



**HUMBERSIDE**  
POLICE & CRIME  
COMMISSIONER



**DELIVERY  
PLAN**

2020/21

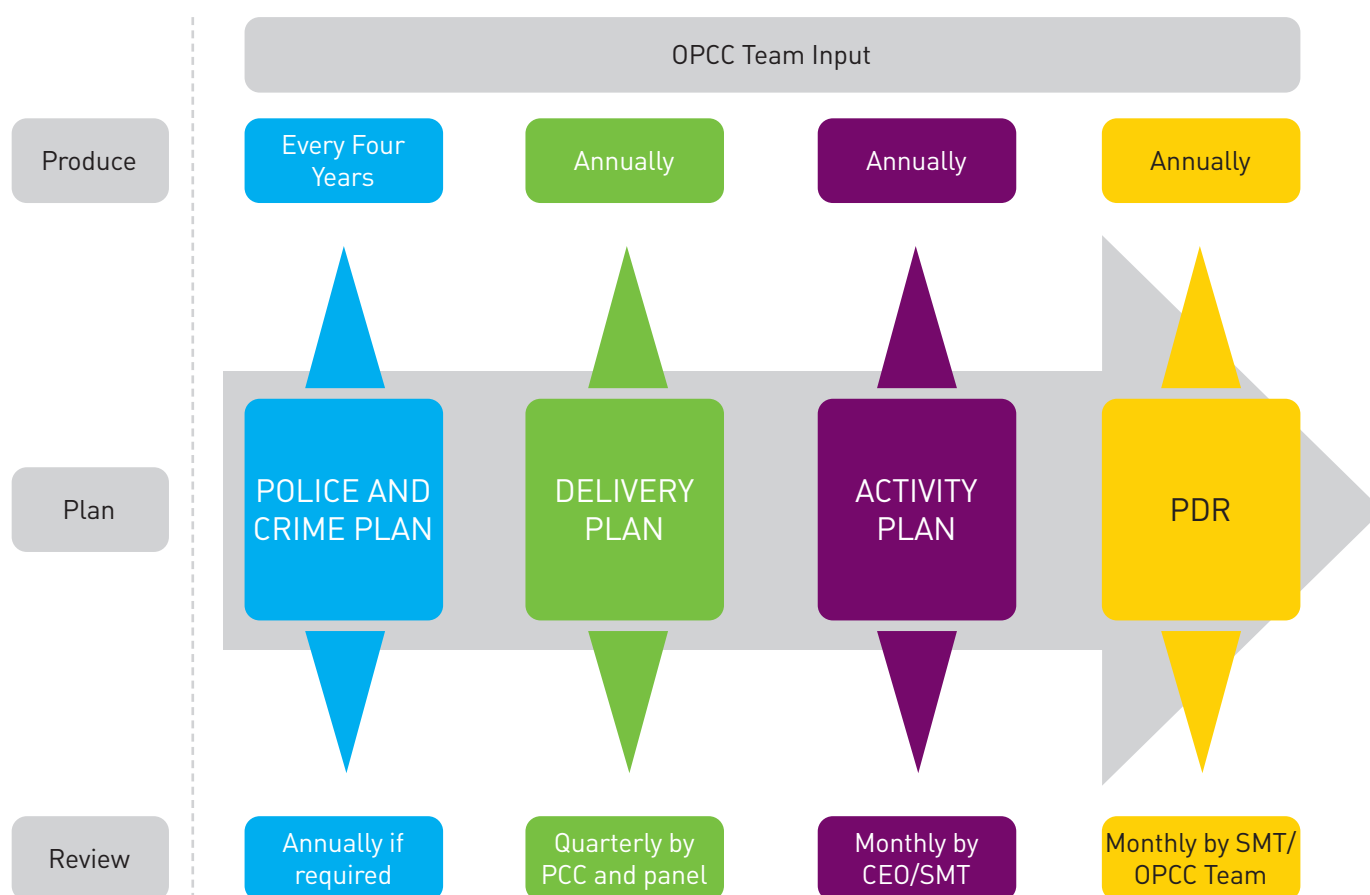
# CONTENTS

Introducing the Humberside OPCC Delivery Plan	3
Vision, Mission and Values	4
Endorsements, Accreditations and Memberships	6
The Police and Crime Plan	8
Team Structure	9
Key Partnerships for the OPCC	18
Achieving the aims of the Police & Crime Plan	18

# INTRODUCING THE HUMBERSIDE OPCC DELIVERY PLAN

Welcome to the fourth published OPCC Delivery Plan. This document is the annual summary document for how the OPCC team work effectively towards achieving the aims of the Police and Crime Plan. It is the intention that this document is an operational one and it forms the basis of how the team both create and are provided strategic direction.

