Plan runs from April 2017 – March 2021 and includes three aims / outcomes:

- 1 To build increasingly self-sustaining and safe communities in the Humber area
- 2 To build public confidence in the agencies involved in creating safer communities
- 3 To provide services to victims and the most vulnerable that meet their needs

Each of the outcomes also includes deliverables/outputs that provide direction to help work towards achieving the overall outcome. The plan exists to provide strategic direction to the Force and all partners operating in the area of community safety. The OPCC engage with partners to promote the spirit of the Police and Crime Plan and its outcomes, notably the statutory partners of the Community Safety Partnerships and members of the Criminal Justice Board as well as other stakeholders of interest. Our Engagement Team work across the Humberside area as ambassadors for the plan encouraging promotion of the aims and outcomes.

Aim 1 – To deliver increasingly self-sustaining and safe communities in the Humber Area

Deliverables/Outputs:

- (i) Fewer victims of crime and anti-social behaviour
- (ii) Provision of services capable of identifying and responding to existing and emerging threats and causes of harm
- (iii) Improved community cohesion
- (iv) Enhanced community capability
- (v) Engaged and empowered communities and public
- (vi) Effective service delivery partnerships

Aim 2 – To build public confidence in the agencies involved in creating safer communities

Deliverables/Outputs:

- (i) Effective communication and engagement with communities and the public
- (ii) Increased feeling of safety/security
- (iii) Services delivered in a style and manner that meets community needs and desires
- (iv) Identified and understood routes for the public to access services
- (v) Power passed to communities
- (vi) Agencies evidencing Value for Money in services
- (vii) Transparent accountability mechanisms

Aim 3 – To provide services to victims and the most vulnerable that meet their needs

Deliverables/Outputs:

- (i) Identification of victims
- (ii) Analysis of vulnerability and victims needs
- (iii) Effective and accessible range of interventions to protect and signpost the vulnerable and support victims

