



HUMBERSIDE
POLICE & CRIME
COMMISSIONER



POLICE AND CRIME PLAN

April 2017 to March 2021





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There are many complex challenges in modern policing, the police cannot solve them alone. I want to see the police working better with partners and my focus is to look at how we bring agencies together.

Keith Hunter, Police and Crime Commissioner for Humberside

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INTRODUCTION

This is my first Police and Crime Plan following my election as Police and Crime Commissioner for the Humberside Police area in May 2016. The Police and Crime Plan of my predecessor covers the period April 2013 to March 2017 and it is my duty to produce another covering the period April 2017 to March 2021.

As an elected representative of the people I have a duty to act as an advocate for the public I represent. That does not mean merely acting as a conduit for complaints about policing delivery, but interpreting the experiences of the public and partners and planning strategic approaches that will lead to sustainable improvements in service delivery, whilst ensuring the style of delivery matches, as closely as possible, public expectation.

I have 35 years of experience working within criminal justice agencies domestically and internationally and will apply my knowledge and understanding to get the best service possible for the people of this area. Public bodies have faced years of funding cuts and the police are no exception. Services have had to adapt and change as a result but reduced funding in public services does eventually have consequences.

Those who receive services feel the effects.

The current financial outlook remains challenging for policing and bleak for local authorities and so a key challenge for service providers is to maintain the confidence and support of the public during this period of significant change.

The dangers of a disenchanted and disenfranchised population are well-evidenced and confidence is hard won and easily lost. For that reason my Plan addresses the broad challenge of securing and maintaining public confidence whilst working to deliver services to the public that meet their needs.

Delivering community safety is a hugely complex endeavour involving not just the police but many different statutory and voluntary agencies, as well as the public themselves, so the approach adopted cannot be simplistic. The leaders entrusted with delivering community safety together should be clear though, about what we want to achieve and how we will work towards it.

The overall approach of this plan is to encourage the changes that are the key to delivering better results. Merely trying harder with potentially fewer resources will inevitably lead to failure.

So, this Police and Crime Plan does not identify simplistic or populist solutions, it does not illustrate the complexity of delivery or attempt to list all activities the police will carry out; it is focussed on promoting long-term improvement in service to the public.



A stylized, handwritten signature in black ink, appearing to read 'Mark P.' followed by a long, sweeping underline.

What is the Police and Crime plan?

It is a plan looking at strategic approaches that will lead to sustainable improvements in service delivery of policing in the Humber area.



What is the Key Challenge?

To maintain the confidence and support of the public during a period of significant change. We want to secure and maintain public confidence whilst working to deliver services and promote long-term improvements that meet the public's needs



POLICING: WHO CALLS THE SHOTS?

Who's in charge of policing? Is it the Home Secretary, the Police and Crime Commissioner (PCC) or the Chief Constable? Who reports to whom? Who's answerable to the public? Where does the buck stop? It's a complex picture, so here is your guide to who does what.

Q&A

Q: How much has the PCC got to spend and where does the money go?

A: In total for 2017/18 there is £174m of which £169m will be provided to the Chief Constable who has flexibility, within limits, as to how it is spent to deliver an effective and efficient force. The PCC then uses the rest to commission victim services, to contribute to crime reduction and public safety through supporting partnership work in each local authority area and to cover the costs of his office.

Public

- They vote for the Government and pay taxes. Part of their taxes go to the Home Office to pay for, among other things, policing in England and Wales
- They elect the Police and Crime Commissioner and hold him to account for the police service they receive
- The policing precept is raised by the PCC to help pay for local policing services

RAISE CONCERNS

PAY POLICING PRECEPT

TAXES

Government

- Sets national policing priorities known as the Strategic Policing Requirement (i.e. counter terrorism, mutual aid)
- Passes laws which govern policing
 - Allocates funds to PCCs in England and Wales

Police and Crime Panel

- Scrutinises the work of the PCC
- Reviews proposed appointments of senior officers
- Reviews PCC's proposed precept

PCC

- Provides the link between the police and communities – Be an advocate for the public
- Elected by the public to make the police answerable to the communities they serve
- Translates the legitimate demands of the public into action
- Sets the strategy for policing and community safety (Police and Crime Plan)
- Take account of National Policing Priorities
- Sets the police budget and precept
- Owns all police physical assets (i.e. buildings, equipment, vehicles)
- Hires and (if necessary) fires the Chief Constable
- Holds the Chief Constable to account for performance of the Force
- Commissions a range of services to deliver his Police and Crime Plan (i.e. services for victims and witnesses, initiatives to reduce offending and improve criminal justice)
- Works in partnership with other community safety organisations