Now in its fourth iteration the process has been further 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 undertaken to ensure an effective office that supports the PCC to exercise his duties effectively.

In line with our office ethos to use a system of 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 has been through a cultural change programme. The team now 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 “Asking questions when anyone’s actions are inconsistent with our values.”

- ▶ You say what you think, when it’s in the best interest of OPCC, even if it is uncomfortable
- ▶ You make tough decisions (in a respectful way)
- ▶ You take risks and are open to possible failure

### 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 “Valuing relationships and building ones that last through what you do, and how you do it.”

- ▶ 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 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**

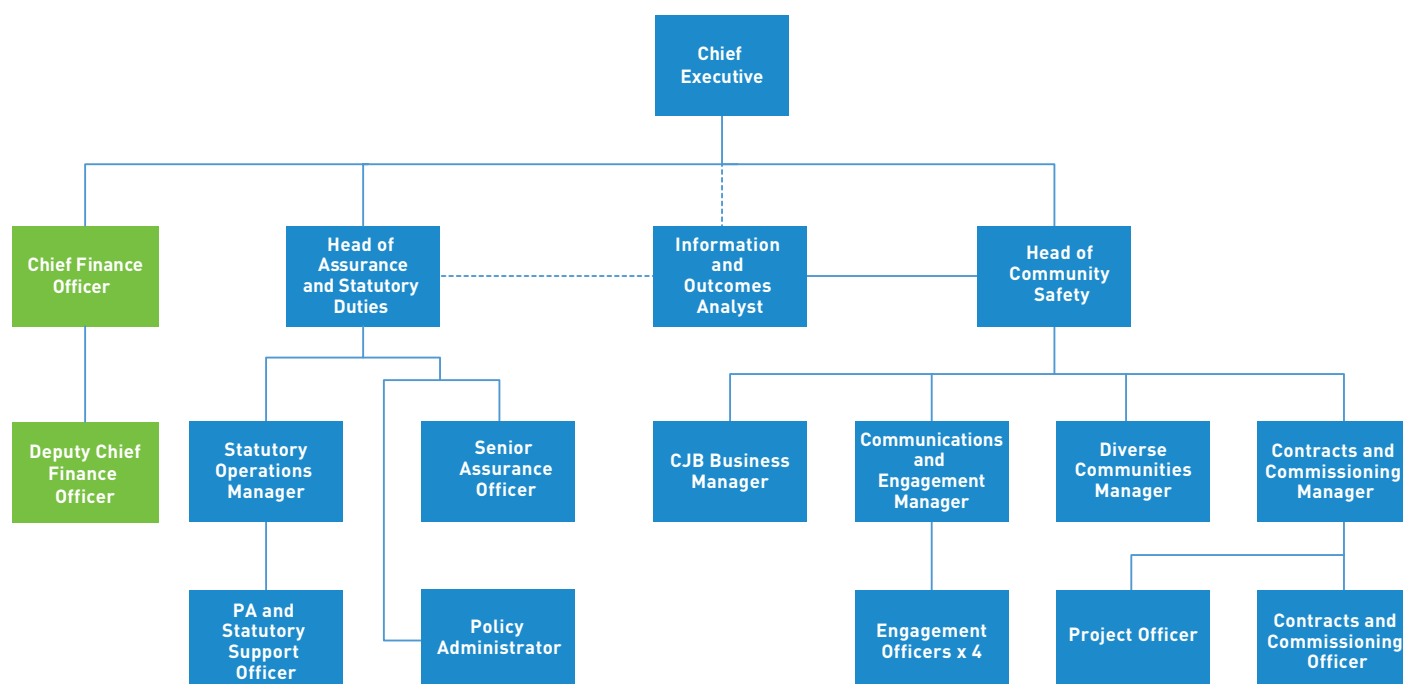
Deliverables/Outputs:

- (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 continues to adapt and change to flex and respond to the changing demands and products we deliver. We have seen significant change to how we manage finance and treasury following the retirement of our Chief Finance Officer and Treasurer. This role was replaced with an outsource arrangement through secondment of two Fire and Rescue Officers supporting the OPCC on a 2 day a week each basis (shaded green), providing further resilience and opportunity to share good practice between the organisations.