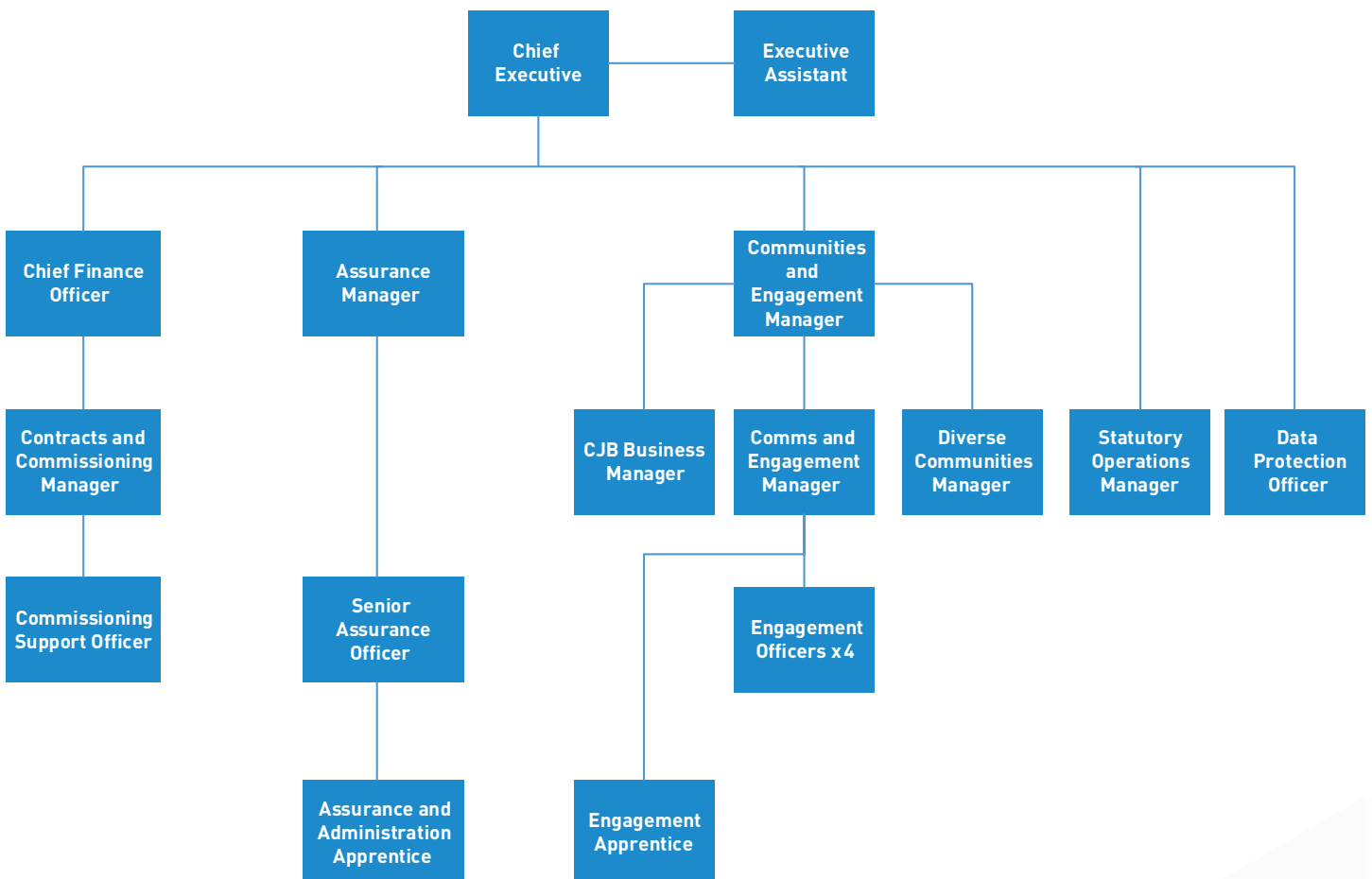
TEAM STRUCTURE

Our structure is ever changing as we seek to continue ways to manage our resources most effectively. We encourage an ethos of cross division working and are always looking for ways to improve to best meet the needs of the plan and opportunities that arise. We have reduced the senior management structure with the Chief Executive taking a more leading role in managing the portfolio for Governance and Administration at Senior Management level.

To simplify the planning process the products we seek to achieve will be split over three areas:

- ▶ Assurance and Policy
- ▶ Governance, Administration & Finance
- ▶ Communities and Engagement

As of April 1st 2019 we transferred back to the Police Force the remainder of the shared services staff that sat within Finance. The force will embed these staff within their Finance department to offer greater resilience in the creation of the annual accounts and Treasury Management.



FINANCE AND COMMISSIONING

The funding available to the Police and Crime Commissioner is principally made up of the local policing precept and Government grants together with any available reserves. The majority of the funding is delegated to the Chief Constable to be spent on operational policing with monies being retained to support community safety initiatives, victims' services and to pay for the costs of the OPCC. The PCC holds the Chief Constable to account for spending against the budget.

The total budget for 2019/20 is as follows:-

Where the money comes from	£'m 2018/19	£'m 2019/20
Police Grant	66.306	67.748
CLG Formula Funding	45.917	46.832
Council Tax	53.079	60.448
Council Tax Collection Fund Surplus	0.944	0.674
Legacy Grants	10.041	10.041
Pensions Grant	-	1.904
Income / Other Grants	9.543	12.401
Use of Reserves	9.137	6.860
Victims Services Grant	1.078	1.074
TOTAL	196.045	207.982

*The comparative figures for Police Officers and Collaboration with Other Police Forces reflects changes to the Joint Special Operations Unit with South Yorkshire in place in 2017/18 that has been disbanded

**Community Safety Initiatives includes the commitment to provide extra funding of £2.5m for Community Safety Partnerships

The Finance and Commissioning function of the OPCC is led by the Deputy Chief Executive and Treasurer and its responsibilities include ensuring that efficient and effective financial management arrangements are in place, working jointly with the Force's Assistant Chief Officer Resources and Force Finance staff.

The joint work with the Force involves agreeing and implementing the arrangements to present options and to make recommendations to the PCC to assist him in coming to a decision on the precept and the Force budget. This involves the formulation of a Medium Term Resource Strategy (MTRS) covering a five year period based on financial and workforce plans and projections on the use of reserves. The MTRS aims to ensure that funding is available to finance agreed programmes and activities to support the delivery of the Police and Crime Plan.

Where the money goes to	£'m 2018/19	£'m 2019/20
Police Officers*	76.758	79.640
Police Staff	39.606	40.804
PCSO's	9.161	7.235
Police Officer Pensions	16.630	21.730
Other Employee Costs	1.185	1.932
Premises	6.285	7.789
Transport	2.015	2.081
Supplies and Services	8.670	9.370
Other Services	4.455	5.183
Special Constables	0.030	0.075
Collaboration with Other Police Forces*	19.956	20.535
Capital Financing Charges	4.646	5.933
Community Safety Initiatives**	5.570	4.601
Victim Services Initiatives	1.078	1.074
TOTAL	196.045	207.982

OPCC FINANCIAL INFORMATION

	2018/19 Estimate £'000	2019/20 Budget £'000
Pay Costs	1,039	1,039
Other Employee Costs	21	20
Transport Costs	26	20
Supplies and Services Costs	401	332
Partnership Payments	4,702	5,941
TOTAL EXPENDITURE	6,189	7,352
Government Grants	1,166	1,364
Other Income	26	66
TOTAL INCOME	1,192	1,430
TOTAL NET REVENUE COSTS	4,997	5,922

The OPCC works collectively with the Force Finance team to prepare the annual accounts for the PCC, the Chief Constable and for the PCC Group. They also liaise with external auditors, Mazars, who provide an opinion on the financial statements and the adequacy of the arrangements for securing value for money and Internal Audit throughout the year. The team also manages the programme of scrutiny undertaken by the Joint Independent Audit Committee.

The Contracts and Commissioning Manager, working closely with the Community Engagement Team, brings partner agencies together, on behalf of the PCC, acting as an honest broker to ensure the most efficient practices are agreed for the support activities to tackle crime and community safety issues and supporting victims of crime e.g. by ensuring Humber wide solutions where appropriate versus local level.

The Contracts and Commissioning Manager together with the Community Engagement Team, are responsible for putting in place robust arrangements to gather evidence of impact and ensuring that services are evaluated to learn and improve future delivery in relation to investments made by the OPCC's commissioned services.

