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HUMBERSIDE POLICE AND CRIME PANEL
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17 March 2021

Chairman: Councillor Jonathan Evison **Venue:** Virtual Meeting
Microsoft Teams

Time: 10.00 am **E-Mail Address:**
Matthew.nundy@northlincs.gov.uk

AGENDA

1. Welcome and Introductions
2. Apologies for Absence
3. Substitutions
4. Declarations of Disclosable Pecuniary Interests and Personal or Personal and Prejudicial interests (such declarations are to be made in accordance with the members' respective council's Code of Conduct).
5. To take the minutes of the meeting of the panel held on 4 February 2021 as a correct record and authorise the chairman to sign. (Pages 1 - 4)
6. Humberside Police and Crime Commissioner - Update
7. Humberside Police - Attendance by the Chief Constable of Humberside Police
8. Humberside Police and Crime Commissioner Delivery Plan 2021-22 (Pages 5 - 28)
9. Humberside Police and Crime Commissioner End of Term Report 2016-21 (Pages 29 - 44)
10. Extension to Term of Office of an Independent Member on the Humberside Police and Crime Panel (Pages 45 - 48)
11. Any other items that the Chairman decides are urgent by reason of special circumstances that must be specified.

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Public Document Pack Agenda Item 5

HUMBERSIDE POLICE AND CRIME PANEL

4 February 2021

PRESENT: -

East Riding of Yorkshire Council	Councillor Jacob Birch Councillor Paul Nickerson Councillor Ben Weeks
Hull City Council	Councillor Sean Chaytor (Vice-Chair) Councillor Haroldo Herrera-Richmond MA Councillor Linda Tock
North Lincolnshire Council	Councillor Jonathan Evison (Chairman) Councillor Richard Hannigan
Independent Co-opted Member	Mrs Hazel Chase Mrs Sue Whittaker

This was a virtual meeting held on Microsoft Teams.

- 358 **WELCOME AND INTRODUCTIONS** - The Chairman welcomed everyone to the virtual meeting of the Police and Crime Panel and invited all in attendance to introduce themselves and identify the local authority they were representing.
- 359 **APOLOGIES FOR ABSENCE - Resolved** - That it be noted that apologies for absence had been received from Councillors Rogers and Silvester (North East Lincolnshire Council).
- 360 **SUBSTITUTIONS** - There were no declarations of disclosable pecuniary interests and personal or personal and prejudicial interests.
- 361 **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS (SUCH DECLARATIONS ARE TO BE MADE IN ACCORDANCE WITH THE MEMBERS RESPECTIVE COUNCIL'S CODE OF CONDUCT)** - There were no declarations of disclosable pecuniary interests and personal or personal and prejudicial interests.
- 362 **TO TAKE THE MINUTES OF THE MEETING OF THE PANEL HELD ON 24 NOVEMBER 2020 AS A CORRECT RECORD AND AUTHORISE THE CHAIRMAN TO SIGN - Resolved** - That the minutes of the proceedings of the panel held on 24 November 2020, having been printed and circulated amongst the members, be taken as read and correctly recorded and signed by the chairman.

HUMBERSIDE POLICE AND CRIME PANEL
4 February 2021

363 **HUMBERSIDE POLICE AND CRIME COMMISSIONER – UPDATE** - The Chairman welcomed the Police and Crime Commissioner (PCC) for Humberside to the meeting. Mr Hunter provided a comprehensive update on the following areas –

- Number of abstractions.
- Humberside Police response to the pandemic and 'lockdown 3'.
- Complaints following enforcement of Covid restrictions.
- Crime and Justice Task Force and reduction in crime
- Crime and Policing Board priorities
- Strategic planning to meet national policing pressures.

Following the Police and Crime Commissioners comprehensive verbal update, the Chairman facilitated a discuss between the Panel and the PCC.

Resolved – That the verbal update be received with thanks.

364 **PROGRESS REPORT FOR OFFICE OF THE POLICE AND CRIME COMMISSIONER** - The Chairman welcomed Paul Wainwright to the meeting, the Assurance and Policy Manager at the Office of the Police and Crime Commissioner (OPCC). Mr Wainwright updated the Panel on the following –

- Staffing changes at the OPCC.
- Covid update.
- Scrutiny volunteers.
- Funding for veteran support.
- Public health approach
- Not in our community.

Following the Assurance and Policy Managers comprehensive verbal update, the Chairman facilitated a discuss between the Panel and Mr Wainwright.

Resolved – (a) That Mr Wainwright be thanked for his attendance, verbal presentation and for answering members' questions, and (b) that the verbal presentation be noted.