## MANAGING THE BUDGET

The funding available to the Police and Crime Commissioner is principally made up of the precept and Government grants and he has access to 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 2020/21 is as follows:-

INCOME	£'m 2019/20	£'m 2020/21
Central Government Grants	126.524	133.196
Council Tax	61.123	63.845
Funding from Reserves	5.081	1.719
<b>TOTAL</b>	<b>192.728</b>	<b>198.760</b>

EXPENDITURE	£'m 2019/20	£'m 2020/21
Chief Constable	182.944	188.833
Police and Crime Commissioner (Including Community Safety and Victim Support Grants)*	4.733	5.618
Capital Charges	5.051	4.309
<b>TOTAL</b>	<b>192.728</b>	<b>198.760</b>

Each year the PCC in collaboration with the Chief Constable updates the 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.

The Force Finance team prepare the annual accounts for the PCC, the Chief Constable and for the PCC Group and these are reviewed by the OPCC. The annual accounts are subject to external audit each year, who provide an opinion on the financial statements and the adequacy of the arrangements for securing value for money. The OPCC and the Force also manage the programme of work undertaken by the Joint Independent Audit Committee.

## JOINT INDEPENDENT AUDIT COMMITTEE

The Joint Independent Audit Committee consists of 7 paid members and is a key component of our corporate governance. 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, internal and external audit, thereby helping to ensure efficient and effective procedures and practices are in place. The Committee meets 5 times a year (with additional meetings by exception if required). Members of the Committee regularly attend other meetings run by the PCC and 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](http://www.humberside-pcc.gov.uk/Working-for-you/How-We-Make-Decisions/Joint-Independent-Audit-Committee.aspx)

# ASSURANCE AND STATUTORY DUTIES

The Assurance and Statutory Duties team supports the PCC to carry out an effective programme of assurance, and that they have the information required to effectively hold the Chief Constable to account whilst ensuring that the PCC's statutory duties are duly met.

The team is led by the Head of Assurance and Statutory Duties whose purpose is to effectively manage a programme of assurance, including managing the use of volunteers in independent scrutiny of force operations, providing the PCC with access to analysis and data to demonstrate progress against the Police and Crime Plan, ensuring the PCC has access to policy advice on policing matters that they need to be aware of and provide opinion on, and that all statutory duties are met.

The team also now has a professional support and administrative function, providing personal assistance to both the PCC and Chief Executive, enabling them to undertake their roles more efficiently and effectively. Our process for dealing with correspondence has also changed, providing a much improved service to members of the public who contact our office.

The team build and maintain effective relationships with the wider national criminal justice agencies, providing policy support to assist the PCC in his understanding of, for example, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspections, Home Office requirements, the needs of the Association of Police and Crime Commissioners (APCC) and specifically those of the PCC for his various national 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 award winning Appropriate Adults scheme with the University of Hull.

This team also manages a gold-standard statutory Independent Custody Visiting Scheme, ensuring that the highest standards are maintained, and that the scheme is developed further as necessary. They have recently been part of a national pilot reviewing custody records.

In February 2020, legislation around the review of force complaints changed, with the PCC taking on the role of Relevant Review Body (RRB) for people who disagree with the outcome of their complaint against Humberside Police. The team manages this process and considers whether the complaint was both reasonable and proportionate. They also deal with complaints made to the PCC directly regarding the Chief Constable, and develop and maintain effective relationships with the Independent Office for Police Complaints (IOPC).

The team also manages Freedom of Information and Subject Access 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 through a recently introduced Pentana system. 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.

The Assurance and Statutory Duties team also oversee a variety of independent scrutiny functions to support assurance of the force. This is an area where the team will be strengthening its role in the current year.



# 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, and they all provide a 'Gold' standard service as awarded by ICVA. 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](http://www.humberside-pcc.gov.uk/In-Your-Community/Volunteering.aspx)

Due to Covid-19, the team introduced a socially distanced process, so it could continue performing this vital statutory requirement on behalf of the PCC. This involves telephone interviews into the custody facilities, including discussion of welfare issues with people in custody if necessary. It also includes reviewing redacted custody records to ensure compliance with recording and reporting requirements.