ADVISES ON STRATEGY & BUDGET

SETS STRATEGY FOR POLICING

CEPT

SCRUTINY & FEEDBACK

DIRECTION & CONTROL

Police Officers & Staff

- Led by the Chief Constable
- Protect the public
- Prevent crime and anti-social behaviour
- Enforce the law
- Investigate crime
- Help victims of crime
- Operate in line with the Force's values and behaviours

Chief Constable

- Leads the officers and staff of Humberside Police
- Accountable to the PCC for the performance of the Force
- Advises PCC on strategy and budget to meet current threats, risk and harm
- Has direction and control of all the Forces' officers and staff
- Responsible for the operational delivery of policing and maintaining "the Queen's Peace"
- Has operational independence and absolute discretion as to who or what should be investigated
- Explains to the public the operational actions of officers and staff
- Responsible for upholding the Force's values and behaviours
- Remains politically independent





KEY

- East Riding of Yorkshire
- Kingston Upon Hull
- North Lincolnshire
- North East Lincolnshire

Q&A

Q: What do PCC's do

A: They set the overall strategic priorities for the police and hold the Chief Constable to account for delivering them, they manage the budget and set the local council tax police precept.

PCCs also have national responsibilities and work to influence national policy on various aspects of policing and community safety, but there's much more to the PCC's job than that, see '*Policing – Who Does What?*' on page 4 for the bigger picture.

OVERALL APPROACH

This Plan adopts a changed approach from the Police and Crime plan it replaces.

There is a growing realisation in public services that target setting and identification of short term priorities can be counterproductive.

Traditional performance management measures and processes can actually deflect from the development of longer term, sustainable approaches that could truly benefit the public.

Keith Hunter, the Police and Crime Commissioner (PCC) for the Humberside Police area is keen to work with Humberside Police and partner agencies to further develop a joined-up approach, across agencies, that moves away from activity being overly influenced by the requirement to deliver against what can often be arbitrary targets, even if information relating to them is readily available.

The PCC believes it is in the interests of the public to set a direction of travel for the police service, but also the other agencies that contribute towards community safety, and then work to understand and develop the indicators that will illustrate if they are delivering the desired improved outcomes, even if all the information required to track improvements is not currently readily available.

This means part of the work required into the future is to continually assess what information should be gathered and how progress can be assessed.

This can be broadly described as an outcome-based approach. Although there are variations on the theme, a similar approach is currently being adopted by some of the local authorities in the Humberside area and hence some of the key partners of Humberside Police are moving in the same direction.

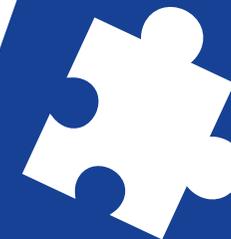
What is vital, regardless of the precise model adopted, is that agencies working to an outcome-based approach adopt it as the core of their approach and not an 'add on' to business as usual.

This can be a significant challenge when public, media or political pressure demands short term fixes, or a focus on a 'flavour of the month'. The PCC is clear that he wants Humberside Police to adopt an outcome-based approach for the longer term benefit of the public of the Humberside Police area and a key part of his role will be to challenge and support the force to properly embed this.



Working for the longer term benefit of the public of the Humberside Police area

A key part of the Police and Crime Commissioner's role is to challenge and support the force to properly embed this throughout everything it does



Bringing about a joined-up approach by working with other agencies

THE PLAN AND ITS APPLICATION

The PCC has produced a Vision statement, outlining what he believes the police and partner agencies should work towards creating into the future. This is followed by his Mission as the Police and Crime Commissioner for the next three and a half years, in which he sets out his role throughout his period in office. These are complimented by a Values statement in which he sets out how he wants everyone involved in delivering the aims of the Plan, himself included, to approach their role. These statements provide the broad direction behind the Plan.

The statements are followed by three Aims that the PCC considers will move us closer to the Vision. These have been formulated based upon consultation with the public and partners. In some outcome-based planning these would be referred to as community-based outcomes, on the basis that should the aims be successfully delivered then the outcomes for communities, as a whole, would be significantly improved.

As previously stated, the manner in which it is gauged whether there is movement towards delivery of these aims is not yet clear. Identification of indicators and development of the capability to capture the required data will be an important action for police and partners in the early stages of work to put the plan into action. The Aims are long-term aspirations and hence will remain for the whole period of the Plan.

Each Aim is accompanied by a limited number of deliverables (or outputs) that will contribute towards the Aim. The PCC has identified these as being priority areas for the police and partner agencies to consider, again based upon consultation with the public and partners. The relevance of each deliverable is briefly outlined.

The PCC wants Humberside Police to plan their contribution towards delivery of these outputs. Where there is convergence between the aims in this plan and those of partners the PCC will work to improve coordination of planning and delivery across agencies. He will inform the public of the progress being made in each Local Authority area, as well as on a force-wide basis, so they are properly sighted on progress and blockages.