365 **POLICE PRECEPT FOR 2021-22 AND MEDIUM TERM RESOURCE STRATEGY 2021-22 TO 2025-26** - The Chairman welcomed Kevin Wilson, the Chief Finance Officer at the Office of the Police and Crime Commissioner to the meeting. Mr Hunter and Mr Wilson had been invited to the meeting to discuss with the Panel the Police Precept for 2021-22 and Medium Term Resource Strategy (MTRS) 2021-22 to 2025-26.

The Police and Crime Commissioner (PCC) informed the meeting that the MTRS for 2021-22 to 2025-26 that was attached to report as an appendix included the Commissioner's income and expenditure plans for the next five years.

The MTRS had been updated to take account of budget pressures, savings proposals and the recent provisional Police Finance Settlement that was

HUMBERSIDE POLICE AND CRIME PANEL

4 February 2021

issued on 18 December 2020. The capital programme and the projections for the Commissioner's reserves were also included.

The MTRS sets out a sustainable financial position over the medium-term and included the following key elements:-

- An underspend for the current financial year (2020/21) of £0.155M;
- Financing included in the MTRS for a capital programme of circa £50.1M over the period 2021-22 to 2025-/26;
- Impact of the 2021/22 Police Finance Settlement including funding for 95 additional officers as part of year 2 of the national Operation Uplift;
- Savings requirement over the period 2021-22 to 2025-26 of circa £8.8M;
- Total Reserves of £8.1M by 1 April 2026;

The PCC informed the meeting that the MTRS included a council tax precept increase of £14.99 a year on a Band D property for 2021/22.

The Police and Crime Commissioner informed the Panel that he had a duty to consult the public in regard to the intention to increase the policing precept. The proposed rate should then be considered by the Police and Crime Panel.

The Commissioner issued a Funding Survey and Council Tax Police Precept consultation which asked for views on increasing the Council Tax Precept by £15 on a Band property in line with the Government's recommended amount. The Survey ran from 23 December 2020 to 22 January 2021.

Due to the reach of social media and other platforms, the consultation attracted a total of 1,691 responses, the highest engagement to date.

The findings from the survey were as follows -

Agree with the Commissioner's proposal - 1,173 (69.4%)
Disagree with the Commissioner's proposal - 518 (30.6%)

In line with recommendations from the Police and Crime Panel made at the budget meeting on 6 February 2020, the PCC included more data collection to enable the OPCC to ensure it was engaging with a representative sample of the community. A copy of the full analysis was included as appendix 1 to the report paper.

In addition, the OPCC conducted further analysis to heat map where it had respondents by first four digits of their postcode. This demonstrated the following reach across the Humber area;

- People responded from every Humberside postcode area
- Neighbourhood Policy, 999 response patrol and Crime Investigation were

HUMBERSIDE POLICE AND CRIME PANEL
4 February 2021

- the top areas of policing teams the public felt were most important to them
- Roads Policing, Neighbourhood Policing and Rural Policing were the top three areas the public felt of least importance
 - 77% of respondents were aged over 45, of these 36% were over 65 years.
 - The 18-24 years bracket had the least engagement 1.2% of the sample
 - 11% of the sample were non White British or preferred not to say
 - 18% of the sample considered themselves to have a disability

Following the Commissioners verbal update, the Chairman facilitated a discussion between Panel Members and Mr Hunter and Mr Wilson on the Commissioner's proposal to increase the precept for 2021-22, by 6.560 % (from £228.22 to £243.21 for a Band D property, an increase of £14.99).

Resolved – That having considered the evidence submitted by the Police and Crime Commissioner and Mr Wilson, Chief Finance Officer at the Office of the Police and Crime Commissioner, and their responses to questions from members, it was unanimously agreed that the Humberside Police and Crime Panel support the precept without qualification or comment.

- 366 **COMPLAINTS REPORT** - The Secretary to the Police and Crime Panel circulated a report which provided the Panel with an update on complaints made against the Humberside Police and Crime Commissioner during the period 1 November 2020 to 31 January 2021.

As part of the complaints procedure it was agreed that the Police and Crime Panel would receive quarterly monitoring reports, at their formal meetings, on the number of complaints received.

There had been no new complaints received since the last update report was considered.

Resolved – That the report be noted.

- 367 **DATE AND TIME OF THE NEXT MEETING** - The next meeting of the Humberside Police and Crime Panel would be held on 17 March 2021 commencing at 10:00 am.

- 368 **ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT BY REASON OF SPECIAL CIRCUMSTANCES THAT MUST BE SPECIFIED** - There were no urgent items for consideration at the meeting.