# STOP AND SEARCH / USE OF FORCE COMMITTEES

The team made significant changes to the scrutiny of Stop and Search and Use of Force (UoF) during 2019/20, with chairing from the Head of Assurance and Statutory Duties. Regular scrutiny of records is undertaken, looking at key trends and outcomes, and best practice in order to work out the best possible informed course of action for future review and scrutiny.

During 2020/21 there are plans to further this process and a review is underway. This will ensure an even more robust mechanism for Stop and Search, Use of Force and also Hate Crime.

# ETHICS COMMITTEE

A joint independent Ethics Committee provides assurance on integrity and standards for both the OPCC and Humberside Police. The Committee met regularly during 2019/20. As part of the review of the overall scrutiny process, the OPCC is currently reviewing the Ethics Committee to develop the role of the committee further, learning lessons from other areas where relevant.

## 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 continues to meet 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.

## APPROPRIATE ADULTS 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.

In order to address this problem, the OPCC collaborated with Hull University Social Services Organisation (HUSSO) in 2018 to establish an appropriate adult service for vulnerable adults detained in police custody in the Humberside Police area. Degree students volunteer and provide support for detainees during biometric testing, police interviews and charging decisions. All of the volunteers are trained through the National Appropriate Adult Network (NAAN).

The scheme currently runs on the North Bank, covering the Clough Road Custody Facility. During 2019/20, we reviewed provision on the South Bank and Humberside Police as the customer for such services felt that the current set-up (not through the OPCC) was adequate for their needs at this time. Our long-term aim remains to take the scheme force-wide if possible. As well as providing a unique service, data gathered is also being used to provide insights into vulnerable detainees that will assist the police in future service provision. All of the volunteers have access to specialist counselling services.

Due to Covid-19, the scheme has been put on hold to ensure the safety of volunteers. Temporary processes have been put in place until such time as we can restart this scheme.

# COMMUNITY SAFETY

The Community Safety Team includes what have previously been separate areas of business i.e. Media and Communications, Engagement, Commissioning and the Criminal Justice Board (CJB).

The team build lasting, effective working relationships with partners that can proactively support the achievement of the Police and Crime Plan outcomes. Working together is fundamental to the team but there are four broad functions which are as follows:

## COMMUNITIES AND ENGAGEMENT

Engagement Officers are at the heart of the team and they have built effective engagement networks with and between communities, as well as with partnership groups such as the Community Safety Partnerships. As the eyes and ears of the Commissioner, they make the critical links needed to achieve the ambitions of the Police and Crime Plan.

The team manager also provides the communications and media expertise for the organisation which includes managing the PCC's website and statutory consultation with the public on subjects such as level of precept and the Police and Crime Plan.

## CONTRACT AND COMMISSIONING

The team commission key services, including a range of victim related services, so that outcomes against the Police and Crime Plan are delivered. The team work with partners and seek community feedback (e.g. via the Engagement Officers) which means that they are well placed to drive service improvements as well as additional value from the services that they contract manage.

The team are responsible for putting in place robust arrangements to manage contracts. This includes gathering evidence of impact and ensuring that services are evaluated to drive improvement. The team use a number of techniques for evaluating including service reviews.

The team lead bidding processes for grants and funding opportunities (such as the successful Early Intervention Youth Fund initiative "Box Clever"). This involves preparing and submitting bids and when successful, managing the projects through to a successful conclusion.

The Team also provide a project management expertise for the whole of the OPCC enterprise.

## CRIMINAL JUSTICE

The work is led by the Business Manager for the Humberside Criminal Justice Board (HCJB). Criminal Justice Boards or Partnerships exist in all PCC areas. The PCC is the Chair of the HCJB. The HCJB brings together those organisations or agencies that have an interest in or a responsibility for delivering Criminal Justice services.

The Business Manager works across the whole system locally (Police, Courts, Crown Prosecution, Probation, Prisons, Defence colleagues, Youth Offending, Victim Support etc) to bring about improvements in the effectiveness and the efficiency of local justice. The work of HCJB is supplemented by the involvement of senior academics from the University of Hull who bring academic rigour to the work of the Board.

The Business Manager also works at a Regional and National level which provides benefits to our local approach but also a vehicle for the PCC to influence change at a national level.



## DIVERSITY AND INCLUSION

The Diversity and Inclusion Manager works across the whole of the OPCC and the role has three key areas of activity.