This is an important step in establishing an outcome-based approach to delivering community safety. Humberside Police will produce an annual delivery plan setting out clearly what they will do to improve their delivery against the priority areas during each year, why they consider the changes they will introduce will lead to a better result and what that improvement should look like.

This approach requires agencies to consider all of their activity and assess how it contributes to their aims. It also pushes agencies to plot a course of improvement in everything they do, the basis for continuous improvement.

An integral part of any plan to drive continuous improvement is the ability to understand the impact of the use of resources. This promotes close examination and improvement of business processes. The best use of all available resources must therefore form a key element of plans and scrutiny. The plans must also reflect the ethos established in the Vision and Values Statements.

This approach will require the development of a new performance framework for the Force focussed more on tracking the planned improvements outlined in the annual plans and away from an unhealthy fixation on overall crime figures and other commonly used indicators that may not contribute towards achievement of the stated Aims. This will allow the PCC to hold Humberside Police to account for its ability to plan for continual improvement and deliver against those plans in line with the direction of the Vision and Aims.

This promotes real accountability and creates the potential for a significant advance on artificial comparisons with other police forces or historic and dubious quantitative measures that reveal little or nothing of the work the police do, or its effect on the communities it serves.

The Office of the Police and Crime Commissioner will, in addition to Humberside Police, also produce an annual Delivery Plan. The Chief Constable will plan the operational response for Humberside Police and the Commissioner and his Chief Executive will do the same for the Office of the Police and Crime Commissioner. The plans will be refreshed each year, ensuring activities remain relevant and take account of changes in the operating environment. At the review point, in consultation with the PCC, deliverables can be adapted, added or removed depending on progress and changes in the delivery environment.

Finally, this plan outlines some themes that will run through the overall approach to delivery against the Aims assisting, together with the Vision and Values, in setting some markers for delivery.

Appendices provide some detail for those who wish to understand more of the technical detail, including the make-up of the area, the financial and statutory relationships that exist and national issues that may have a bearing on the local landscape.

With this Plan, the Police and Crime Commissioner is setting out his 4 year vision, mission, and values

The PCC wants Humberside Police to plan their contribution towards delivering outcomes that provide community safety

Promoting close examination and improvement of the business of policing

Making the best use of all available resources

Making continuous improvements by understanding the impact of the use of resources at the force's disposal

Humberside Police will be held to account for its ability to plan for continual improvement and deliver of those improvements

The way forward must reflect the ethos established in the Plan's Vision and Values

An annual delivery plan will be produced

VISION



A Humber area that is increasingly safe and secure and in which those who live, work and visit willingly engage with the police and partner services in shaping the environment and services they desire so no-one is left behind or written-off:

- where victims and the most vulnerable are properly identified and supported to move forward and succeed: where our police can contribute appropriately to national security and emerging threats whilst remaining local, rooted in our communities and viewed as being on their side, not simply an extension of national government:
- where our police service is recognised by those who work within it and all our communities as an employer of choice and integrity.

MISSION



The Police and Crime Commissioner will ensure the needs of local people are taken into account in the delivery of all services intended to protect against or reduce crime and provide for victims.

The Commissioner will hold to account the Chief Constable for the provision of an effective and efficient police service for the people of the area and will ensure value for money in the delivery of his Vision.

He will work with Local Authorities, Criminal Justice agencies and other partners from all sectors to achieve an alignment of resources and effort to improve the safety of individuals and communities whilst supporting the delivery of partners' broader aspirations and aims.



VALUES



The Police and Crime Commissioner is a representative of the people of Humber area, giving them a voice in the building of a better future.

Those of us involved in this endeavour should show we understand we are all, in every action, every day, creating that future for those we serve. We will work to build a community within and between organisations based upon trust, openness, honesty, personal discipline, integrity, accountability and compassion.

No vested interest will secure undue influence and decisions will be taken, without fear or favour, to deliver outcomes that are in the long-term interests of our communities. Leadership will be evident and provide the clarity required in complex environments. People and organisations will be held to account in a challenging but supportive manner.

We will encourage creativity and innovation whilst remaining alert to existing good practice wherever it is identified. We will seek continuous improvement and never be content that we are as good as we can be.

- ▶ A Humber area that is increasingly safe and secure
- ▶ The community, police and partners shaping an environment and its services
- ▶ A place where no-one is left behind or written-off
- ▶ A police force that is rooted in communities
- ▶ Our police service recognised by our communities as an employer of choice and integrity
- ▶ Ensuring the needs of local people are taken into account
- ▶ Holding the Chief Constable to account for an effective and efficient police service
- ▶ Ensuring value for money
- ▶ Working closely with Local Authorities, Criminal Justice agencies and other partners
- ▶ The PCC giving voice to the people of Humber area
- ▶ Working to build a community and creating a future for those we serve
- ▶ People and organisations held to account in a challenging but supportive manner
- ▶ Encouraging creativity and innovation and seeking continuous improvement



THREE KEY AIMS

There are **three key Aims** (outcomes) that will remain for the whole period of the Plan. These are:



AIM 1

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



AIM 2

To build public confidence in the agencies involved in creating safer communities



AIM 3

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



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The police service must not be pushed away from public interaction and from delivering policing in the style the public want. The police need to make community priorities their own, and if they do not, that is a dangerous path to go down, allowing the public to feel they are being ignored.