HUMBERSIDE
POLICE & CRIME
COMMISSIONER



**DELIVERY
PLAN**

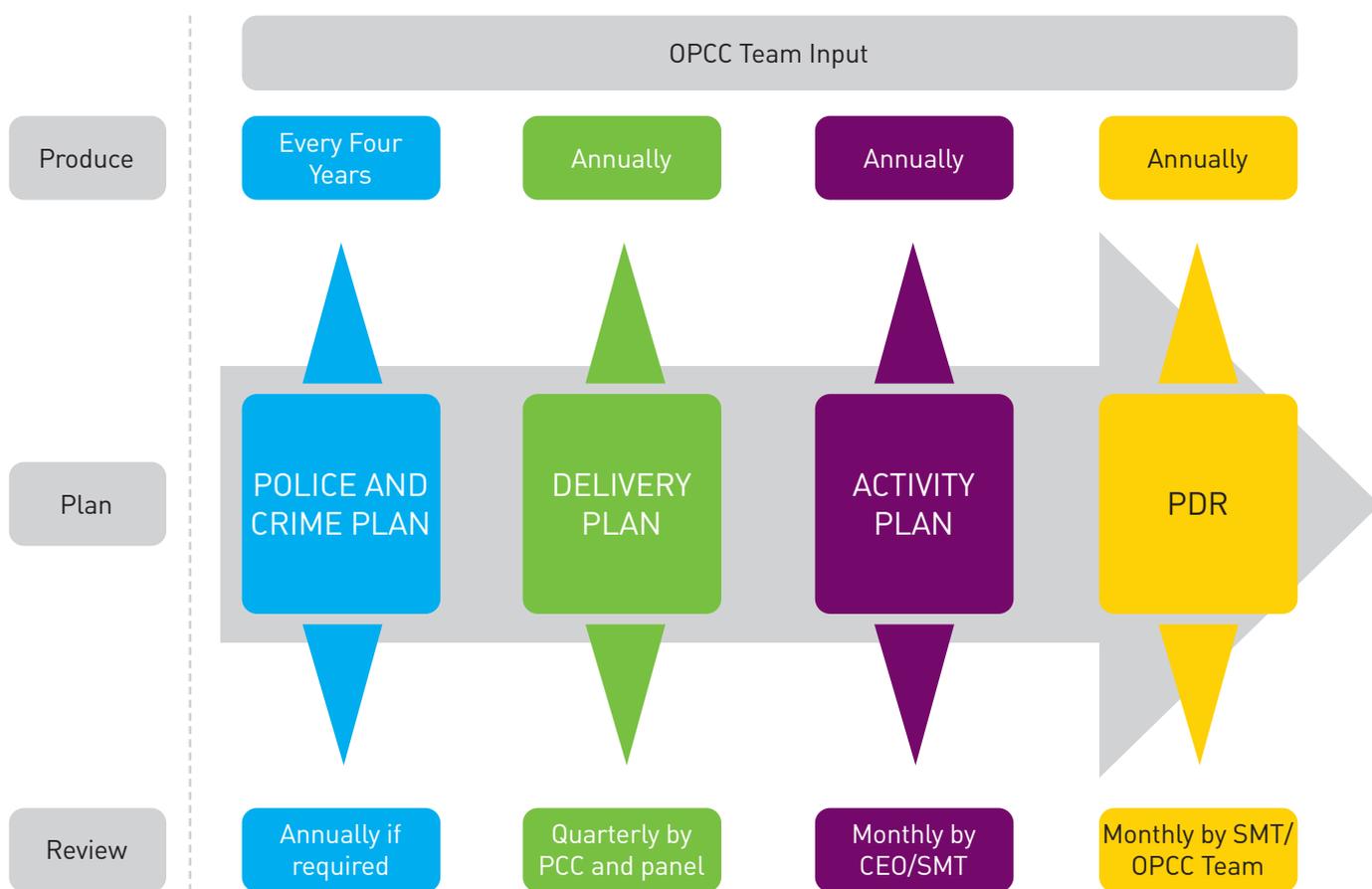
CONTENTS

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
Managing the Budget / JIAC	10
Assurance and Statutory Duties	11
Independent Assurance	12
Policy and Partnerships	14
Key Partnerships for the OPCC	16
Achieving the aims of the Police & Crime Plan	18

INTRODUCING THE HUMBERSIDE OPCC DELIVERY PLAN

Welcome to the fifth published OPCC Delivery Plan. This document is the annual summary for how the OPCC team work effectively towards achieving the aims of the Police and Crime Plan. The Police and Crime Plan has been extended for a further year on the back of the 2020 PCC elections being delayed by one year due to the COVID pandemic. Despite the potential change of PCC in May 2021 it was felt prudent that the team have a clear plan in place that may be subject to amendment rather than await the outcome of the election and plan following. 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 fifth 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 coming 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 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 “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
- ▶ You will see the possibility of bringing people together to get things done ‘with’ people not ‘to’ them

