



HUMBERSIDE
POLICE & CRIME
COMMISSIONER



CHIEF CONSTABLE
RECRUITMENT PACK

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Dear Potential Candidate,

APPOINTMENT OF CHIEF CONSTABLE, HUMBERSIDE POLICE

Thank you for your interest in the post of Chief Constable for Humberside Police. This application pack will provide you with information on how to apply, our role profile and where you can find more information about whether this vacancy is the right opportunity for you.

Whilst performance is consistently high in our Force there is the ongoing challenge of ensuring the communities we serve truly feel the benefit of a high performing Force. Public confidence in policing has taken a hit nationally and Humberside Police is not immune to that. Our next leader should come ready to build further the trust of the community in the police, putting the community at the heart of policing to ensure legitimacy.

If you don't know the Humber area, please take a minute to watch the short video that the office has produced to let you know a little about our part of the world.

<https://www.youtube.com/watch?v=Hnv6GVvSk-Q>

My police and crime plan can be found within this pack along with a copy of the Force's Plan on a Page. You will see clear objectives in my plan for all partners including the police Force.

My office and I have a process of assurance and holding to account of the Force which is based on the principle of high challenge, high support, shared objectives and respecting the operational parameters of the PCC. We look to minimise bureaucracy and use our organisational values to create conditions for success.

I welcome all applicants who have the ambition to be the best, to lead the best and demonstrate to the residents of our area that they can have confidence that Humberside Police would be safe under your guardianship.

If you are interested in visiting the area and finding out more about the vacancy please contact my Chief Executive, Rachel Cook (pcc@humberside.pnn.police.uk) to register for a place at our familiarisation event to be held in Cottingham on May 24th or for an informal conversation.

Yours faithfully

Jonathan Evison
Humberside
Police and Crime
Commissioner





OUR CORNER OF THE COUNTRY IS A HIDDEN GEM

From rural East Riding and North Lincolnshire, down the coast from Bridlington to North East Lincolnshire and the City of Hull, we've got expansive areas of natural beauty, history and heritage, alongside a thriving cultural scene. You may remember Hull was UK City of Culture in 2017, a title we're still riding high on.

With excellent schools, colleges, The University of Hull and The University of Lincoln on the doorstep, it's a vibrant area. You'll never be short of ideas for days out, from sunny beach days to rainy museum days, there's a host of attractions to choose from.

We've got miles of country lanes to explore, the 79-mile Yorkshire Wolds Way National Trail to walk, and if you're into cycling, the Tour de Yorkshire and Tour of Britain have been known to pass through. Beverley, one of our East Riding market towns, was recently voted one of The Sunday Times' top places to live.

We're well connected. The Humber Bridge connects the North and South banks of the Humber Estuary and the M62 and M18 provides easy access to the whole country. Not to mention the direct rail services, an international airport and ferry port with daily crossings to mainland Europe.

We're proud to have Humberside in our name and be one of the region's biggest employers.

CHIEF CONSTABLE OF HUMBERSIDE POLICE

The Police and Crime Commissioner for Humberside is inviting applications for the post of Chief Constable

Salary: £158,595 +/-10%
Contract: Up to 5 years (negotiable)
Location: Humberside Police HQ, Priory Road, Hull HU5 5SF



Humberside Police is on a continuous journey of improvement which has seen it transform from a Force in special measures with HMICFRS in 2016 to be graded as outstanding by the Inspectorate in 2022 and has become an exemplar for other Forces nationwide in many areas of its operations. We are seeking an exceptional individual to continue this trend and lead the organisation to further improvement and deliver the best service to the public. As Chief Constable you will lead the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, enabling the delivery of a professional, effective and efficient policing service.

You will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime and major and critical incidents. You will also be responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

Whilst performance is consistently good in Humberside Police there is the ongoing challenge of ensuring the communities we serve truly feel the benefit of a high performing Force. Public confidence in policing has taken a hit nationally and Humberside Police is not immune to that. Our next leader should come ready to build further the trust of the community in the police, putting the community at the heart of policing to ensure legitimacy.

You will be joining an outstanding Force with high levels of staff engagement, morale and an absolute commitment to the continued improvement of wellbeing amongst its staff.