Keith Hunter, Police and Crime Commissioner for Humberside

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Q&A

Q: Can the PCC direct or influence the way the police investigate crime?

A: Absolutely not. The police must always remain operationally and politically independent and on election the PCC swears an oath not to interfere with their independence.



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

Fewer victims of crime and anti-social behaviour is an indicator of a safer area. (This does not necessarily always mean fewer reports of crime)

(ii) Provision of services capable of identifying and responding to existing and emerging threats and causes of harm

Services must be guided by intelligence and be flexible, responsive and pro-active in addressing threats to the safety of communities.

(iii) Improved community cohesion

Greater integration and engagement between different communities and cultures, respecting diversity and providing a base upon which intercommunal capacity can be built to support self-sufficiency.

(iv) Enhanced community capability

Building the skills and desire for communities to take a more active role in shaping their environment and service delivery.

(v) Engaged and empowered communities and public

All communities must be identified and engaged in a structured manner allowing more power to be passed to them and feeding into service delivery partnerships.

(vi) Effective service delivery partnerships

Community based outcomes, as contained in this plan, can only be delivered through partnership working so developing those partnerships is essential.

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Police Stations are iconic to many communities and where there is an area currently served by a station staffed by officers I do not want a retreat from that position; that is a line in the sand for me.

Keith Hunter, Police and Crime Commissioner for Humberside

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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**

Open and honest communication between service delivery agencies and the public is vital to building confidence. This should be supplemented by co-ordinated engagement focussed on identifying the needs of the public.

(ii) **Increased feeling of safety/security**

Feeling safe in their own communities, when visiting town and city centres and participating in events and the night time economy will promote public confidence in service delivery agencies.

(iii) **Services delivered in a style and manner that meets community needs and desires**

Regardless of economic pressures agencies should aim to deliver services in the style the public desire, illustrating listening and responsiveness. The public value visible, accessible, community-based policing and should receive it as a key element of policing delivery.

(iv) **Identified and understood routes for the public to access services**

Agreeing mechanisms for consideration of identified community safety priorities, linking multi-agency community level delivery to partnership strategic planning and resource allocation.

(v) **Power passed to communities**

Giving communities more control over how resources are used will promote engagement and awareness whilst illustrating a desire to work with communities and not merely deliver services for them.

(vi) **Agencies evidencing Value for Money in services**

Confidence will grow if public money is being spent wisely providing services the communities need, and in the style they desire.

(vii) **Transparent accountability mechanisms**

Promoting public scrutiny of public bodies will encourage fair and ethical practice and generate greater understanding of constraints upon delivery.

Q&A

Q: Who decides how much PCCs get paid?

A: PCCs salaries are set by a national body called the Senior Salaries Review Body, they also set the salaries for MP's, Judges, senior civil servants etc.

PCCs salaries vary depending on the size of the police force area they oversee. For Humberside Police this is a population area of around 900,000 people covering 10 parliamentary constituencies on both sides of the Humber and the PCCs salary is set at £75,000 per annum.

Q: If I have concerns about crime levels or anti-social behaviour where I live, how do I raise them?

A: Each neighbourhood has a dedicated policing team made up of a sergeant and a number of police constables and PCSOs. You can find details for your local officers on the Humberside Police website at www.humberside.police.uk and enter your postcode in the 'contact us' box at the top of the page.

You can raise concerns with your local team by email, social media or by calling 101 and asking for your details to be passed on to your local officers.



AIM 3:

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



Deliverables/Outputs:

(i) Identification of victims

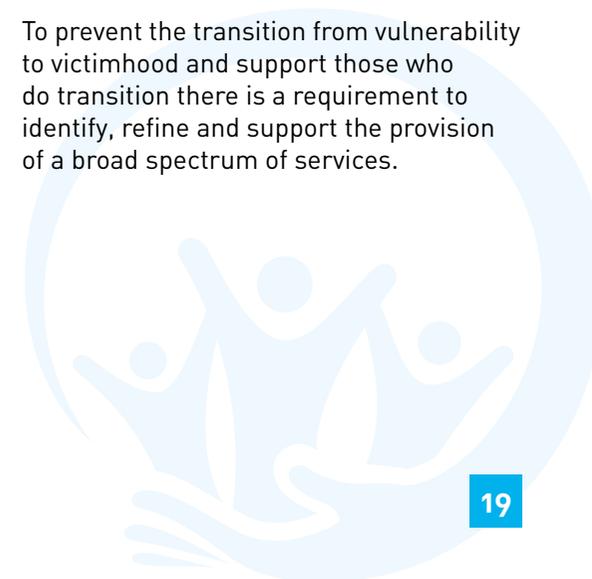
Many victims are reluctant to report issues to the police or other agencies. To increase the reach of victim provision it is essential to properly identify as many victims as possible.

