



**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.  
[www.youtube.com/watch?v=Hnv6GVvSk-Q](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 ([rachel.cook@humberside.police.uk](mailto:rachel.cook@humberside.police.uk)) to register for a place at our familiarisation event to be held in Cottingham on 14th January 2025 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:** £171,519  
**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 2024. It 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 [rachel.cook@humberside.police.uk](mailto:rachel.cook@humberside.police.uk)

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

DATE	EVENT
2 January 2025	Advertisement
14 January 2025	Familiarisation Day
2 February 2025	Closing date for receipt of completed applications
4 February 2025	Shortlisting meeting
11 February 2025	Pre Selection Panel event with partners/staff groups
12 February 2025	Assessment process and selection
tbc	Police and Crime Panel Confirmation Hearing
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 £171,519

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

- ▶ Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- ▶ Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- ▶ Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- ▶ Champion and lead the creation of an organisational climate that is inclusive, builds confidence in doing the right thing, promotes ethical behaviour, and maximises the value brought by different perspectives and experiences, by role modelling the right behaviours and ensuring the right systems and processes are in place so that the force is designed and operates in line with its values and ethics to enable successful policing.
- ▶ Lead, inspire and engage the Force, communicating a clear direction, and 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 deliver the Force vision and goals.
- ▶ Hold accountability for Force financial management and determine 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.
- ▶ Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
- ▶ Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- ▶ Advise 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.
- ▶ Develop and maintain strategic partnerships and relationships with local, regional and national partners, influencing across the diverse stakeholder landscape to generate consensus on how best to collaborate and work together on shared outcomes, and make a leading contribution to improvements and change in the broader operating context to enable the achievement of the Force objectives.
- ▶ Represent 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.
- ▶ Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- ▶ Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- ▶ Play 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

## THERE ARE SIX COMPETENCIES IN THE CVF:

### We are emotionally aware

- ▶ I recognise my own emotions and the way they might impact on others and regulate this to provide and role model consistent leadership.
- ▶ I seek to understand influences on organisational culture, and work to improve it where appropriate by role-modelling policing values.
- ▶ I champion behaviours and ways of working that promote wellbeing throughout my organisation.
- ▶ I understand how my style of leadership affects other people and use this insight to promote organisational effectiveness, inclusivity and ethical behaviour.
- ▶ I create a supportive and compassionate organisational culture that recognises and values all people.

### We take ownership

- ▶ I promote a culture of personal accountability in teams so that people strive for high standards of sustainable and ethical performance.
- ▶ I put in place measures that will allow others to take responsibility effectively and support them to improve their performance.
- ▶ I take an organisation-wide view, acknowledging where improvements can be made and take responsibility for making these happen.
- ▶ I promote a culture that responds to mistakes with learning rather than with blame.

### We collaborate

- ▶ I build strong partnerships by finding common ground with others, acknowledging their different priorities and negotiating effectively with them.
- ▶ I am politically astute and understand how national policy and politics affects our partners. This allows me to work effectively within decision-making structures.
- ▶ I use my knowledge of our partners' and stakeholders' interests and concerns to anticipate conflict before it happens.
- ▶ I support stakeholder relationships to enable things to get done by the most appropriate partners.
- ▶ I create a culture and environment in which partnership working flourishes and creates tangible benefits for all.

### We support and inspire

- ▶ I communicate clear goals that give a compelling direction to people from a range of different backgrounds, to inspire them to work towards those goals.
- ▶ I anticipate issues that will hinder delivery and remove barriers to getting things done.
- ▶ 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 communicate how the overall vision links to specific plans and objectives, making it relevant to the work people are doing to provide the best possible service.
- ▶ I monitor changes in the external environment, taking action to influence where possible to adapt and ensure organisational goals are met.

### We analyse critically

- ▶ I create a work environment that values the effective use of high-quality analysis and decision-making.
- ▶ I identify root causes, even in ambiguous or unclear situations, and ensure my organisation goes beyond treating only the symptoms.
- ▶ I use my knowledge of the strategic context, external environment and long-term trends 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 earn support.