The first key role is in working with the Communities and Engagement Team so that engagement reaches further into our communities. It is clear that some of our citizens are marginalised and fail to access community safety services or properly raise their concerns. The Diversity and Inclusion Manager provides advice and support to the Engagement Officers so that local engagement processes tackle these issues. This means that over time, the PCC will be confident that he understands the concerns and issues faced by those that are marginalised. There are some communities where the interests or concerns are not based on where they live but who they are. We call these communities of interest. The Diversity and Inclusion Manager develops specific ways to engage with communities of interest so that their concerns and issues can be understood.

The second key role is in acting as an expert advisor to the PCC and the CEO on areas of legislation, guidance and practice. This work includes reacting to consultation from Government and national bodies, briefing the PCC and CEO on the implications of draft or new regulation / legislation as well as making proposals on the development or adoption of specific practice.

The third key role is that of taking a lead on diversity and inclusion policy. Again broad ranging but this includes contributions to making the OPCC an employer of choice and representing the PCC at a national level on policy groups. Part of this role is also developing and delivering initiatives at a local level. An example of this is representing the PCC at the Humber Modern Slavery Partnership where the group is developing at pace following investment made by the PCC.



# 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 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 victim 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.

### 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 a member of the SRH Board. The OPCC developed a Community Speed Watch (CSW) scheme during 2019/20 in order to empower communities further. This scheme is now run through Humberside Police with support from the SRH Board.

### PUBLIC HEALTH FOR SUBSTANCE MISUSE

The PCC recognises that the misuse of drugs and alcohol is 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, 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, 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, requiring them to work together to ensure judicial process and health care are well coordinated. This can often result in lifelong support for the damage and devastation caused by the assault, which are extremely varied and traumatic for the victim.

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 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 report the offence to the police.

## THE BLUE DOOR

The OPCC directly commission the Blue Door, a third sector provider who deliver 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 role provides 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 risk of a 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 be 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 upon them to the offender, to seek an explanation or an apology from the offender or to seek restoration or 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 within accessing support. In addition to these outcomes RJ reduces offending. Additionally the PCC recognises the impact of prevention and early intervention to reduce repeat victimisation and vulnerability and increase resilience and as such have provided additional funds to Remedi for a Restorative Practice pilot to look at using Restorative approaches to supporting and dealing with issues prior to criminal activity taking place as a means of reducing demand on policing as a preventative measure.

## 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.

# KEY PARTNERSHIPS FOR THE OPCC (cont.)

## 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.

## BRAKE

Brake's vision is a world where everyone moves in a safe and healthy way, as part of our normal day. They work to stop road deaths and injuries; support people bereaved or seriously injured in road crashes; and campaign for safe and healthy mobility for all. Humberside PCC provides a small grant each year to help fund this work to ensure specialist support is available to support anyone that may lose a loved one on the road or have someone seriously injured.

## CRIMESTOPPERS

Humberside PCC provides a grant contribution to Crimestoppers to fund the national call centre infrastructure and local support. Crimestoppers are an independent charity that gives people the power to speak up and stop crime, 100% anonymously. By phone and online, 24/7, 365 days a year, Crimestoppers also share advice on how to protect the people you care about from crime.

# 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 coming year to 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 (APCC); 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 below 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.