(ii) Analysis of vulnerability and victims needs

Understanding how and when to intervene to prevent the transition from vulnerability to victimhood will allow the efficient targeting of resources to reduce the likelihood of occurrence.

(iii) Effective and accessible range of interventions to protect and signpost the vulnerable and support victims

To prevent the transition from vulnerability to victimhood and support those who do transition there is a requirement to identify, refine and support the provision of a broad spectrum of services.



KEY THEMES

In facilitating delivery against the aims of this plan the Office of the Police and Crime Commissioner will establish a changed role for itself, as a facilitator of change and delivery whilst representing the public. The Office will become more outward-focussed and seek to identify where value can be added to the delivery of better outcomes for the people of the area and seek to bridge any gaps identified.

Strategic Policing Requirement

The Strategic Policing Requirement is set by government and each police force must provide sufficient capability to meet its share of a national capability. Nothing in the Plan should be taken as undermining the commitment of Humberside Police to meet the minimum requirement specified.

Community Safety Partnerships (CSPs)

CSPs are statutory partnership bodies that should oversee the delivery of community safety outcomes in defined areas; there is one in each of our unitary local authority areas.

The PCC believes that during recent years their importance has been diminished leaving a gap in the effective coordination of partners attempting to deliver real improvements for communities.

It is the Commissioners intention to re-energise CSPs as the vehicle for coordinating prioritisation and delivery into our communities.

Grant Funding

Mechanisms governing the provision of grant funding from the Office of the Police and Crime Commissioner will change to reflect the above point, with an emphasis on CSPs assuming more ownership/oversight of activities contributing towards community safety within their respective areas.

To view a list of the grants awarded to date visit www.humberside-pcc.gov.uk

Equality and Diversity

The lack of a specific focus on the subject of 'diversity' does not indicate a lack of importance. The PCC's view is that it should become everyday business and integral to improving the performance of Humberside Police both internally and externally. It will therefore feature as an element in a number of strands of work against a number of the priority areas identified and tracked under the new performance regime designed to measure improvement.

Restorative Justice

The PCC believes a broadening of a restorative approach, not purely restorative justice focussed on victims and convicted offenders, offers potential to undermine the cultivation of attitudes and behaviour that can cause problems in communities. He will encourage this as a style of intervention wherever appropriate.

Devolution

The PCC believes Humberside Police is best placed to deliver effective policing services to the people of the Humber area. During future conversations and discussions on regional devolution he will work to maintain the integrity of the current force boundaries.

Collaboration

The examination of the potential benefits of further or closer collaboration between police forces in the region will continue, with a view to drive out any efficiencies or provide an enhanced capability for the communities in the Humber area.

The PCC is of the view that collaboration between forces should not, unless there is an unanswerable argument, lead to the shifting of officers, staff or capability from the Humber area. In his view collaboration means working together better, not merging.

Collaboration between emergency services to deliver greater efficiency or effectiveness, and collaboration between the police and other local service delivery agencies, will be progressed wherever possible and to the extent appropriate taking into account prevailing national and regional developments.

The PCC believes that due to the changing nature of political will and intentions, flexibility in this area must be maintained and a rigid position would be counter-productive. The Commissioner also believes a criminal justice system that works more closely will deliver more for the public.

Therefore should opportunities arise for closer collaboration with, or involvement in, other parts of the justice system, the Commissioner will seek to explore them.

Changing the role of the Office of the Police and Crime Commissioner as

- ▶ A facilitator of change and delivery whilst representing the public
- ▶ More outward-focussed and seeking to identify where value can be added that will deliver better outcomes for the people of the area and seek to bridge gaps that exist



Strategic Policing Requirement

Continuing to meet the commitment to meet our share of the national policing capability



Restorative Justice

Broadening the approach to restorative justice to change attitudes and behaviour in communities



Community Safety Partnerships (CSPs)

Re-energising CSPs to deliver real improvements for communities



Devolution

Understanding our boundaries: Humberside Police are best placed to deliver effective policing services to the people of the Humber area



Grant Funding

More ownership/oversight of activities contributing towards community safety within the Humber



Collaboration

Seizing on opportunities for closer collaboration with, or involvement in, other parts of the justice system