### We are innovative and open minded

- ▶ I implement, test, and communicate new ways of working that can radically change our organisational cultures, attitudes and performance.
- ▶ I create a work environment where innovative learning and recognising and promoting innovative activities is embedded and valued.
- ▶ I lead, implement and evaluate new, complex, and creative initiatives from inception to impact.
- ▶ I develop and support initiatives that involve multiple stakeholders, create significant improvements 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.



## THE CVF – VALUES

Values are beliefs which are important to us as individuals, and which motivate particular behaviours and actions. Policing is a deeply ethical profession. The three values in the CVF are derived from the ethical policing principles and support everything we do:

### Courage

- ▶ This means making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute.
- ▶ When we are motivated by courage, we actively uphold the ethical standards of the police service so that we do the right thing even when the circumstances are difficult. We set good examples, challenge unprofessional behaviour and all forms of prejudice and discriminatory behaviour, and any activity which undermines the impartiality of policing.
- ▶ We build and maintain the confidence of the public, our colleagues and partners through the way we conduct ourselves. We maintain professional boundaries with those we serve and work with to help protect ourselves and those around us.
- ▶ We are open about what we have done and why and keep our promises so we can be relied on when needed. We support an environment where ethical issues or unprofessional actions can be raised, questioned, challenged, reported and addressed.
- ▶ We are honest and open in our interactions and decision making. We have the courage to respond to criticism with professionalism.



### Respect and Empathy

- ▶ This means encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.
- ▶ When we are motivated by respect and empathy, we ensure people feel valued and listened to. We treat them with patience and courtesy where possible, recognising that sometimes we may need to prioritise safety and security. We give them opportunities to share their views and take these views into account. We seek to understand other people's perspectives and recognise they can differ from our own.
- ▶ We engage with people who have a wide range of experiences and needs and provide a service that takes into account each individual's unique circumstances. We ensure everyone, regardless of background or circumstance, is treated equally and fairly, recognising the need to tailor our responses to individual needs to ensure we are being fair and respectful.
- ▶ We understand and recognise that people may respond differently to the same situation.
- ▶ We are careful to recognise and manage our biases, so they do not stop us from engaging with people with different needs and experiences equally and fairly.

### Public Service

- ▶ When we are motivated by public service, we respect the authority and influence afforded to us by our role in society and the responsibility we have in using our policing powers. We apply those powers lawfully, proportionately and when necessary.
- ▶ As we strive to help deliver good outcomes for the public we serve, we seek to find opportunities to learn and improve ourselves as professionals. We reflect on our actions and decisions to see what could be changed to improve the service we offer the public.
- ▶ We have a responsibility to ensure that we act in the best interest of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We respond to different communities, taking into account their history and experiences including trauma and adversity.

These principles are mainly reflected in the values, but some aspects are incorporated in the competencies where appropriate.

## 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

- ▶ Must have successfully completed relevant qualifying course for a chief officer role
- ▶ 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

To request an application form please contact Rachel Cook, Chief Executive for the OPCC, on the details below by 26 January 2025.

## 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 [rachel.cook@humberside.police.uk](mailto:rachel.cook@humberside.police.uk) by **23:59 on 2 February 2025**.

- 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 [rachel.cook@humberside.police.uk](mailto:rachel.cook@humberside.police.uk)

## Familiarisation Day

A familiarisation day will be held on 14 January 2025. Please note that attendance at this event will not form part of the assessment process. To register to attend please contact Rachel Cook ([rachel.cook@humberside.police.uk](mailto:rachel.cook@humberside.police.uk)) by 9 January 2025.

## 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
Sir Andy Marsh	Chief Executive, College of Policing
Catherine Bishop	Head of Community Investment, Allamhouse Ltd
Helen Gibson	International Business Entrepreneur, Non Executive Director

Rachel Cook (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel as will a member of the recruitment team from the 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 4 February 2025.

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

## Pre Selection Panel Event

On the afternoon of 11 February 2025, 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
Sir Andy Marsh	Chief Executive, College of Policing
Catherine Bishop	Head of Community Investment, Allamhouse Ltd
Helen Gibson	International Business Entrepreneur, Non Executive Director

Rachel Cook (Chief Executive of the Office of the Police and Crime Commissioner) will be present as Advisor to the Panel as will a member of the recruitment team 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 12 February 2025.**

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 mid March (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 [rachel.cook@humberside.police.uk](mailto:rachel.cook@humberside.police.uk).