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 to help support the activities of the office. The office is 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 now runs from April 2017 – March 2022 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

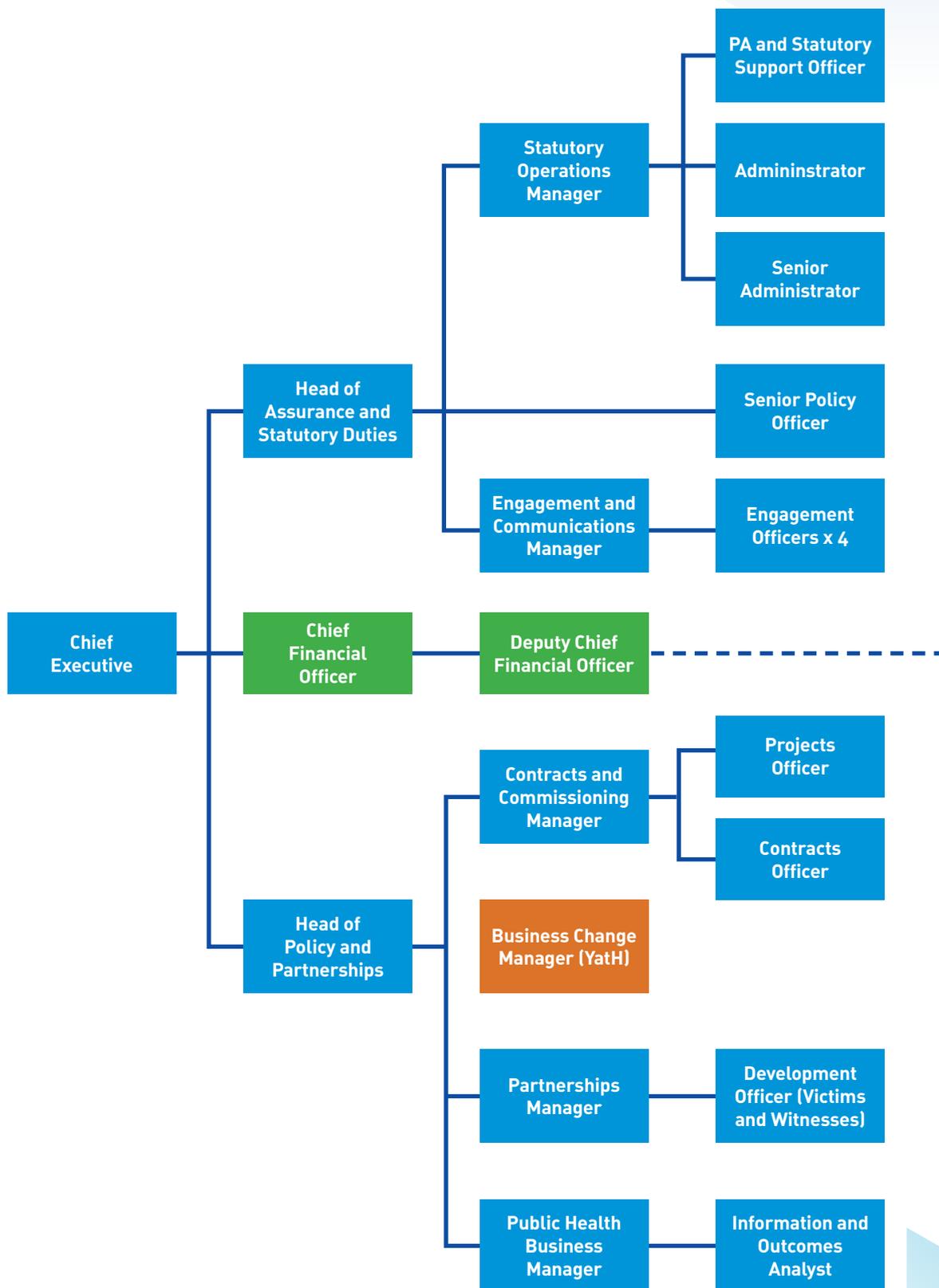
Aim 3 – To provide services to victims and the most vulnerable that meet their needs

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 now have secondment arrangements in place with Humberside Fire and Rescue Service for our two part time finance colleagues and with National Probation Service for our hosting of the Yorkshire and the Humber Business Change Manager for the Rehabilitation Partnership.