ASSURANCE AND POLICY

The Assurance and Policy team sets out a process for ensuring the PCC has access to appropriate information in relation to his statutory function of holding the Chief Constable to account for performance of the Force. They provide an effective resource for the PCC in all policy matters affecting the work of the Force that the PCC needs to be aware of and provide opinions on.

The team builds and maintains effective relationships with the wider national criminal justice agencies, providing policy support to assist the PCC in his understanding of, for example, HMICFRS inspections, Home Office requirements, the needs of the Association of Police and Crime Commissioners and specifically those of the PCC for his portfolio requirements.

The team co-ordinate national consultation responses, as well as looking for potential learning and good practice through their detailed knowledge and understanding of emerging national policy and the operating environment, implementing research and policy development as required. Examples include development of the Appropriate Adults scheme with the University of Hull, and mechanisms to improve our understanding of victim needs.

This team also manages the statutory Independent Custody Visiting Scheme, ensuring that the highest standards are maintained, and that the scheme is developed further as necessary.

GOVERNANCE AND ADMINISTRATION

The Governance and Administration function ensures that the OPCC meets all relevant statutory obligations. The team liaises with the Police and Crime Panel ensuring a meetings schedule runs in line with operational requirements. The team manages complaints made to the PCC directly regarding the Chief Constable, develops / maintains effective relationships with the IOPC and is looking to enhance the Commissioner's oversight of the Force's handling of complaints in light of new legislation.

The team also manages Freedom of Information requests made for information held by the OPCC. The function maintains a general overview of adherence to regulations including meeting the requirements of the General Data Protection Regulations, managing Health and Safety for the office, assisting the Chief Executive in the running of the office in regards to information in / out of the office and tracking of information and correspondence. This team ensures transparency of decision making to the public in sharing decision records and other material of interest to the public via the OPCC website.

COMMUNITIES AND ENGAGEMENT

The Communities and Engagement Team includes what had previously been separate areas of business i.e. Media and Communications, Engagement, Criminal Justice Board (CJB) and relevant works from the CJB including the Diversity Panel. The team members build lasting, effective working relationships with partners that can proactively support the achievement of the Police and Crime Plan outcomes.

The team will lead on statutory consultation with the public on subjects such as level of precept and the Police and Crime Plan. The OPCC also makes use of additional people resource through the use of volunteers and casual workers used for a variety of work

DIVERSITY PANEL

The Diversity panel is made up of paid volunteers, recruited through a fair and transparent process. They are reimbursed at a rate of £14 per hour for work undertaken, in addition to out of pocket expenses. We currently have 14 panel members, after a successful recruitment campaign resulted in five new members with a range of knowledge and experience. Members are recruited partly on their lived experience of diversity issues and ability to advocate and engage with others from a minority or marginalised background.

The panel is led by the OPCC but operates independently supporting the wider Criminal Justice Board partnership and network. The scope of the panel can cover scrutiny on any equality and diversity related topic from any local criminal justice agency, and others represented on the Humberside Criminal Justice Board. The panel is also used by the OPCC in our role of holding the Force to account to scrutinise particular areas of work in more detail and provide an assurance role. The panel is available to undertake commissioned commercial work and development and delivery of training for partners in the Humber area.

INDEPENDENT CUSTODY VISITING SCHEME (ICV)

Custody visiting schemes must be independent of the Police and are a statutory requirement under the United Nations Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).

The supporting Independent Custody Visiting Association (ICVA) is one of 20 statutory bodies, including HMICFRS, HMIP and Ofsted, which make up the National Preventative Mechanism (NPM). The OPCC manages a panel of around 25 volunteers who act as independent custody visitors. Some of our panel members have many years of experience and have shown real commitment to the scheme. They are rostered to carry out one or two visits per fortnight and make unannounced visits to custody suites, enter police cells and speak to detainees, asking them about the way they have been treated. They ensure that detainees have received and understood their rights and entitlements. The custody visitors can also check custody records and inspect facilities such as shower areas. They check the quality of meals provided, blankets, hygiene packs and the availability of religious items for use by detainees. Our volunteers play a vital part in ensuring that detainees, many of whom are very vulnerable, are treated with dignity and respect. ICVA, the Custody Visiting Association also work on a national level with human rights lawyers, the Home Office and parliament, campaigning for improvements in the treatment of those who are deprived of their liberty.

www.humberside-pcc.gov.uk/In-Your-Community/Volunteering.aspx

JOINT ETHICS PANEL

A Joint Ethics Panel has been developed to provide assurance on integrity and standards for both the OPCC and Humberside Police.

The panel has an independent chair and now meets on a quarterly basis. Its role is to enhance trust and confidence in ethical governance and actions of the OPCC and force. They monitor each organisations alignment against values and code of ethics, analysing issues and providing advice on ethical considerations, promoting highest standards of ethical conduct, a focus for education into ethical issues and source of support to senior leaders.