JONATHAN EVISON

**HUMBERSIDE**  
POLICE & CRIME  
COMMISSIONER



**POLICE AND  
CRIME PLAN**

**2024-2029**

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## FOREWORD FROM JONATHAN EVISON POLICE AND CRIME COMMISSIONER

I am delighted to present our second Police and Crime Plan. I say 'our', as whilst this is my strategic plan for policing and community safety across our region, it has been formed from yours, the residents of our region's views. I am keen to have your input, so that our plan is tailored to deliver for our communities in Hull, the East Riding and Northern Lincolnshire. As your elected representative, I will always strive to ensure your voice is heard and hold the Police to account on your behalf.

This is the first time a Police and Crime Commissioner for Humberside has been elected to a second term of office, and therefore, the first time a Commissioner has had a second plan. This plan builds on the work we have achieved over the last four years and continues the same strategic aims of our first plan; to establish engaged, resilient and inclusive communities, safer communities and effective organisations.

Today we look to the future from a strong position; we now have more police officers in Humberside than ever before, we have re-opened 24/7 police stations, provided fairer policing for rural, urban and coastal communities, established new support services for victims of crime, supported multiple projects to prevent crime and continue to be graded as the best performing police force in the country. However, I say, just because you're the best, does not mean you cannot still do better and there is more work still to be done.

I have listened to what you have told me, you want more visible policing, more action to make our roads safer, greater opportunities for our young people, and for us to bring an end to violence against women and girls.

This plan and the hard work to implement it will build on our previous successes to deliver on our priorities and needs. It will strive to give our communities greater confidence in the police and our response to crime, will empower communities to prevent crime, will make our rural, urban and coastal areas safer, will support victims of crime and deliver effective partnership working and data sharing across the Police, Councils, Violence Prevention Partnership, Community Safety Partnerships and other agencies to prevent and tackle crime and support victims of crime. Whilst delivering this we will also work to ensure services are efficient and the taxpayer gets best value for money, guaranteeing local resources are spent where needed and that we secure national resources as much as possible.

I am more ambitious than ever before that we can deliver even more to end crime in our communities. From making our roads safer, to tackling anti-social-behaviour and ending serious violence, I am determined that we will deliver for you, your businesses, families and our community.



# 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, re-elected in 2024 for a four-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. He has also appointed a Deputy PCC to support him with his role.

The main statutory responsibilities of the PCC are to:

- ▶ 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.
- ▶ Assist specified authorities with preventing serious violence and collaborate with them on commissioning services.
- ▶ Deal with complaints against the Chief Constable as the Appropriate Authority.

- ▶ Act 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 any future national policing measures, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services' performance reports, and complaints 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 the Integrated Care Board – 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.

This Plan covers the period 2024-2029. The next Police and Crime Plan for the Humberside area will be published after the elections scheduled for May 2028. This Plan will remain in force until then.

# THE HUMBERSIDE POLICE FORCE AREA



1,250  
square miles



936,743  
people



31,000  
businesses

Over 230  
town and  
parish councils



A quarter of the  
population lives  
in a rural area



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

Source: ONS

# WHERE WE ARE NOW

## PROGRESS SINCE 2021

The previous Police and Crime Plan was published in October 2021 – the first to be published nationally after that year’s PCC elections.

Over the three years of the Plan, Humberside Police gained over 300 additional police officers, introduced new online contact methods to make it easier to report crime, and had one of the top-performing force control rooms in the country – with 999 calls answered on average in under seven seconds.

The Force also now benefits from a new state-of-the-art police building in Melton, home to the force control room and specialist crime unit, while Driffield and Brigg police stations returned to 24/7 cover and plans moved forward for a new police station for Scunthorpe.

The OPCC commissioned a new Affected By Crime service to improve the information and support available to people affected by crime and ASB, as well as a range of specialist support services. Public campaigns on domestic abuse have helped to raise awareness of the issue, the support available to victims and help available to change behaviours.

The PCC launched a new Community Safety Fund to support organisations to cut crime and ASB and improve feelings of safety. A total of £1.5m was allocated to the Fund between 2022/23 and 2024/25. By the end of 2023/24, the Fund had supported 121 projects that had reached 5,897 participants and delivered 3,208 sessions of support/activity.