You will lead a talented executive who rely on their team to deliver an outstanding service to our communities. Humberside Police is committed to listening to others and developing a culture of trust, innovation and high performance, where its staff and communities continue to have a voice in everything it does.

To request an application form please contact Rachel Cook, Chief Executive for the OPCC on the details below. We are committed to equality and diversity and welcome applications from all suitably qualified candidates. If you require any special arrangements to support the submission of your application please note these when making contact via pcc@humberside.pnn.police.uk

**APPOINTMENT OF CHIEF CONSTABLE
RECRUITMENT AND SELECTION PROCESS TIMETABLE**

DATE	EVENT
15 May 2023	Advertisement
24 May 2023	Familiarisation Day
12 June 2023 - midnight	Closing date for receipt of completed applications
15 June 2023	Shortlisting meeting
26 June 2023	Pre Selection Panel event with partners/staff groups
27 June 2023	Assessment process and selection
14 July 2023 tbc	Police and Crime Panel Confirmation Hearing
July / August 2023 tbc	Police and Crime Panels report to the Police and Crime Commissioner on the Chief Constable's appointment



ROLE PROFILE

JOB TITLE

Chief Constable for Humberside Police

THE SALARY AND REWARDS

Negotiable up to five-year contract £158,595 (+/- 10%)

Your contribution will be leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.

As Chief Constable you will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents. You are also responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, you as Chief Constable are responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine Force governance arrangements.



YOUR BUSINESS AS USUAL WILL INCLUDE

1. Setting and ensuring the implementation of organisational and operational strategies for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement to provide an effective and efficient policing service that meets current and future policing demands of the communities in the Humberside area.
2. Developing a mutually productive strategic relationship with the Police and Crime Commissioner and their office in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
3. Developing and maintaining governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation to achieve and maintain high performance.
4. Leading the Force, communicating a clear direction, setting organisational culture, and promoting values, ethics, and high standards of professional conduct to enable an effective and professional service that builds the confidence of the public whilst empowering your team.
5. Leading, inspiring, and engaging the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision, values, and objectives.
6. Holding accountability for Force financial management and determining functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
7. Fulfilling the authorising responsibilities of a Chief Constable e.g., authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, to protect the public and further develop the Force's operational strategies.
8. Leading and commanding the operational policing responses on occasion, in the highest risk and high-profile instances, to protect the public and ensure an appropriate and effective response.
9. Advising national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
10. Developing and maintaining strategic relationships with local, regional, and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
11. Representing the Force at a local, regional, and national level to the public, media, and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
12. Leading national thinking, policy, and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
13. Creating and driving a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
14. Playing an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

REQUIRED COMPETENCIES

We are emotionally aware

- ▶ I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- ▶ I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- ▶ I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- ▶ I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- ▶ I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling

We take ownership

- ▶ I act as a role model and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- ▶ I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- ▶ I define and enforce the standards and processes that will help this to happen.
- ▶ I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- ▶ I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- ▶ I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen

We are collaborative

- ▶ I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- ▶ I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- ▶ I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- ▶ I create an environment where partnership working flourishes and creates tangible benefits for all.

We deliver, support, and inspire

- ▶ I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- ▶ I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- ▶ I ensure that everyone understands their role in helping the police service to achieve this vision.
- ▶ I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- ▶ I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- ▶ I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- ▶ I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- ▶ I motivate and inspire others to deliver challenging goals.

We analyse critically

- ▶ I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- ▶ I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- ▶ I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- ▶ I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- ▶ I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support



We are innovative and open minded

- ▶ I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- ▶ I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- ▶ I work to create an innovative learning culture, recognising and promoting innovative activities.
- ▶ I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- ▶ I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

OUR VALUES IN THE OPCC

We are passionate about our values, and you will be too.

AMBITION

We challenge and drive the highest standards and aspirations for ourselves and others.

COMPASSION

We put people first, acting with kindness and understanding to listen and respond.

ENABLING

We create an environment that empowers, facilitates, connects, and drives solutions.

INTEGRITY & TRUST

We demonstrate the highest ethical standards to uphold reliability, transparency, honesty, and respect.

TO BE ELIGIBLE TO APPLY FOR THIS POST YOU WILL HAVE

- ▶ Held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
- ▶ Authorising Officer Training.