## Community Safety Team 2020/21 Contribution

COMMUNITY SAFETY TEAM		
WHERE WE ARE NOW?	PRODUCT	AIM
<b>VICTIMS AND WITNESS SERVICE – UMBRELLA</b>		
Contracts for all major victim services expires in 2022 and requires a full review and commissioning. This includes Victim Support (Victim Referral and Liaison Service), Blue Door ISVA, FCR and CHISVA (and potentially Humberside Young Witness Service).	Fully consulted revised service specification that is 'smoother' for victims and witnesses to navigate and increases collaboration and partnership between core agencies and service providers.	3
<b>SINGLE ASSESSMENT SERVICE AND OUT OF COURT DISPOSAL (NAVIGATOR SERVICE)</b>		
Currently there are limited opportunities for diversion from custody into alternative disposals. Drug test on arrest has ceased and there is recognition of a need to work differently with frequent attenders, with a view to scoping out one assessment team in custody for all vulnerabilities.	Innovative custody assessment service, diversion pathways/out of court disposals in collaboration with Humberside Police. [This work links to CJB work streams for revised standards improved pathways commissioning activity in relation to substance and developing creative pathways to reduce offending]	2
<b>OPCC FUNDING AND OPPORTUNITY KNOWLEDGE BANK – SCOPING</b>		
Currently the OPCC doesn't have a knowledge bank for information and ideas for grants and bids from statutory and community organisations. The introduction of a projects officer presents an opportunity to identify gaps in service provision and scope ideas from communities to improve the ability to apply for new grants.	Knowledge Bank for successful and unsuccessful grants/bids via CRF to provide a body of evidence to inform and prepare the OPCC for potential future grants.  [Link across to funder/grant finder]	1
<b>EARLY INTERVENTION PROJECT</b>		
The EIP ended in March 2020 and various products have been achieved which now need to be sustained.	Sustainable products monitored and developed further.	1
<b>CRIMINAL JUSTICE BOARD - BUSINESS PLANNING</b>		
The Criminal Justice Board now has a framework for reporting on its activities and communicating back to its members and the general public. It must now begin the next phase of development.	A mission, vision, values and set of outcomes, along with communication of the board's activities. The LCJB will build on its successes, cementing and ensuring delivery of an efficient and fair Criminal Justice System for the communities of the Humber region.	2

## Community Safety Team 2020/21 Contribution

COMMUNITY SAFETY TEAM		
WHERE WE ARE NOW?	PRODUCT	AIM
CRIMINAL JUSTICE BOARD - VICTIMS OF CRIME		
A survey has been conducted of Humberside citizens, focus groups with victims of crime and agency representatives.	An agreed set of key deliverables to improve the experience of victims of crime in the Humber region.	3
COMMUNITY SAFETY PARTNERSHIPS (CSPs)		
CSPs have been invested in for three years and capacity and capability has been developed. There is a need for that development to continue so that CSPs are effective in delivering priority outcomes for local communities.	Four effective CSPs who are able to understand community safety priorities, set outcome oriented plans, deliver against those plans and connect well with their local communities.	1
There is a need to establish better understanding of who (organisation) is responsible or leads on community safety related issues.	A register or directory of community safety leads available to the whole OPCC team.	1
There is a need to establish connectivity with young people as they currently do not engage with Police or the CJS in a meaningful way.	An effective youth communication network that provides a voice for young people to raise their issues with the OPCC.	1
Meet the Commissioner community events have been developed and delivered in East Riding of Yorkshire but not in the other three Unitary Authority areas.	An agreed programme of community based meet the Commissioner events.	1
The Community Trigger for ASB is not consistently managed across all community areas.	A completed review of local Community Trigger arrangements and an agreement for OPCC to be an Observer in the process.	1
Communities are only able to have a voice on adhoc basis.	A mechanism for communities to have a voice in priority setting.	1
PROJECTS		
TELER for Domestic Abuse (DA) has been developed by Preston Road Women's Centre in partnership with the OPCC. The final stages of development are outstanding.	TELER for DA is fully developed, Beta Tested and made Market Ready.	3
Revolving Doors Agency and the OPCC wish to work together to develop a more effective approach to intervening in Care Leavers who ordinarily come into contact with the CJS.	A set of tested and agreed interventions that reduce offending and reoffending across the Care Leaver cohort.	3
AAMR has been delivered and the first of two evaluation reports has been produced.	A final evaluation report on outcomes.	2
Public Health Approach to Crime Reduction - An initial meeting of partner agencies was convened by the PCC in October 2019 to agree a local Public Health approach to violence reduction.	An effective and resourced partnership that has an agreed strategy and delivery plan that aims to reduce priority crime.	2