The OPCC has continued to work closely with partners to tackle crime, ASB and community safety issues. During the previous Plan period this included the launch of the Humber Violence Prevention Partnership and the Education Partnership, successful funding bids for Safer Streets initiatives, and providing longer-term funding to Community Safety Partnerships to support their work.

Public engagement continues to be a priority for the OPCC, with over 5,000 responses to its surveys over three years and around 50,000 residents now following its social media channels and My Community Alert. Volunteering has also increased and the OPCC secured Platinum status for its Independent Custody Visitors scheme.

Further information on the progress achieved under the last Police and Crime Plan can be found in the Annual Reports on the OPCC [website](#).

## HUMBERSIDE POLICE

Humberside Police has continued to make significant improvements in several key areas. It has:

- ▶ Consistently enhanced its response times, with faster attendance to emergency incidents, resulting in greater public confidence.
- ▶ Increased recruitment of officers, contributing towards better community presence and more robust crime prevention efforts.
- ▶ Embraced technological advancements, including expanded use of body-worn cameras, and upgraded digital systems, further assisting in the streamlining of investigations, ensuring greater transparency.

In October 2024, His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) PEEL (Police Efficiency, Effectiveness and Legitimacy) inspection report outlined a sustainable journey of excellence by Humberside Police as a force that the people of Humberside should be proud of. The Force received three ‘outstanding’ grades, which no other Force in the country had yet achieved in the PEEL 2023-25 round of inspections.

There is always room for learning and part of the role of the PCC is to ensure the force continues to improve. All the strides outlined above have enabled the Force to become a more responsive and accountable service.

Despite this progress, our public engagement shows there remains more to do to increase public confidence and ensure all victims of crime and ASB receive a high-quality of service, every time. The work done to date means that the force is well-positioned for the further improvements the public expects to see.

Humberside Police is also not immune to the lack of trust that has affected policing nationally in recent years, driven in part by several high-profile incidents elsewhere in the country. The Force must continue to play its part in rebuilding trust, driven by leadership at all levels but dependent on the daily actions of every officer and member of police staff. The PCC will continue to hold the Force to account on behalf of the public.

The infographic is set against a dark blue background with a pattern of small white triangles. It features three main sections:

- Top Section (Green background):** Titled "Humberside Police is **OUTSTANDING** at". It contains three icons: a person with a heart (Protecting Vulnerable People), handcuffs (Preventing crime), and a person with a headset (Building and supporting the workforce).
- Middle Section (Light Green background):** Titled "Humberside Police is **GOOD** at". It contains four icons: a thumbs up (Treating the public fairly), a telephone (Responding to the public), a prison cell (Managing offenders), and a group of people (Leading and managing).
- Bottom Section (Yellow background):** Titled "Humberside Police **REQUIRES IMPROVEMENT** at". It contains one icon: a magnifying glass (Investigating crime).

To the right of the bottom section, text states: "Humberside has the **highest number of outstanding grades** of all forces in England and Wales, in 21/22 and 23/25 to date." The Humberside Police crest is visible in the bottom right corner.

# WHERE WE ARE NOW

## 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.

Recent legislative changes have included:

- ▶ The Victims and Prisoners Act 2024, which – when implemented – would put the Victims’ Code on a statutory footing and require PCCs to monitor how criminal justice bodies comply with it. It would also require PCCs, councils and Integrated Care Boards to collaborate on commissioning some victims’ services.
- ▶ Police, Crime, Sentencing and Courts Act 2022, which created the Serious Violence Duty (with a role for PCCs in monitoring and assisting with implementation).
- ▶ The Domestic Abuse Act (2021), which seeks to improve the effectiveness of the justice system and strengthen support for victims.
- ▶ Strategic Policing Requirement 2023, which introduced violence against women and girls as an additional national threat, and reaffirmed the validity of the existing threats.
- ▶ The Policing Protocol Order 2023 which clarified the boundaries of operational independence between organisations responsible for policing and reflected changes in the relationships between them.

The role of PCCs has expanded since they were introduced in 2011. Most recently, the previous Government carried out a two-part review of the PCC role which resulted in a series of recommendations for further changes, though not all were implemented before the 2024 General Election.