WE WILL ALSO BE LOOKING FOR CANDIDATES THAT CAN DEMONSTRATE THE FOLLOWING SKILLS AND EXPERIENCE THROUGH THE ASSESSMENT PROCESS

- ▶ Wide ranging operational law enforcement experience.
- ▶ A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- ▶ Experience of successfully engaging with and influencing multi-agency partnerships.
- ▶ Experience of implementing an effective performance management framework.
- ▶ Experience of implementing successful organisational development, change and innovation.
- ▶ Experience of accountability for management of significant budgets.
- ▶ Up to date operational/technical policing knowledge.
- ▶ Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
- ▶ Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.
- ▶ Experience of development of an ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- ▶ Ability to operate with high levels of commercial acumen, be skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- ▶ Ability to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- ▶ Ability to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- ▶ Ability to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- ▶ Ability to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- ▶ Skills in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- ▶ Skills in leading, developing, and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- ▶ Ability to reflect on and hold themselves, individuals, and the organisation to account for performance and behaviours.
- ▶ Ability to identify, commission and implement new or improved technologies/ services that have a transformational impact on Force service delivery and/or cost.

APPOINTMENT PROCESS AND HOW TO APPLY

Application Form Guidance Notes

All sections of the Application Form must be typed using Arial point 12. The form must not be modified. Please also refer to the 'Instructions for Completion' notes within the Application Form.

Please provide a covering letter that highlights your motivation for the role and what you would want to achieve as Chief Constable of Humberside Police. A maximum of two sides of A4 is required and should be typed in Arial point 12.

The following documents need to be completed and returned to Rachel Cook, Chief Executive, Office of the Police and Crime Commissioner for Humberside, The Lawns, Harland Way, Cottingham, East Riding of Yorkshire HU16 5SN or pcc@humberside.pnn.police.uk **by midnight on 12th June 2023.**

- Covering Letter
- Application form
- Diversity Monitoring Form

No other supporting documents can be included, e.g. CV, supporting evidence or other letters. These will not be considered and will be removed from the application prior to the shortlisting process.

Should you require any reasonable adjustments in submitting your application or participating in the Assessment Process please make contact with Rachel Cook, Chief Executive via pcc@humberside.pnn.police.uk

Familiarisation Day

A familiarisation day will be held on 24th May 2023. Please note that attendance at this event will not form part of the assessment process. To register to attend please contact Rachel Cook (pcc@humberside.pnn.police.uk).

Shortlisting Panel

The Shortlisting Panel will comprise of:

Jonathan Evison	Police and Crime Commissioner for Humberside
Kate Van Der Sluis	Managing Partner, Humber HR People
Catherine Bishop	Chief Executive, Tigers Trust
Peter Thorpe	Chief Executive, North Lincolnshire Council
Helen Gibson MBE	Managing Director, Agencia Ltd

Rachel Cook (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel as will Stephen Smith (Higher Psychologist, College of Policing).

Candidates will be shortlisted on the basis of their written applications and covering letter.

The Panel will be making their assessment against the competencies as per the College of Policing Competency and Values Framework for policing. The Shortlisting Panel will take place on 15th June 2023.

Successful candidates at the shortlisting stage will be invited to attend the Selection Panel as detailed below.

Pre Selection Panel Event

On the evening of 26th June, candidates will be required to attend and to provide a presentation on their leadership style, aims and ambitions and vision for Humberside Police, should they be successful. The audience will comprise of partners and staff associations. Attendees at this event will be asked for their thoughts on the candidates which will be provided to the members of the Selection Panel. Feedback from this event will be considered by the Panel and may be used to probe further at interview but will not form part of the formal selection process.

Selection Panel

The Selection Panel will comprise of:

Jonathan Evison	Police and Crime Commissioner for Humberside
Kate Van Der Sluis	Managing Partner, Humber HR People
Catherine Bishop	Chief Executive, Tigers Trust
Peter Thorpe	Chief Executive, North Lincolnshire Council
Helen Gibson MBE	Managing Director, Agencia Ltd

Rachel Cook (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel as will Stephen Smith (Higher Psychologist, from the College of Policing).

A representative of the Police and Crime Panel may also be in attendance as an observer.

In addition to a formal interview candidates will be required to undertake 2 exercises – a presentation on an unseen subject for which 1 hour will be given to prepare and a media exercise.