JOINT INDEPENDENT AUDIT COMMITTEE

The Joint Independent Audit Committee consists of 7 paid members and is a key component of our corporate governance. It operates in line with the recommendations set out in the Financial Management Code of Practice issued by the Home Office. The purpose of the Committee is to provide independent advice and assurance to the PCC and the Chief Constable on the adequacy of the governance and risk management arrangements, internal controls and financial reporting, annual governance processes and internal and external audit, thereby helping to ensure efficient and effective procedures and practices are in place.

The Committee meets quarterly but in between meetings, members of the Committee can be called on to form task and finish groups and/or undertake additional work requested by the PCC or the Chief Constable.

For more details on the work of the committee see; www.humberside-pcc.gov.uk/Working-for-you/How-We-Make-Decisions/Joint-Independent-Audit-Committee.aspx

APPROPRIATE ADULT SCHEME

The Appropriate Adult Scheme came about due to the lack of statutory Home Office Legislation around the provision of Appropriate Adults for vulnerable adults detained in police custody. This lack of legislation has resulted in inconsistent and inadequate provision of an Appropriate Adult (AA) service for vulnerable adults across the country.

To address this the OPCC collaborated with Hull University Social Services Organisation (HUSSO) to establish an AA service in Humberside. Degree students volunteer and provide support during biometric testing, police interviews and charging decisions. All volunteers are trained through the National Appropriate Adult Network (NAAN). The scheme currently runs on the North Bank and our aim is to take this force wide. Data gathered is being used to provide insights into vulnerable detainees that will assist police in future service provision. All volunteers have access to specialist counselling services.

DOMESTIC ABUSE SCRUTINY PANEL

The Independent Domestic Abuse Scrutiny Panel (IDASP) is operated by the Office of the Police and Crime Commissioner for Humberside (OPCC) and works with Humberside Police and a range of other organisations to review and improve both the investigation of domestic abuse and the support and safeguarding of domestic abuse victims. The panel was formed in September 2018 and meets quarterly.

The broad aims of the IDASP are to:

- ▶ Provide transparency and accountability in how Humberside Police investigates domestic abuse
- ▶ Improve the way that Humberside Police and partner organisations work together on Domestic Abuse cases
- ▶ Improve the way that Humberside Police and partner organisations work together to support victims and address the behaviour of perpetrators
- ▶ Increase public understanding, confidence and trust in the services that deal with Domestic Abuse across Humberside
- ▶ Provide a “critical friend” challenge to policy makers and decision makers in Humberside Police and other partner organisations.

Panel Members

- ▶ Office of the Police and Crime Commissioner
- ▶ Humberside Police
- ▶ Local Independent Domestic Violence Advocates (IDVA) services
- ▶ Local Authority domestic abuse service managers
- ▶ Local domestic abuse and child safeguarding services
- ▶ Local domestic abuse perpetrator services
- ▶ Local National Probation Service (NPS)
- ▶ Local Community Rehabilitation Company (CRC)
- ▶ Local rape/sexual violence services
- ▶ Local academic specialising in domestic abuse

The Panel also draws from other service providers when necessary, such as the Crown Prosecution Service (CPS), local Children’s Services, Local housing providers/tenancy enforcement services, local health services etc.

KEY PARTNERSHIPS FOR THE OPCC

The Police and Crime Plan requires us to work closely with Local Authorities, Criminal Justice Agencies and other partners involved in community safety. There are key partnerships that we have identified as mechanisms to bring agencies together and effectively plan for improvements within the sector. The OPCC currently works with the following key partnerships:

COMMUNITY SAFETY PARTNERSHIPS (CSPs)

These are statutory bodies that bring together a range of organisations (such as Police, Fire and Rescue, Local Authority, Clinical Commissioning Group, Probation, etc). CSPs generally include other organisations in their meetings because they are concerned with improving community safety across a whole Local Authority area. We work with all four CSPs, North East Lincolnshire, North Lincolnshire, East Riding of Yorkshire and Hull. CSPs are a key partnership and the OPCC provides a number of grant funding streams to enable the CSPs to develop and deliver their delivery plans.

HUMBERSIDE CRIMINAL JUSTICE BOARD (HCJB)

This is a non-statutory body that brings together the senior leaders from the local criminal justice agencies. There is typically a criminal justice board or equivalent in every Police Force area in England and Wales. HCJB also includes other organisations in their work such as organisations that provide services to victims of crime, witness service providers and representation from Criminal Defence firms. HCJB exists to improve the efficiency, effectiveness and fairness of the criminal justice system and is the responsible body for many national initiatives such as Digital Criminal Justice. The OPCC supports the HCJB through the provision of a Business Manager and other business support and from 2018 the PCC has been elected to chair the Board.

HUMBERSIDE MODERN SLAVERY PARTNERSHIP

The Humberside Modern Slavery Partnership is a strategic partnership of front line organisations from across Humberside dedicated to tackling all forms of modern slavery. There are over 60 agencies that have joined together to fight Slavery and Trafficking. The partnership offers access to many resources to support the identification of modern slavery as well as awareness raising on how to report.