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 2021/22 is as follows:-

INCOME	£'m 2020/21	£'m 2021/22
Central Government Grants	£133.96	£140.959
Council Tax	£63.845	£66.255
Funding from Reserves	£1.719	£3.397
TOTAL	£198.760	£210.611

EXPENDITURE	£'m 2020/21	£'m 2021/22
Chief Constable	£188.833	£198.816
Police and Crime Commissioner (Including Community Safety and Victim Support Grants)*	£5.618	£5.822
Capital Charges	£4.309	£5.973
TOTAL	£198.760	£210.611

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:

<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 ensure 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. This includes overseeing the public engagement work of the team and ensuring the needs of the public are captured and priorities communicated to the PCC.

The team 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 better 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 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.

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. 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 organization 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.

The team manages the complaint outcome review 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, 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.



INDEPENDENT ASSURANCE

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

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 COMMITTEE

The team made significant changes to the scrutiny of Stop and Search and Use of Force (UoF) during 2020/21, 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. Following a comprehensive review of our use of volunteers and a recruitment exercise to refresh our volunteer base there are plans to further enhance this work into 2021/22. 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. 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 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. A separately commissioned service exists for the south bank. 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.

POLICY AND PARTNERSHIPS

The Policy and Partnerships Team includes our Commissioned Services and Partnerships. Our partnerships are wide and vast however there are two key strategic partnerships included notably our work with the Criminal Justice Board (CJB) and the work developing around a Public Health Partnership.

Commissioned Services manage a vast budget of over £3m annually, ensuring services are available for recovery of Victims as well as investment through our CSP's and the local Crime Reduction Funds. 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 three broad functions which are as follows:

CONTRACTS 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 leads the bidding process for grants and funding opportunities. 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 Partnerships 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 as well as working at a Regional and National level which provides benefits to our local approach and a vehicle for the PCC to influence change at a national level. 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 OPCC is working on the development of a "Victim's Hub" which will bring together the services that the PCC commissions to support victims and help them assert their rights under the Victim's Code of Practice.

PUBLIC HEALTH APPROACH

“The public health approach (PHA) to violence prevention seeks to improve the health and safety of all individuals by addressing underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence.... to provide the maximum benefit for the largest number of people.”

World Health Organisation.

Despite not meeting the threshold set by government to be in receipt of Violence Reduction Monies that led PCCs to establish public health approaches to violence reduction, the PCC in Humberside decided to act anyway and take an innovative approach to tackling one of the most serious and prevalent types of violence: domestic abuse. Utilising a public health approach we intend to first identify the scale of the violence occurring within the Humber area, we shall then work closely with key partners to identify the most effective interventions aimed at reducing the numbers of perpetrators of domestic abuse. This is not a short term strategy and we therefore commit to providing the time, energy and initial resources required to make this work – starting with a small team consisting of a Public Health Business Manager and a Data Analyst, working collaboratively with local experts in public health, criminal justice and domestic abuse practitioners in order to reduce numbers of victims and ensure more families are kept safe and free from violence.

COMMUNITY SAFETY PARTNERSHIPS

The PCC invests generously in Community Safety Partnerships providing them with vital infrastructure to make a difference in their respective local authority areas. The Partnerships Manager provides strategic oversight for the PCC in ensuring value for money against the Police and Crime Plan. Each CSP is provided with additional ring-fenced investment to create a Crime Prevention Fund in their area. This fund is open to third sector partners to bid into for community projects that contribute towards the outcomes of the Police and Crime Plan.

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 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 by 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, requires 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 extremely 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 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 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 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 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 give's 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, 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 to 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

Humberside PCC provide grant funding for a Modern Slavery Coordinator post to facilitate the work of the Humberside Modern Slavery Partnership. HMSP is a strategic partnership of front line organisations from across Humberside dedicated to identifying and tackling all forms of modern slavery and exploitation. 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 seek to make in the coming year that will contribute 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 21/22 Contribution

POLICY AND PARTNERSHIPS TEAM		
WHERE WE ARE NOW?	PRODUCT	AIM
VICTIM SERVICES		
We are gearing up for the introduction of the new Victims Code of Compliance and considering how we will ensure victims receive the best service.	A clarity of the 'Humberside' model for commissioning and performance managing victim services in line with recommendations from the code of compliance.	3
CRIMINAL JUSTICE		
OPCC attendance at many meetings with links to Criminal Justice but lack of connection between them.	Creation of Partnerships Manager role to bring together work of CJB, CSP's and YATH regional Rehabilitation partnership, focussed approach to connecting work to reduce reoffending.	1
The Revolving Doors Agency project had to be reset due to COVID 19. A revised approach to diversion / custody for young people is in the process of agreeing. This will then form a project for 2021-22.	Targeted interventions in place for young people that reduce offending and reoffending.	1
The Final Evaluation of the AAMR project has been suspended until the COVID 19 restrictions have been lifted. The Final Evaluation by NatCen will be produced during 2021-22.	A final evaluation report on outcomes that will inform Humberside approach to using this technology in the future.	1
COMMISSIONING & PROJECTS		
MoJ mid-year and annual returns are administratively burdensome.	An improved, efficient approach to producing returns.	3
The PCC has signed a seven force Modern Slavery Transparency in Supply Chains statement which should ensure we routinely consider requirements and monitoring in all our grants and contracts.	We are assured that we meet the requirements of the statement and can articulate the benefits including social value from our procured services.	2
Safer Streets Fund 2 was applied for in March 2021 and if successful, a project needs to be delivered at pace.	A successful Safer Streets programme to be delivered.	1
Much learning has been taken from our work through the Early Intervention Youth Fund in raising awareness of exploitation and grooming in young people that leads them into serious violence.	Seek out new opportunities through the Youth Endowment Fund and beyond to secure additional resources to continue to develop this work.	1