The Selection Panel will take place on 27th June 2023.

Following the Selection Panel a “preferred candidate” will be notified.

Vetting and Medical

The preferred candidate will be subject to Developed Vetting and a Medical.

Confirmation Hearing

The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing. It is anticipated that this will be on July 14th (to be confirmed).

The purpose of attendance will be to answer any questions the Police and Crime Panel may have relating to the appointment.

Please note that the Police and Crime Panel has a power to veto the appointment.

Following the Confirmation Hearing the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

Appointment

Subject to any Police and Crime Panel veto, following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks e.g. conduct, medical, vetting).

Further information

Any questions in relation to this selection process please contact: Rachel Cook, Chief Executive on 01482 220786 or pcc@humberside.pnn.police.uk.





JONATHAN EVISON
HUMBERSIDE
POLICE & CRIME
COMMISSIONER



POLICE AND CRIME PLAN

2021 - 2025



**Engaged, Resilient and
Inclusive Communities**



**Safer
Communities**



**Effective
Organisations**

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FOREWORD FROM JONATHAN EVISON POLICE AND CRIME COMMISSIONER

Welcome to my Police and Crime Plan.

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

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

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

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

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

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

To achieve this and much more, we will:

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

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



INTRODUCTION

THE POLICE AND CRIME COMMISSIONER

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

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

The main statutory responsibilities of the PCC are:

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

THE POLICE AND CRIME PLAN

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

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



THE HUMBERSIDE POLICE FORCE AREA



1,250
square miles

932,800
people



30,245
businesses

Over **230**
town and
parish councils



A third of the population
lives in rural towns
and villages



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



One of the UK's
main industrial
clusters



The largest
ports complex
in the country



4
unitary councils

WHERE WE ARE NOW

HUMBERSIDE POLICE

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

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



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



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



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



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



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



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



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



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



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



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

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

Recorded Crime Levels in 2020/21 - Humberside Police



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

GOVERNMENT POLICY

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

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

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

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



DID YOU KNOW?

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



DID YOU KNOW?

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

2. Safer Communities

AIM

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

CONTEXT

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

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

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

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

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

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





OUTCOMES

This plan aims to deliver:

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



A PUBLIC HEALTH APPROACH TO REDUCING VIOLENCE

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



OBJECTIVES

The PCC will work with others to:

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



PCC'S COMMITMENTS

In working towards these outcomes, I will:

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



3. Effective Organisations

AIM

To make the system work better for local communities.

CONTEXT

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

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

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

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

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



OUTCOMES

This plan aims to deliver:

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



OBJECTIVES

The PCC will work with others to:

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



PCC'S COMMITMENTS

In working towards these outcomes, I will:

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

ROADMAP

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

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

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



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

2021-
2022

ANNUAL INCREASE
IN POLICE OFFICER
NUMBERS





2023-2024

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

2022-2023

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

NEXT PCC ELECTION (MAY 2024)

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

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

HOW THIS PLAN WILL BE DELIVERED

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

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

KEY PARTNERSHIPS

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

IN EACH LOCAL AUTHORITY AREA:

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

Place Boards – focussing on the wider community impact.

Youth Offending Service boards.

AT THE HUMBERSIDE FORCE AREA:

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

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

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

ACROSS YORKSHIRE AND THE HUMBER:

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



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

RESOURCES

The PCC's budget

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

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

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

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

2021/22 Budget

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

External funding

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

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

Effective investment

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

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

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



COMMISSIONED SERVICES

The PCC will commission the following services during this Plan:

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

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

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

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

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

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

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

GRANT FUNDING

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

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

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



MEASURING PROGRESS AND IMPACT

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

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

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

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

Our commissioning cycle involves:

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



GOVERNANCE AND ACCOUNTABILITY



HOLDING THE CHIEF CONSTABLE TO ACCOUNT

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

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

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

Further assurance arrangements include:

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



SCRUTINY

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

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

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

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



POLICE AND CRIME PANEL

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

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



POLICE COMPLAINTS

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

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

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

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



TRANSPARENCY

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

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

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

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



PLAN ON A PAGE SETS OUT HOW WE DELIVER THIS MISSION:



People: We prioritise the health and wellbeing of our staff, retain and develop the best people and aim to be an employer of choice.