Equality and Diversity

Equality and Diversity becoming part of our everyday business



APPENDIX 1

THE AREA



Geography

- Covers East Yorkshire and Northern Lincolnshire
- City of Hull and the towns of Grimsby, Scunthorpe, Beverley, Goole and Bridlington
- Large expanses of rural and coastal areas



Population

- More than 920,000 people over 1,250 square miles
- Hull and Grimsby have one of lowest work age employment rates and life expectancy
- Some of the highest levels of deprivation in the country – this impacts on crime and disorder



Commerce

- Manufacturing is a significant part of the economy, representing 28% of output
- Steel industry in Scunthorpe and strong maritime heritage and ports infrastructure – Immingham is the UK's largest port, Hull has a busy port and the P&O ferry terminal to mainland Europe
- The Humber Bridge connects Hull and East Yorkshire to Northern Lincolnshire



Future

- Positive area – Hull is the UK City of Culture 2017 and the renewable energy sector is developing on both banks of The Humber
- Demanding policing and crime landscape

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Everything policing does grows out of frontline Neighbourhood Policing. Don't let anyone tell you boots on the ground don't matter. In communities where Anti-Social Behaviour is an issue I want to see those boots on the ground.

Keith Hunter, Police and Crime Commissioner for Humberside

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APPENDIX 2 LOCAL POLICING

The Humberside Police area spans the East Riding of Yorkshire, Hull, North Lincolnshire and North East Lincolnshire. In order to provide 21st Century Policing and to make the most efficient use of resources, Humberside Police introduced a 'One Force' model.

Instead of aligning resources statically to geographical areas, they operate in commands that cover the whole force area. Having changed the way they operate, the aim is to have more officers and staff to deploy to tackle crime and community problems when they are really needed.

The policing model comprises:

Command Hub, which deals with all calls and requests for help, organises resources to ensure that the right people help the public when needed. The Hub also manages front desks at police stations.

Communities Command is split into two main functions, Patrol and Neighbourhood Policing:

(i) Patrol covers the Force area from 5 main bases (Grimsby, Scunthorpe, Goole, Bridlington and Hull). Mixed teams of uniformed officers and detectives respond to and deal with all crime and incidents which do not form part of any other command.

Beverley and Withernsea are bases which provide a combined function incorporating Patrol and Neighbourhood Policing functions

(ii) Neighbourhood Policing is based in nine geographic areas incorporating 81 wards led by nine Inspectors. This consists of PCSO's and Community Beat Managers (constables), who deal with Anti-Social Behaviour, Criminal Damage and other community based issues.

Specialist Command focuses on more serious crime investigation, using highly skilled police officers and the latest technology to tackle major crime such as murder, organised crime, Protecting Vulnerable People, cyber-crime and terrorism. It also includes the Intelligence Unit which delivers products to drive police activity based on research, analysis and intelligence development.



POLICE



**ONE
FORCE**



that aims to have more officers and staff to deploy to tackle crime and community problems when and where they are really needed

Enabling Services focuses on providing the professional, legal and logistical support to enable the other commands to be effective. It includes business areas such as finance, the legal team, human resources and communications.

Joint Specialist Operations (JSOU) is a shared service with South Yorkshire Police. It consists of highly trained specialist capability units such as Firearms, Roads Policing, Serious Collision Investigation and Police Dogs. It also has responsibility for Event Planning for the Force.



Neighbourhood Policing

based in

9

geographic areas

incorporating

81

wards led by nine Inspectors



APPENDIX 3

FINANCES

Since the Comprehensive Spending Review in 2010, the police along with all public bodies have had to take their share of the austerity measures imposed by the Government. This has resulted in budget cuts year on year. As over 80% of the budget is spent on pay, there has been an inevitable impact in terms of reducing the number of police officers and staff available to prevent crime and protect the public.

Humberside Police receives over 70% of its funding in grants from the Government, with the vast majority of the remainder coming from the policing precept, the amount generated from the Council Tax.

For 2017/18, Ministers have assumed that all PCCs will increase their precepts by the maximum amount possible without requiring a referendum. The PCC declared a 1.99% increase in the precept for 2017/18, making the cost for a Band D property £187.33 p.a.

The PCC wants to see that the money he makes available to the Chief Constable used to increase the numbers of police officers and intends to use a substantial proportion of the funding that he retains to support victims of crime and stimulate joint working, particularly with the Community Safety Partnerships, in order to deliver outcomes set out in this Plan.

Gross Expenditure in 2017/18 is estimated to be £183.410m with a Council Tax Requirement of £49.107m. In addition to the day to day expenditure, there is a programme of £16.043m of capital spending. This will be financed principally from a combination of capital grant and borrowing.

The Police and Crime Commissioner has a Medium Term Resource Strategy (MTRS) covering the period 2017/18 to 2021/22. This provides details of the resources available to support the delivery of the Police and Crime Plan. It is based on information from the Force's workforce plans which have been used in formulating a 5 year financial projection which also incorporate details of proposed spending in connection with victims' services and collaboration with partners on community safety initiatives.