Community Safety Team 21/22 Contribution

POLICY AND PARTNERSHIPS TEAM		
WHERE WE ARE NOW?	PRODUCT	AIM
DOMESTIC ABUSE		
There is an absence of a recognised tool for the measuring of recovery from Domestic Abuse. TELER for DA may offer a solution to this and has been in development for two years. The formal three way partnership has been signed off.	OPCC to work with WINNER (PRWC) to market the product across our local, regional and national networks.	3
We have begun developing the Public Health Approach to Domestic Abuse (PHADA) Partnership.	Whilst a long term project we intend to advance the partnership and have clear terms of reference, baseline data and initial programme of work in place by the end of this financial year.	3
Partnership approach established with Safe Lives, Respect & Social Finance (DRIVE) to undertake a strategic review of interventions aimed at domestic abuse perpetrators.	Map of current perpetrator provision, shared single vision document and strategy that can inform PHADA.	1

Assurance and Statutory Duties Team 21/22 Contribution

ASSURANCE AND STATUTORY DUTIES		
WHERE WE ARE NOW?	PRODUCT	AIM
STATUTORY DUTIES		
Statutory processes are not fully efficient, partly due to Covid and time constraints.	Understandable and streamlined statutory processes for the team with clear ownership. Shared understanding and resilience of office processes.	2
Complaints oversight has been developed but further work is required around publication to the public.	Public-facing information for complaints oversight.	2
HOLDING TO ACCOUNT		
Following the decision to disband the regional NETIC team, there is a need to develop a local approach to seeking assurance around regional collaborative working.	Fully transparent method for seeking assurance around regional collaborative working.	2
Code of Corporate Governance has been re-written and approved. We now need to ensure full compliance with the Code in order to provide assurances to the PCC and the public.	Fully transparent self-assessment process in place.	2
Independent Custody Visiting Scheme visits are currently suspended due to Covid-19, although some visits have continued via telephone. Some volunteers have become disengaged due to other priorities. There is a need to further develop the scheme and ensure regular reporting back into the new Ethics and Scrutiny Board.	Independent Custody Visiting Scheme that meet statutory requirements and provides insight into the treatment of detainees.	2
Revised approach to engaging external people in independent scrutiny and challenge is now in place, with scrutiny volunteers, independent chair and revised Ethics and Scrutiny Committee and Hate/Police Powers Groups. There is a need to ensure the new approach functions properly and provides the ability for the PCC to hold the Force to account.	Independent scrutiny approach that ensures the PCC is able to hold the Force to account.	2
Appropriate Adult Scheme suspended due to Covid-19. Students ready to attend when restrictions ease, although some have disengaged through lockdown or course completion. There is a need to look at the mixed Humber-wide provision. NAAN (National Appropriate Adult Network) is encouraging Home Office to legislate Local Authority led provision for vulnerable adults.	Reinstated and developed Appropriate Adult Scheme covering the North Bank (Clough Road) Custody Facility, with full-time on site provision if feasible.	2
Successful Domestic Abuse Scrutiny Panel developed with key attendance from main organisations in the area working with DA victims. Several scrutiny panels held in 2019, but stopped due to Covid-19. Review meeting held in January 2021 to consider approach until pandemic issues ease.	Domestic Abuse Scrutiny Panel that meets frequently and ensures dissemination of learning and good practice.	2