YOUTH BOARDS / YOUTH CRIME BOARDS

At a national level there is a Youth Justice Board (YJB) which is a non-departmental public body, sponsored by the Ministry of Justice. The YJB is responsible for overseeing the youth justice system in England and Wales. At a local level, each of the four Local Authorities has a Youth Board (aka Youth Crime Board) where the local Youth Offending Team or Youth Justice Service comes together with other interested parties (such as Police, Probation, Local Authority Children Services, local Schools etc). These Youth Boards play a significant part in helping to reduce the numbers of young people becoming involved in crime and provide intervention and support to those young people who do offend. The OPCC is a member of each of these Boards.

SAFER ROADS HUMBER (SRH)

This is a non-statutory body that seeks to reduce road casualties in the Humber area. The partnership comprises of Humberside Police, East Riding of Yorkshire Council, Hull City Council, North East Lincolnshire Council, North Lincolnshire Council, Highways England and Humberside Fire & Rescue Service. SRH also works closely with the Military of Defence School of Transport in Leconfield. The OPCC is an observer on the SRH Board.

PUBLIC HEALTH FOR SUBSTANCE MISUSE

The PCC recognises that the misuse of drugs and alcohol are identified as key drivers of crime and disorder. Offenders who regularly use heroin or crack cocaine are estimated to commit around 45% of all acquisitive crime. In recognition the PCC ensures local targeted investment in substance misuse services, both in the community and in custodial settings. This has made a significant contribution to reducing drug and alcohol related crime and improving health outcomes and has supported the vision of the Police and Crime Plan. This investment has achieved increased community safety by reducing the impact of substance misuse behaviour through engaging problematic substance misusers in treatment programmes. This has contributed towards and supported a much wider Council investment programme and in turn enabled partnerships to build on the wider Health and Wellbeing priorities, such as alcohol licensing conditions, safety in the night time economy, Community Safety and Adult and Children Services in both Safeguarding and Education.

NHS ENGLAND

The OPCC works alongside national NHS partners to ensure quality services for Children's Sexual Assault (CSAAS). Hull and East Yorkshire Hospitals NHS Trust (HEY) are commissioned to provide the Humberside service. This service involves the partnership of health, care, justice, social care and third sector and requires them to work together to ensure judicial process and health care are well coordinated. This can often result in lifelong support for the victim because of the damage and devastation caused by the assault. The aim of the service is to conduct a comprehensive Child / Young Person Protection Medical Assessment when child / young person Sexual Assault is alleged, has been disclosed or is suspected. This will include the taking of a clinical history and examination, looking for signs and symptoms of all forms of abuse. It may include the taking of forensic DNA samples, depending on the timing and nature of the suspected sexual abuse. There are both immediate and long term health consequences of sexual assault, requiring coordinated responses in the short, medium and long term.

The OPCC works alongside national NHS partners to ensure quality services for Adult victims of sexual assault. The Humberside Sexual Assault Referral Centre is delivered by Mountain Health Care (MHC), delivering services from the Care After Sexual Assault (CASA) suite, designed to be comfortable and multi-functional, to support private interview and clinical examination. The service supports survivors of rape or sexual assault regardless of whether the survivor/victim chooses to reports the offence to the police.

THE BLUE DOOR

The OPCC directly commission the Blue Door, a third sector provider that delivers support and interventions to victims of sexual assault across the Humber region. This is the role of the Independent Sexual Violence Advisor (ISVA) and the Children's Independent Sexual Violence Advisor (CHISVA). The roles provide invaluable emotional support and guidance for victims who are either currently experiencing or have historically experienced the traumatic effects of sexual assault. In addition to the above service the OPCC commission the Blue Door to deliver Independent Domestic Violence Advocates (IDVA), these contribute towards the Local Authority commissioned domestic abuse services. IDVAs are trained specialist support workers, trained to work with victims of domestic abuse at high risk of harm from partners or family members. The resource is a partnership asset and is able to offer advice and guidance to practitioners within partner organisations to encourage supportive referral, victim engagement and case management.

VICTIM SUPPORT

Humberside and South Yorkshire PCC co-commission the Victim Support service across Humberside and South Yorkshire for victims of crime, from low level through to enhanced need. The impact of crime is varied from person to person, depending on their circumstance, their support networks and their resilience. This requires victim support to deliver an assessment at initial contact (triage) with victims to understand the impact. It is important that any victim who has needs can get the help they require as soon as possible and made aware of the extent of services available. Currently Victim support make contact with 87% of enhanced level victims within 24 hours of the reported incident.

Often when the victim has experienced a detrimental impact there is a requirement for further engagement and ongoing case management. Where there are instances of serious crime such as domestic violence or sexual assault there is a requirement for referral to a specialist service area. The aim is to support victims from initial contact through to final healing and restoration, working in partnership to support victims to both cope and recover.

RESTORATIVE PRACTICE / JUSTICE SERVICES

Remedi are directly commissioned by the OPCC to deliver Restorative Justice (RJ) across the Humber region. RJ gives victims the opportunity to explain the impact of crime on them, to seek an explanation or an apology from the offender or to seek restoration / reparation for the offender. RJ seeks to hold offenders to account and enable them to face the consequences of their actions and the impact on others. RJ ultimately delivers increased victim satisfaction and victim confidence. These outcomes can be complemented by feelings of safety, empowerment and confidence in accessing support. In addition to these outcomes, RJ reduces offending. The PCC has provided additional funds to Remedi for a Restorative Practice pilot, looking at restorative approaches, prior to criminal activity, as a means of reducing demands on policing.