## COMMUNITY SAFETY TEAM

WHERE WE ARE NOW?	PRODUCT	AIM
<b>PROJECTS</b>		
All of the OPCC staff and the PCC have become White Ribbon Ambassadors or associates. The OPCC wish to become Corporate Members of the White Ribbon Campaign.	Corporate Membership of the White Ribbon Campaign achieved.	3
A full literature review has been carried out on models of community justice approaches. The review has concluded with a set of recommendations on what conditions or characteristics may be needed of a community court or justice model is to be successful.	A clear scoping document that set out a plan to develop a community court or local community justice approach in an area of Humberside.	2
DELIB Dialogue is an on-line product that enables a group of people to engage in a deliberation of a topic / question or challenge. The Product was used for engaging Victims of crime as part of the OPCC VCOP Project. DELIB Dialogue now needs to be used on another two or three topics to complete the test.	Two or three clear tests of DELIB Dialogue that results on decision to retain the software as part of the OPCC engagement tool set.	2
Safer Streets Funding was applied for in March 2020 and if successful, a project needs to be delivered at pace.	A successful Safer Streets Project delivered in the Brumby area of Scunthorpe in partnership with Ongo Homes and others.	4
<b>CRIMINAL JUSTICE BOARD - BUSINESS PLANNING</b>		
The Criminal Justice Board now has a framework for reporting on its activities and communicating back to its members and the general public. It must now begin the next phase of development.	A mission, vision, values and set of outcomes, along with communication of the board's activities. The LCJB will build on its successes, cementing and ensuring delivery of an efficient and fair Criminal Justice System for the communities of the Humber region.	2
<b>DIVERSITY &amp; INCLUSION MANAGER</b>		
There is a need to establish a baseline for OPCC internal compliance with the Public Sector Equality Duty (PSED)	Audit report with recommendations where required to Chief Executive and PCC to ensure compliance can be achieved	2
We have a number of different engagement channels - need to have greater oversight to evidence inclusiveness and cover gaps	Inclusive engagement model that demonstrates clear two way communication with all communities to contribute to community safety	2
Victim Services are in place that need reviewing to ensure they are inclusive for all communities and are adequately equipped to respond to multiple diverse needs of victims and survivors	Make recommendations to the Contracts and Commissioning Manager for a commissioning process for victim services that incorporates best practice and responds to local need	3



## Assurance and Statutory Duties Team 2020/21 Contribution

ASSURANCE AND STATUTORY DUTIES		
WHERE WE ARE NOW?	PRODUCT	AIM
<b>PENTANA</b>		
Pentana has been implemented and now the OPCC needs to make full use of the system and develop further as the demands of the office continue to evolve and grow.	An effective system that is understood and use by the office and contributes towards delivery of the Police and Crime Plan outcomes.	2
<b>INDEPENDENT EXTERNAL SCRUTINY</b>		
We have a number of assurance meetings. These include external independent people and structures, with involvement for example in Use of Force, Stop & Search, Joint Ethics Panel, Independent Custody Visiting and the provision of Appropriate Adults.	Reviewed and refreshed approach to engaging external people in independent scrutiny and challenge, ensuring the PCC is able to hold the force to account.	2
<b>PERFORMANCE</b>		
We have continued to work with the force and partners to ensure greater understanding of the Police and Crime Plan outcomes and a more pro-active role around HMICFRS and audit recommendations. We need to develop this longer-term approach much further and understand the emerging national requirements and the 'fit' with our local approach.	Clear approach showing how we ensure benefit and value from all that we implement, with a planning process and direction of travel towards achievement of our outcomes.	2
<b>MY COMMUNITY ALERT</b>		
My Community Alert and Humbertalking have been implemented with development funds from the PCC. We need to ensure greater scrutiny around how this is being used by Humberside Police and received by the public.	Effective method of assurance and evaluation of the impact for the public and holding the force to account.	2
<b>COMPLAINTS AND REVIEWS</b>		
Changes were made to the police complaints process in 2019/20 and we need to ensure that the changes are fully understood and working effectively.	Improved customer service when people feel the need to contact the force.	2
<b>APPROPRIATE ADULTS</b>		
We have developed to Appropriate Adults Scheme in conjunction with Hull University covering the North Bank.	Improved reporting back to the Accountability Board showing the benefits of our approach, scrutiny and holding to account.	2
<b>INDEPENDENT CUSTODY VISITING</b>		
We have an Independent Custody Visitor (ICV) Scheme and provide support to the national network.	Enhanced scheme for Independent Custody Visitors to undertake following national pilot.	2



ASSURANCE AND STATUTORY DUTIES		
WHERE WE ARE NOW?	PRODUCT	AIM
COMPLAINTS AND REVIEWS		
Changes were made to the police complaints process in 2019/20 and we need to ensure that the changes are fully understood and working effectively.	Improved customer service when people feel the need to contact the force.	2
FINANCE		
Finance always sat with Chief Finance Officer.	All staff aware of how funding works and access to budget, clarity over income and maximise expenditure.	2
	Clear lines of sight of income from the force, with clear planning around relevant funds (e.g. POCA, drug seizures, etc.)	2



**HUMBERSIDE**  
POLICE & CRIME  
COMMISSIONER



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