Assurance and Statutory Duties Team 21/22 Contribution

ASSURANCE AND STATUTORY DUTIES		
WHERE WE ARE NOW?	PRODUCT	AIM
OFFICE EFFECTIVENESS		
The office utilises a computer system called Pentana to record and manage correspondence, risk, activity plans and business as usual. There is a need to evaluate the system now it is embedded, but also to consider whether the team is making best use of the functionality available.	Fully embedded Pentana system, utilised by all staff with full and frequent reporting.	2
The CIPFA Code of Practice on Financial Management is applicable from 2021/22 and requires the PCC/CC to show how compliance against the Code is achieved.	The PCC/CC will complete a self-assessment during the year and liaise with external and internal audit on completion of the Code. The compliance with the Code will be monitored and regularly reviewed to identify any gaps, evidence compliance and any improvements where required.	2
ENGAGING COMMUNITIES		
Communities currently only have an influence on priority setting on an adhoc basis. There is a need to ensure the community voice is more clearly captured and informs our plans.	A mechanism which ensures the community voice is captured	2
There is a need to increase awareness of OPCC work and Community Safety Messages.	Increase engagement with a wider public audience through maximised use of existing channels and having in place new digital, media and public engagement opportunities.	2
There is a need to increase public awareness of Fraud, particularly among vulnerable groups.	A comprehensive Fraud campaign with increased awareness of Fraud techniques and maximised prevention.	2



HUMBERSIDE POLICE & CRIME COMMISSIONER



Office of the Police and Crime Commissioner

By post:

Office of the Police and Crime Commissioner,
The Lawns, Harland Way, Cottingham HU16 5SN

Telephone:

01482 220787

Email:

pcc@humberside.pnn.police.uk

Twitter

[@HumbersidePCC](https://twitter.com/HumbersidePCC)

www.humberside-pcc.gov.uk

HUMBERSIDE

POLICE & CRIME COMMISSIONER

Agenda Item 9



END OF TERM REPORT

FOREWORD

FROM THE POLICE AND CRIME COMMISSIONER

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

Page 50
I also wanted to establish the OPCC as an entity in itself, capable of fulfilling that role but also of commissioning services and giving the public a voice in shaping the services that, together, will deliver a safer environment for us all. I believe that in so doing the public will come to recognise the value the OPCC can add to our communities.

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

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

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



Keith Hunter
Police and Crime Commissioner

REFLECTIONS ON THE TERM

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

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

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

Page 31



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

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

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

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



Rachel Cook
Chief Executive

POLICE OFFICERS

Almost **600**
more police



ASB

Anti-social
behaviour down



15.8%

MY COMMUNITY ALERT over

40,000

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



PATROL RESPONSE TIMES

continue to improve
across the board

CONFIDENCE IN HUMBERSIDE POLICE IS UP



AND CRIME
IS STILL
FALLING

EXTERNAL INSPECTION OF HUMBERSIDE POLICE

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

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

✔ **Local Policing**
GOOD from
REQUIRES IMPROVEMENT

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

CALL HANDLING



ABANDONED CALLS

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

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

ANSWER TIME

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

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



VICTIMS UPDATED ON TIME

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

INTERVENTIONS



84%
engaged

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

Over
91%
engaged

victims now engaged
with Victim Support

829
engaged

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

COMMUNITY SPEED WATCH

35
and rising Schemes in
place across the
Humber region

Over
350 Local people
involved in the
schemes



DELIVERY AGAINST THE POLICE AND CRIME PLAN



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



Improved leadership in Humberside Police



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



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



Innovative financial planning and management of Humberside Police



'Best in class' call handling performance



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



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



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



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



Crime continues to fall



Growing confidence levels



Improved police response capability

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

We have engaged and empowered communities ...



Created dedicated Community Engagement Officers



Set up Rural Crime Groups



Funded the Cadet scheme



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



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

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



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



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



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



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



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

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

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



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



Low levels of abandoned calls



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



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



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

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



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



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



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



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

We have developed greater accountability and transparency ...



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



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



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



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



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



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

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

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



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



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



Page 36

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



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



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



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



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



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



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



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



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

NOT IN OUR COMMUNITY

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

FORCE ORGANISATIONAL IMPROVEMENT

WHERE WE WERE

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

Some of the consequences were:

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

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

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

WHERE WE ARE NOW

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

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

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

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

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

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



POLICE OFFICER NUMBERS

WHERE WE WERE

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

WHERE WE ARE NOW

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

CALL HANDLING

WHERE WE WERE

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

WHERE WE ARE NOW

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

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

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

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

ENGAGEMENT AND GREATER PUBLIC VOICE

WHERE WE WERE

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

WHERE WE ARE NOW

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

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

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

OFFICER/STAFF MORALE

WHERE WE WERE

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

WHERE WE ARE NOW

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

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

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

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

OPCC CHANGES

WHERE WE WERE

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

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

Page 40
There was limited engagement with the public, mainly through a telephone satisfaction survey.