Resources: To enable us to continuously improve we will optimise the use of our resources to deliver victim focussed outcomes, be innovative and transformational and apply organisational learning.



Partnerships: To deliver the right services we will be accessible to, engage and work effectively with our partners, understand and prioritise the needs and demands in our communities.



Communities: To serve our communities to make them safer and stronger we will deliver a visible and accessible police service. Prevent, reduce and investigate crime and anti-social behaviour, build trust and confidence.



Our promise to you. We strive to create a working environment where you feel empowered, valued, trusted and optimistic.

CULTURE, VALUES AND BEHAVIOURS

Our **values** are that we always act with **Fairness, Integrity and Respect** and deliver policing with **Professionalism, Compassion** and a strong **Victim Focus**.

To deliver our mission, we will:



- Ensure Humberside Police is a place where our people feel engaged, can be themselves and are proud to work for an organisation that our communities trust.
- Help our staff and communities to feel they have a voice which is listened to and that can make a difference.
- Encourage innovation so that it is seen as a big part of who we are.

We recognise that the public come first, but how we involve, value and treat our staff is fundamental to us ensuring that we can serve our communities to make them safer and stronger. Every single person in Humberside Police has a role to play in bringing these values to life.

PEOPLE

Our staff are the key to our success, we will:



Prioritise the health and wellbeing of our staff

- To support their physical and mental wellbeing.
- Create an environment where people are developed and stretched, encouraging them to be accountable, take personal responsibility, recognising problems and responding quickly with solutions.



Retain and develop the best people

- Through a culture of continuous improvement and organisational learning, provide our staff with the skills they require to respond to the increasingly complex demands that we face.
- Develop diverse leaders who lead by example, are positive role models and who gain trust and respect by actively listening to the needs of their staff and the communities we serve.



Be an employer of choice

- Build on our reputation as a great place to work.
- Attract, recruit and retain talented and passionate people who reflect our diverse communities and our values.



Optimise the use of our resources to deliver victim focussed outcomes

- Effectively align our resources to meet both current and future demand.
- Develop the most effective and efficient working practices to deliver value for money.



Be innovative and transformational

- Support our staff to proactively put forward new ideas about how to work better and improve performance.
- Continue our commitment to support change initiatives and new ideas.
 - Continue with our investment in digital innovation to transform our services.
 - Intelligently use data to inform evidence based decision-making.



Apply organisational learning

- Continue to learn and develop from what has gone well and what has not gone so well.
- Create a safe and transparent learning environment that allow us to clarify and verify the outcomes of our actions.

PARTNERSHIPS

To deliver the right services, we will:



Be accessible to, and engage with, our partners

- Work together with our communities, partners, third sector organisations and volunteers to deliver services that improve people's lives.
- Work with partners to ensure that we can identify, assess and effectively manage the most vulnerable in our communities and jointly provide long-term solutions.



Understand and prioritise the needs and demands in our communities

- Recognise the diverse challenges of our communities, responding to those who require our help and that of our partners, ensuring we work together to protect those who are most vulnerable.



Work effectively with partners

- Work together to develop effective preventative strategies which focus on multi-agency delivery.
- Through early intervention, work to ensure those in need of additional support will receive the right care by the right organisation.



**SERVING OUR
COMMUNITIES TO
MAKE THEM SAFER
AND STRONGER**

COMMUNITIES

To serve our communities to make them safer and stronger, we will:

Deliver a visible and accessible police service

- Continue to deliver a place based policing service that places victims at the heart of how we deal with them.
- Our Neighbourhood Policing Team's will be focussed on the delivery of Problem Orientated Policing which will incorporate both early intervention and crime prevention.

Prevent, reduce and investigate crime and anti-social behaviour (ASB)

- Provide a victim focussed response to offences which have taken place.
- Deliver proactive and preventative activities to reduce crime and ASB, including the proactive management of offenders.
- Continue to proactively target and disrupt organised crime groups.



Build trust and confidence

- We will communicate openly and honestly with the public, ensuring that our actions and intentions align.
- Give a voice to our communities by actively seeking and listening to their feedback to improve our response in line with their needs.
- Ensure that we treat everyone with fairness, respect and compassion.



HUMBERSIDE
POLICE & CRIME
COMMISSIONER



www.humberside-pcc.gov.uk