The new Government’s policy agenda contains several measures related to policing and community safety, including a further increase in police officer numbers, but at the time of writing any direct impact on PCCs’ roles was not yet known.

Local authorities in the Humber area have made agreements for the devolution of powers from central government, which would create new mayoral combined authorities for Hull & East Yorkshire and Greater Lincolnshire. Whilst their proposals 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 the new mayors and combined authorities when established.

# VISION, MISSION AND VALUES



## VISION

People are safe and have confidence in the organisations that work together to tackle crime.



## PCC'S MISSION

To be a committed advocate for people across the Humber area – driving continued improvement in policing and bringing partners together to address crime and community safety issues.



## VALUES

The PCC and the OPCC share a set of four values that explain how we work together, with our partners and with our communities. They are: **Ambition**, **Compassion**, **Enabling**, **Integrity & Trust**.

### AMBITION

We see this as *“We challenge and drive the highest standards and aspirations for ourselves and others.”*

### COMPASSION

We see this as *“We put people first, acting with kindness and understanding to listen and respond.”*

### ENABLING

We see this as *“We create an environment that empowers, facilitates, connects, and drives solutions.”*

### INTEGRITY & TRUST

We see this as *“We demonstrate the highest ethical standards to uphold reliability, transparency, honesty, and respect.”*

# AIMS

This plan builds on the achievements of the 2021-2025 Police and Crime Plan and follows the same overall structure. It continues the same three key aims:

## 1. Engaged, Resilient and Inclusive Communities

– our aim is to provide pathways for everyone to contribute to the safety of our communities

**2. Safer Communities** – our aim is to focus activities on interventions that significantly impact on local crime levels

**3. Effective Organisations** – our aim is to make the system work better for local communities

For each aim, priority **outcomes** have been identified – these describe what the PCC wants to focus on delivering during the life of this Plan. The PCC encourages local partners to work towards these outcomes, and organisations applying for or receiving grant funding from the PCC will be required to show how their projects are aligned with them.

The PCC has also set specific **objectives** for each aim – things he intends to do to contribute to the outcomes. Others may be added in future. The Annual Delivery Plan published on the [OPCC website](#) will be the latest source of information. Many other organisations will also be contributing to the outcomes, so these objectives are intended to complement their work.

## 1. Engaged, Resilient and Inclusive Communities

### AIM

To provide pathways for everyone to contribute to the safety of our communities.

### CONTEXT

Everyone should be able to have trust and confidence that policing will be fair and effective – regardless of who they are or where they live. Nationally, public trust in policing has been shaken by high-profile incidents and systemic and cultural issues in several forces. Rebuilding that trust by upholding the highest standards, operating with a positive culture and delivering a consistent high-quality service is a priority for policing across the country.

However, the police are not the most appropriate agency to deal with every issue; many are a shared responsibility with other statutory bodies, such as local councils, the health service and fire service. It is important that people are made aware of their rights when they are affected by crime or ASB, who can help them, and that the response they receive is an effective one.

Crime also continues to evolve, with recent years seeing an increase in online fraud and the spread of misinformation that has provoked community tensions. Community-led responses continue to play an important part in responding to these and other threats, while residents and businesses can also be provided with information and support to reduce their risk of being affected by crime.

### OUTCOMES AND OBJECTIVES

This plan aims to achieve the outcomes below by delivering the following objectives:

OUTCOMES	OBJECTIVES
<b>1. Greater trust and confidence in the police across urban, rural and coastal areas and in all communities</b>	1.1. Humberside Police will operate with integrity, high standards and a positive culture, resulting in a consistent, high-quality, and trauma-informed service to the public
	1.2. Visible neighbourhood policing accessible to all communities
	1.3. Publish and share information to improve public understanding of police performance
	1.4. Work with the public to seek assurance on Force performance
<b>2. People are confident to report crime, ASB and incidents to the most appropriate agency</b>	2.1. Raise awareness of and make it easier to report crime and ASB
	2.2. Improve business confidence in tackling and reporting retail crime
	2.3. Scrutinise the police and partner agencies' responses to issues affecting communities
<b>3. Improved outcomes for people affected by crime and ASB</b>	3.1. Services for people affected by crime and ASB are inclusive, joined up and achieve the best outcome for each victim
	3.2. All organisations meet the requirements of the Victims Code
	3.3. People affected by crime and ASB are aware of their rights and can access support
	3.4. Develop a Victims Charter for people affected by ASB
<b>4. Residents and businesses supported to respond to crime and community safety issues</b>	4.1. Raise awareness of emerging and growing crime threats and how to deal with them
	4.2. Support residents and businesses to take practical steps to deter crime and secure their property
	4.3. Provide access to grant funding for community-led responses to local issues
<b>5. Communities are cohesive and people feel safe where they live</b>	5.1. Establish communication routes inclusive to all communities
	5.2. Support opportunities for communities to come together and remove barriers to cohesion
	5.3. Combat myths and misinformation