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

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

WHERE WE ARE NOW

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

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

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

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

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



FINANCE

WHERE WE WERE

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

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

WHERE WE ARE NOW

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

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

PARTNERSHIPS

WHERE WE WERE

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

WHERE WE ARE NOW

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

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

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

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

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



WHERE WE ARE NOW

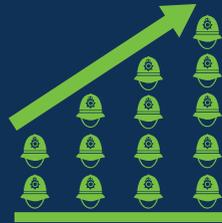


Improved management of Humberside Police

Improved Financial Management



Increased Police Officer numbers



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



Improved Public Call Handling performance

Improved morale of officers and staff



Improved and re-energised partnership working



Improved OPCC engagement and greater public voice



HUMBERSIDE
POLICE & CRIME
COMMISSIONER



Office of the Police and Crime Commissioner

ABOUT THE PCC

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

WHAT THE OFFICE OF THE PCC DOES

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

MY COMMUNITY ALERT

www.mycommunityalert.co.uk

 @HumbersidePCC

 [Humberside-Police-and-Crime-Commissioner](https://www.facebook.com/Humberside-Police-and-Crime-Commissioner)

By post:

Office of the Police and Crime Commissioner,
The Lawns, Harland Way, Cottingham HU16 5SN

Telephone: 01482 220787

Email: pcc@humberside.pnn.police.uk

www.humberside-pcc.gov.uk

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HUMBERSIDE POLICE AND CRIME PANEL

EXTENSION TO TERM OF OFFICE OF AN INDEPENDENT MEMBER ON THE HUMBERSIDE POLICE AND CRIME PANEL

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 Two compulsory non-political independent members are required to form part of the Police and Crime Panel under Schedule 6 of the Police Reform and Social Responsibility Act 2011.
- 1.2 Independent Panel Members are appointed for a four-year term.
- 1.3 As a result of the Covid-19 pandemic, it is proposed to extend Mrs Whittaker's term of office by a further six months to allow the position to be advertised and interviews to be held in person once it is safe to do so. .

2. BACKGROUND INFORMATION

- 2.1 The Police Reform and Social Responsibility Act introduced significant changes in police governance and accountability, in particular replacing the Police Authorities with directly elected Police and Crime Commissioners.
- 2.2 The Act requires the establishment of a Police and Crime Panel (PCP) whose membership comprises a minimum of two co-opted independent members to the PCP and that the appointment of these members must be agreed by the Panel itself.
- 2.3 The appointment of independent co-opted members provides an opportunity for the Panel to broaden its experience, knowledge and skills.
- 2.4 The process for selecting independent co-optees must be determined by each individual force area. A three-member panel, supported by North Lincolnshire Council Democratic Services Officers has, in the past, led on this on behalf of the Panel.
- 2.5 The Panel previously agreed that prior to candidates being interviewed for the position of Independent Member, they must first attend and observe a meeting.

- 2.6 Mrs Whittaker's term of office is due to expire shortly. Due to the on-going Covid-19 pandemic and the Panel being unable to meet in person due to Government restrictions, it is proposed that Mrs Whittaker's term of office be extended by a further six months to allow the position to be advertised and for potential candidates to attend and observe a meeting in person prior to interview.

3. OPTIONS FOR CONSIDERATION

- 3.1 There are two options for consideration –
- a) Option 1 – To extend Mrs Whittaker's term of office by a further six months.
 - b) Option 2 - That no extension be applied and the position be advertised accordingly.

4. ANALYSIS OF OPTIONS

- 4.1 Option 1 would allow the Panel to maintain continuity during the current Covid-19 pandemic. An extension to Mrs Whittaker's term of office would allow the Panel to continue to operate at 12 members and utilise the experience, knowledge and skills of the postholder.
- 4.2 Option 2 would result in the Panel operating with only one Independent Member. The Police Reform and Social Responsibility Act states that the Panel membership should comprise a minimum of two co-opted Independent Members.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 There are no financial and staffing resource implications as existing resources are available through the Police and Crime Panel Grant and Secretariat respectively.
- 5.2 There are no IT implications.

6. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 6.1 The Police Reform and Social Responsibility Act requires Police and Crime Panels to appoint two co-opted Independent Members. Therefore, there is no requirement to consult on whether to appoint co-opted members.

7. **RECOMMENDATIONS**

The Panel is asked to –

- 7.1 Consider a six-month extension to the term of office of Mrs Whittaker, until September 2021 at the earliest?
- 7.2 Approve the Secretary to the Panel commencing the recruitment of a second Independent Member.

SECRETARY OF THE HUMBERSIDE POLICE AND CRIME PANEL

Church Square House
30-40 High Street
SCUNTHORPE
North Lincolnshire
DN15 6NL

Author: Matthew Nundy

Date: 8 March 2021

Background Papers used in the preparation of this report

Police Reform and Social Responsibility Act 2011

Local Government Association Guidance on appointing independent co-opted members

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