HUMBERSIDE YOUNG WITNESS SERVICE

Humberside Young Witness Service (HYWS) offers support to all child victims and witnesses called to court to give evidence. The service has been in operation for over 20 years and is funded through contributions from each of the four Local Safeguarding Children Boards and the OPCC. HYWS provides support to children and young people who are witnesses in criminal cases and are required, or likely to be required to provide evidence at Court. The service recognised that in order for a child or young person to be able to give evidence, a specialist support service could make a real difference.

ACHIEVING THE OUTCOMES OF THE POLICE AND CRIME PLAN

No single organisation can achieve the outcomes of the Police and Crime Plan alone. The OPCC is no exception to this. The office has identified a series of achievements they will make in the year that will contribute to working towards the outputs and outcomes of the Police and Crime Plan.

The office is focussed specifically in this plan on a process of outcome based planning that looks solely at activity that is above and beyond our statutory or business as usual activities. That should not be mistaken as these activities not taking place and the OPCC will ensure sufficient emphasis is placed on these areas of work including on our statutory responsibilities.

These activities will be evidenced in updates provided to the Police and Crime Panel. These areas of work include:

- ▶ Improving the performance of the Force through an effective programme of assurance and robust governance arrangements
- ▶ The PCC being an effective voice of the public and thoroughly understanding the needs of the public
- ▶ Leading and shaping partnership working throughout the criminal justice and community safety sector thus creating more impact with less resource
- ▶ Encouraging effective collaboration at local, regional and national level where it is in the best interests of the people of Humberside
- ▶ Effective provision of high quality services to victims of crime
- ▶ Proactively engaging in the activity of the wider Association of Police and Crime Commissioners; playing an active role in areas of particular interest to the success of the Police and Crime Plan
- ▶ Ensuring the OPCC team is directed, motivated and performance managed to serve the best interests of the public with a team that is fit for purpose and at the appropriate level of capacity to deliver the outcomes of the Police and Crime Plan

For clarity the tables opposite show our current position and the product or output we shall achieve. The table also identifies the primary aim of the Police and Crime Plan to which these contribute, however many are cross cutting.

Communities and Engagement Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Humberside Criminal Justice Board		
The OPCC will support the HCJB to implement its revised approach to delivering effective, efficient and fair justice in Humberside	Effective Criminal Justice Board that joins up the local criminal justice system and delivers effective, efficient and fair justice for our local communities	2
The Humberside Criminal Justice Board does not monitor performance information at their meetings, which makes it difficult to measure progress and identify problems	Performance framework to monitor and scrutinise performance	2
The work of the HCJB is not well known, even amongst its member agencies. Board members have expressed a desire to be better informed about the activity of the sub groups	Communications plan to better inform the work of the HCJB	2
The PCC will most likely become responsible for measuring compliance with the Victim's Code of Practice under a new protocol for 2018. Currently, the performance of the CJS as a whole in terms of the VCOP is not known	Methodology for VCOP Compliance Assessment	3
There is no overarching view of how the CJS fits together and how its agencies interact, making identification of problems, pinch points and duplication problematic	CJS Process Maps that create an understanding how the CJS fits together	2
Diverse Communities		
Diversity Panel		
The Diversity Panel was formed originally in 2002 and it is now time to develop a fuller understanding by the OPCC of how their work can be enhanced further	An approach that creates an understanding of the work of the Diversity Panel and enhances its scrutiny role	1
Joint Ethics Panel		
The Joint Ethics Panel has been running for almost a year and an independent chair has been appointed. The Panel now needs to get greater detail from and create greater challenge of the Force	An approach that promotes the work of the Joint Ethics Panel and clarifies how they identify key issues for scrutiny	2

Communities and Engagement Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Use of Force Scrutiny Panel		
There is a high level of trust between the Force and wider community due to the work of the Use of Force Panel. Issues have been raised by the Deputy Chief Constable around the independence of the Chair (this followed conflicting advice in the draft HMICFRS report in April 2019 - now clarified)	Fully evaluated approach to Use of Force Scrutiny that promotes their work and remains independent	2
Stop and Search Assurance Group		
The current process doesn't function adequately. The Force have implemented changes recently via the use of their audit team. The OPCC needs to shape a process for external review in conjunction with the Force	Full external review of police stop and search reporting and outcomes in conjunction with the Force via an evidence-based approach	2
Modern Day Slavery and Human Trafficking		
The Humber Modern Slavery Partnership (HMSP) is currently run by a volunteer Chair. It is effective in terms of the good involvement of the partners at meetings and with flows of information.	An approach that provides sustainable oversight of the Humber Modern Slavery Partnership (HMSP)	3
Communities/Partnerships/Communications		
<p>Enhance our engagement with public and partners, raising awareness of the work of the PCC/OPCC</p> <p>Maximise awareness of OPCC funded initiatives</p> <p>Support improvement of CSPs</p> <p>Seek opportunities to engage with vulnerable and hard to reach communities</p>	Consultation and Engagement Strategy that strengthens our communication, consultation and engagement activities, including our approach to external funding and partnership working	1