Where the money comes from	£'m 2017/18
Police Grant	66.306
CLG Formula Funding	45.917
Council Tax	49.107
Council Tax Collection Fund Surplus	1.355
Legacy Grants	10.041
Income / Other Grants	8.283
Use of Reserves	1.317
Victims Services Grant	1.084
Total	183.410

Where the money goes to	£'m 2017/18
Police Officers	63.594
Police Staff	36.601
PCSO's	8.291
Police Officer Pensions	15.303
Other Employee Costs	0.881
Premises	6.119
Transport	2.604
Supplies and Services	5.927
Other Services	3.651
Special Constables	0.065
Collaboration with Other Police Forces*	31.296
Capital Financing Charges	5.248
Community Safety Initiatives	2.746
Victim Services Initiatives	1.084
Total	183.410

30%

comes from the policing precept, raised through Council Tax



70%

of Humberside Police's funding comes in grants from Government



80%

of the total budget is spent on staff

*Collaboration with Other Police Forces includes the costs of the Joint Specialist Operations Unit (JSOU) with South Yorkshire Police.

APPENDIX 4 STAFFING



“

I want to see a sensible use of financial reserves so the money can be put back into staffing and other areas of front line policing delivery.

Keith Hunter, Police and Crime Commissioner for Humberside

”



2,900

(Full-Time Equivalent) officers and staff performing a variety of functions

Humberside Police has a workforce of approximately 2,900 (Full-Time Equivalent) performing a variety of functions. The charts below show the effect the cuts have had on the local police service.

Y/End March	Police Officers*	Police Staff*	PCSOs*	Specials	Volunteers
2008	2243	1499	272	338	77
2009	2110	1612	323	380	77
2010	2043	1672	317	341	121
2011	1937	1609	309	336	129
2012	1844	1538	289	349	113
2013	1758	1486	296	351	105
2014	1668	1448	292	401	140
2015	1596	1269	273	416	155
2016	1566	1124	218	383	198

* Full-Time Equivalent

The Commissioner is delivering on a promise made in his campaign to release money from reserves to fund more Community Police Officers and PCSOs.

This money has already been identified to be invested into extra resources and there will be an ongoing scrutiny to increase this



£8.1m

will be spent over the next five years and these new officers are in addition to existing recruitment plans announced previously by Humberside Police

Agreement was reached in September 2016 between the Commissioner and Chief Constable to provide an initial increase of 17 Police Constables, 30 PCSOs and 4 Sergeants across the force area. All the new officers are going into neighbourhood policing teams to improve crime reduction and engagement with the public in areas of high demand.

The new officers are split into two areas:

1. 'Early Intervention' capability (2 Sergeants, 10 Police Constables and 20 PCSOs). These officers are divided between four of the highest demand areas for Humberside Police. These are the East and West Marsh wards in Grimsby, the Bridlington South ward in East Yorkshire and the Scunthorpe Town ward. These officers work in partnership with the four Local Authorities to target the individuals, families and locations causing the most problems for the police and residents. Their aim is to deliver a noticeable reduction in offences over a sustained period of time.
2. An increase in the Hull city centre neighbourhood team (2 Sergeants, 7 Police Constables and 10 PCSOs), which provides additional resource to this high demand area, particularly during the City of Culture events in 2017.

The Commissioner's role is to help residents get the best police service possible and ensure taxpayers' money is spent wisely. The initial increase is the first step in that process and he will be carefully monitoring the effect of the new officers and PCSOs, with a view to developing other opportunities in the future to add further value.

This will be reviewed in light of future police funding settlements from central Government which are as yet unknown, but this is very much the beginning of a journey to provide an improved police presence for our residents.

The total cost of this uplift from reserves has been budgeted at £8.1m over the next five years and these new officers are in addition to existing recruitment plans announced previously by Humberside Police.

APPENDIX 5

ACCOUNTABILITY



The Police and Crime Commissioner for Humberside has a duty to hold the Chief Constable to account on behalf of the public. To do this effectively he listens to the public's views on policing and crime. The public will hold him to account at the next election, based on their view as to how well he has performed in this role. The PCC wants the public to take an active interest in policing and crime issues in their local areas.

To enable the public to hold him to account for his performance, he will publish information to enable them to assess delivery against his three key aims.

Performance information will be made available to the public on his website (www.humberside-pcc.gov.uk/Your-Police) at regular intervals as well as included in his Annual Report. Pro-active media releases will also be used to communicate performance.

The PCC holds regular meetings with the Chief Constable, as well as six-weekly meetings of the Corporate Governance Group where he scrutinises performance and financial matters with the Chief Constable and Chief Finance Officer for the Force. The Deputy Chief Constable also holds a monthly Reviewing Success meeting with senior police staff to consider performance matters in greater details and devise tactical options.