Assurance Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Police and Crime Plan		
The OPCC will further develop the Pentana system to allow all staff to follow the requirements of the Police and Crime Plan, and ensure progress towards the outcomes	Effective system that allows the OPCC to understand progress against the Police and Crime Plan	2
Corporate Governance Framework		
Corporate Governance Framework is still in need of revision overall (including specific requirements around standing orders and financial regulations)	Fit for purpose Corporate Governance Framework that meets statutory requirements and provides for effective governance Cohesive assurance framework to enable the PCC to hold the CC to account	2
Community Speed Watch		
We will work with the Force and partners as appropriate to implement a Community Speed Watch scheme across Humberside	Humber-wide Community Speed Watch Scheme that is informed by the needs of our local communities, engaging and empowering them	2
Assurance/Performance Framework and Structure/FMS		
We will work with the Force and partners to ensure development of a framework and structure that allows a greater understanding of the Police and Crime Plan outcomes	Clear process showing how we ensure benefit and value from all that we implement	2
We will further develop its adopted approach, taking a much more pro-active role and challenge around HMICFRS and Internal Audit recommendations and areas of concern	Planning process that is shared by the Force, OPCC and partners as appropriate	2
Independent Custody Visitors		
We have an Independent Custody Visitor Scheme and support national work	Comprehensive framework and training for Independent Custody Visitors and regional peer reviews	1

Assurance Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Appropriate Adults		
We have a North-Bank Appropriate Adults Scheme focused on the needs of vulnerable individuals	Force-wide scheme(s) for appropriate adults, covering both adults and children, that provides them with the best level of service possible	1
Domestic Abuse		
The OPCC will further develop its mechanisms for working with victims and organisations dealing with domestic abuse, to ensure organisational learning and better outcomes for victims	Mechanism to understand the perspective of the victim and the processes involved in the organisations concerned, with the aim of improving organisational learning and outcomes for victims	3
Bespoke Research		
National Police Foundation Project	Research report that allows the OPCC to develop a clearer and deeper understanding of public attitudes towards policing priorities	2

Governance and Administration Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Human Resources		
We have a HR Toolkit to manage leave and sickness, emergency contact details but there is further functionality that could add value to the OPCC staff management and development	Functional HR Toolkit which is maximised in line with the employer of choice offer	2
GDPR and Data Protection		
We are working on a plan to ensure GDPR compliance for the OPCC	Streamlined approach around what we store, refreshed Data Retention Policy and fully considered data protection issues	2
Transparency and Service		
We meet the requirements to be awarded the CoPaCC transparency award every year	Industry leader in how we share information with the public, exceeding minimum transparency requirements	2
We provide a level of service that means we respond to the needs of the public as we are contacted	Revised public contact offer that provides clarity for public expectation on response from the OPCC, including fully utilising our Pentana system for managing public contact	2
The OPCC has a series of processes and procedures for dealing with statutory duties that have not been reviewed for a period of time	Full review of our business processes as part of the Pentana system implementation, identifying potential increases in effectiveness or improved efficiencies in managing work flows through the OPCC	2
The office supports a variety of national, regional and local campaigns aligned to our organisational values	Fully implemented Social Mobility Pledge, Armed Forces Covenant and Time to Change within the OPCC	1
The OPCC receives correspondence which requires input from the force or collective response which is dealt with on an ad hoc basis	Service Level Agreement between the Force and OPCC to agree points of contact and timeframes for effective correspondence management	2
Complaints		
Complaints appeals are currently dealt with by the force for complaints about the force. Legislation change will see the appeal process shift to OPCC approx. October 2019	Effective and efficient appeals process that ensures optimum service standards to the public and value for money	2

Governance and Administration Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Finance		
The finance team have been through restructuring over the past six months including TUPE of treasury back to the force with responsibility for key processes such as production of the annual accounts	Effective handover of staff and responsibilities, including a review of how the Force will be held to account for responsibility of these services	2
We are providing support for the force through OPCC s151 officer support	Force have their own arrangements in place for s151 responsibilities, allowing effective holding to account for Force finance	2
We are still anticipating the retirement of a key post within the Finance Team, no planned date but a business critical role	Robust forward plan in collaboration with Fire and Rescue, enabling effective handover for retirement planning	2
We have an established process for the production of 5 year MTRS that supports the annual precept recommendation	Fully implemented CIPFA Financial Management Code (due for launch in July 2019)	2
We have a Code of Corporate Governance that is in need of a refresh which should include revised Standing Orders and Financial Regulations that reflect the revised assurance process and Force working arrangements	Revised Corporate Governance Framework and Standing Orders and Financial Regulations that support delivery of services, oversight, improve arrangements for holding Chief Constable to account, consistent with CIPFA Financial Management Code	2
Risk		
We maintain a risk register which is routinely updated and shared with the Joint Independent Audit Committee	Embedded management of risk in Pentana system, with real-time monitoring and effective tracking of progression and mitigations	2
Staff Development		
The OPCC has progressed significantly in embedding a high performance culture which can be driven further through modern application of coaching style leadership	Line managers will have the tools to lead people using Coaching skills to help people be the best they can and use HR Toolkit to track progression	2
We have a temporary Data Protection Officer in place until September 2019 to ensure the office becomes GDPR compliant	Full evaluation of the work of the DPO with consideration of future OPCC requirements post September 2019	2

Governance and Administration Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Commissioning		
Substance Misuse Services Commissioning (SMS)		
<p>Liaison and diversion services are becoming embedded within custody across Humberside. There are opportunities to work across strategic partners and develop a response that is a leadership model across region. (short sentences and continuity of care from prison to community as key issues to address)</p> <p>We have built sound relationships with PHE / NHSE and regional commissioners around this area of work and developing work streams which include PATH workshops in association with key strategic leads</p> <p>18 month project</p>	<p>Humber wide Custody intervention service for substance misuse which meets the needs of local community and contemporary provider landscape</p> <p>Clear pathways that engage and support, and where duplication is reduced. Where people effectively engage in services post-custody</p>	2
High Harm Sexual Violence Commissioning		
<p>A currently cluttered and developing market place which includes an emphasis on professionalisation and quality assurance. There are revised service standards developed for the services (Lime culture and CQC) and an ISVA CPD framework. There is a national requirement to raise quality standards and carry out local service reviews</p> <p>There is an emphasis upon protected characteristics, particularly for male survivors and an acknowledgement of a gap in provision for recovery services (therapy)</p> <p>Some service provision not currently equitable across the region</p> <p>2.5 year project</p>	<p>Humber wide sexual violence service which is high in quality, accessible and enables universal, specialist and targeted interventions across a range of needs. The services are connected, pathways are clear and referrals are supported</p>	3
Performance Framework/Dashboard		
<p>Consolidation. We understand the contracts/ values and expiry dates and have all information stored in one place, this includes points for review and associated timescales. We have started to develop a toolkit around this area of work, to build resilience and make the process clearer</p> <p>Contract management is standardised and we have built in reporting requirements to all newly let contracts</p> <p>2 year project</p>	<p>Effective performance structure which meets future requirements and displays the progress against the journey for commissioned services in relation to the Police and Crime Plan</p> <p>Dashboard format that is clear, easy to read and can be published on OPCC website</p>	2

Governance and Administration Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Early Intervention Youth Fund - Sustainability		
<p>We have just commenced the first steps on this journey. Working with Force colleagues to roll out universal intervention and campaigns across all schools and colleges in Humberside and supporting local specialists to deliver positive diversion</p> <p>Street games are delivering sessions to engage local leaders and organisations in realising the link between sport and desistance, sustainability as a key aim</p> <p>Sustainability of early intervention projects are being considered</p> <p>The OPCC invests in Early Help services on the North Bank, this supports delivery of EIYF but isn't equitable across Humberside</p> <p>2/3 year project</p>	<p>Humber-wide Early Intervention offer which is engaging to young people, equitable across the region, meets the needs of local communities and is sustainable</p>	<p>1</p>
Community Safety Partnerships		
<p>All four CSPs have reviewed their governance and are developing delivery plans. There is a need to strengthen governance, capacity, connectivity and delivery</p>	<p>Four CSPs with:</p> <ul style="list-style-type: none"> a clear partnership identity, well connected to their local communities, clear representation and commitment from partners, well supported in their business, robust governance arrangements, an outcome oriented plan that delivers positive outcomes in their communities 	<p>1</p>
<p>There remains a need to make further improvements in the grant claim process between the CSPs, OPCC and the Force</p>	<p>Financial claiming system for CSPs to use that is effective, efficient and robust for CSPs, the OPCC and the Force Finance Team</p>	<p>1</p>

Governance and Administration Team 19/20 Contribution

WHERE WE ARE NOW?	PRODUCT	PRIMARY AIM
Projects		
TELER for DA		
Developing a system that enables victims of domestic abuse to remain in contact with their service provider	Fully market ready product that enables victims of Domestic Abuse to provide information to their service provider that measures their recovery journey and alerts the service if risk is escalating	3
Community Justice		
Developing an approach to community justice that uses restorative approaches and techniques	Community based mechanism that enables outcomes achieved through restorative processes	2
Alcohol Abstinence Monitoring Pilot Project		
The AAMR Pilot Project is in the last few months of the practical delivery (Court Orders)	Completed AAMR Pilot Project practical phase with well-managed Evaluation Phase through the year	3
White Ribbon Campaign UK (Men against Domestic Violence)		
The OPCC male staff have joined the White Ribbon Campaign and the OPCC now needs to develop a local action plan to enable 'corporate membership' of the campaign	OPCC has full Corporate Membership of the White Ribbon Campaign as part of the PCCs priority to tackle Domestic Abuse	3
Little Book of Big Scams		
An informative booklet providing advice to people vulnerable to fraud	Little Book of Big Scams produced by the OPCC and distributed to partner organisations to use for preventing fraud	3
Public Health Approach to Crime and Violence Reduction		
Develop local capacity to deliver a public health approach to reducing crime and violence across Humberside communities	Mechanism enabling key partners to work collectively on reducing crime and violence across the population of Humberside	3

NOTES

NOTES





HUMBERSIDE
POLICE & CRIME
COMMISSIONER



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