If members of the public are unhappy with any service received from Humberside Police they can complain. It is important to note that the PCC is not the responsible body for dealing with complaints against the police, however. Complaints about Humberside Police, either about the service received or about an individual officer or member of staff, must be dealt with by Humberside Police. The Office of the Police and Crime Commissioner has a legal duty to consider and investigate, where appropriate, any complaints or conduct matters involving the Chief Constable in person.

Details of how to make a complaint are available on the websites of both the Commissioner and Force:

Commissioner:

www.humberside-pcc.gov.uk/Contact-Us/Complaints

Force:

www.humberside.police.uk/making-complaint

Complaints handling procedures have been developed to ensure that any complaints made against the Commissioner, the Chief Constable, or the Office of the Police and Crime Commissioner are dealt with in a proper and timely manner.



The PCC listens to the public's views on policing and crime

▶ The PCC holds the Chief Constable to account on behalf of the public

▶ The PCC is accountable to the public, who can vote him out at the next election based on how well he has performed in this role

▶ The PCC will publish information to enable the public to assess his performance

▶ The public can complain about the PCC if they are not happy with his performance at www.humberside-pcc.gov.uk/Contact-Us/Complaints

▶ The public can complain about any service received from Humberside Police they are unhappy with at www.humberside.police.uk/making-complaint

HOW THIS PLAN WAS DEVELOPED

Much work has been carried out by staff within my office, together with the police and partners agencies, to understand current and future challenges and threats. The PESTELO (Political Economic Social Technological Environmental Legal Organisational) framework was used to consider the external and internal factors that may impact upon the outcomes in the Plan.

This was undertaken with partner organisations and formed part of a wider pragmatic and common sense approach that also took account of feasibility and available resources. I have also taken an outcome-based accountability approach in the development of this Plan.

During preparation of the Plan, consultation has taken place with various individuals and agencies. It should come as no surprise that there are many different views on approach, content and how to structure a plan.

There is no absolute right or wrong method and, because of the unique nature of Police and Crime Plans, there are almost as many variations nationally as there are Police and Crime Commissioners.

As part of the priority setting process, I have considered a range of other factors, locally, regionally and nationally, that had the potential to influence the content of the Plan and how the outcomes could be delivered.

It is my view that a Police and Crime Plan should identify what me and my office are going to do to assist in delivering the aims of the Plan; what I expect the Police to do to improve their service; identify where other agencies can contribute; and how I plan to influence those over whom I have no statutory responsibility to work towards common goals.

The Plan does not address every aspect of police work, or the work of partners, that contribute towards the aims of the Plan. It does not identify specific types of crime as priorities and it does not set targets for crime reduction or detection.

This Plan recognises the fact that overall crime rates are not affected purely by police actions. They do not, therefore, feature as a measure of police performance but as an indicator of the movement towards delivery of the overall aims of the plan.

This Plan aims to initiate a different approach – it is about identifying where change is needed, not purely what work is currently done. It sets a direction, a method to move us forward, a framework and key themes that will promote those changes.





The PCC put together his Police and Crime Plan along with staff in his office and with guidance and advice from police and partner agencies, as well as taking into account wider factors



The PCC's view is that this Plan identifies what he, along with his office, will do to assist in delivering the aims of the Plan; what the Police can do to improve their service; where other agencies can contribute; and how the PCC can influence those who will work towards the common goals of the Plan



There is no 'right' or 'wrong' way of coming up with a Police and Crime Plan



The Plan does not set targets for crime reduction or detection

This Plan seeks to identify where change is needed and promote those changes







OATH OF OFFICE

“I, Keith Hunter, do hereby declare that I accept the Office of the Police and Crime Commissioner for the Humberside Police area. In making this declaration, I solemnly promise that during my term of office:

- I will serve all the people of the Humberside Police area in the Office of the Police and Crime Commissioner.
- I will act with integrity and diligence in my role and, to the best of my ability, will execute the duties of my office to ensure that the police are able to cut crime and protect the public.
- I will give a voice to the public, especially victims of crime, and work with other services to ensure the safety of the community and effective criminal justice.
- I will take all steps within my power to ensure transparency of my decisions, so that I may be properly held to account by the public.
- I will not interfere with the operational independence of police officers.”



HUMBERSIDE
POLICE & CRIME
COMMISSIONER



CONTACTS

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01482 220787

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pcc@humberside.pnn.police.uk

Humberside Police

101 Single Non-Emergency Number:

To report a crime, for information/advice and to
contact a member of your community policing team

Textphone:

If you are deaf, hard of hearing or speech impaired,
you can textphone Humberside Police on 18001 101

By post:

Humberside Police HQ, Priory Road, Hull, HU5 5SF

In an emergency always dial 999