## 2. Safer Communities

### AIM

Our aim is to focus activities on interventions that significantly impact on local crime levels.

### CONTEXT

Reducing crime and keeping people safe requires a concerted effort across many organisations, not just policing. There is no single solution that works for everything, but more is known about what is effective in preventing crime than ever before – learning from this, and testing innovative new approaches, will ensure resources are used for maximum impact.

The public health approach involves organisations and communities working together to reduce crime at every stage – from early prevention work with children to avoid them being drawn into crime in the future, to working with perpetrators to change their behaviour and avoid the cycle of reoffending.

Not all crime is easy to see, so raising awareness of often-hidden harms – like child exploitation, domestic abuse, modern slavery and hate crime – and how to identify and stop them is essential for protecting the most vulnerable in society and ensuring perpetrators are brought to justice.

Residents have been clear in our consultations that they want to see dangerous driver behaviours tackled to make our roads safer for everyone.

Continued partnership work will also be key to ensuring our public spaces and night-time economies are safe for everyone to enjoy.



### OUTCOMES AND OBJECTIVES

This plan aims to achieve the outcomes below by delivering the following objectives:

OUTCOMES	OBJECTIVES
<b>1. Reduced harm to young people being affected by crime and community safety issues</b>	1.1. Universal offer of free access to resources for young people that reduce their risk of being affected by crime and community safety issues
	1.2. Support educational establishments and youth organisations to contribute to young people's safety
	1.3. Divert young people from crime by supporting access to positive activities
<b>2. Long-term reduction in high-harm crimes through a multi-agency public health approach</b>	2.1. Continue to lead a multi-agency public health approach to preventing domestic abuse and protecting people from harm
	2.2. Coordinate the local response to preventing serious violence, including knife- and weapon-enabled crime
	2.3. Reduce the harm caused by drugs through coordinated partner agency activity to tackle drug use, the causes of drug use and crime linked to drug use
	2.4. Prevent crime through evidence-based approaches to issues affecting our communities
	2.5. Champion partnership working to eliminate violence against women and girls
<b>3. Reduced reoffending</b>	3.1. Commission services and pilot innovative approaches to reducing reoffending
<b>4. Vulnerable people are protected from harm</b>	4.1. Effective multi-agency arrangements to protect children and vulnerable people from harm
	4.2. Raise awareness of and tackle 'hidden harms' with partners, e.g. child exploitation and modern slavery
<b>5. Safer roads for all users</b>	5.1. Work in partnership to improve road safety, through an evidence-based and data-driven approach
<b>6. Safer public spaces for residents and visitors</b>	6.1. Improve the safety of public spaces
	6.2. Support CSPs to deliver a safe night-time economy

### 3. Effective Organisations

#### AIM

To make the system work better for local communities.

#### CONTEXT

Partnership working and collaboration are a theme throughout this plan. The Humber area benefits from several effective partnerships tackling specific crime and community safety issues, and it is important they are provided with funding and support to continue to build on their good work. This must include further improving data sharing and the use of data to ensure the issues affecting communities are properly understood and targeted, individual harm is prevented, and technology can be used to make processes more efficient.

Securing additional resources for tackling crime and community safety issues – whether from central government, other funders or recovering the proceeds of crime – will help our local resources to go further and expand what we can do. Prioritising local spend and thinking creatively about how we can maximise value will also increase the benefits for residents.

Humberside Police must also continue to evolve to respond to emerging threats and take advantage of opportunities to become more efficient, particularly through the use of new technology – helping to free up officer time.



#### OUTCOMES AND OBJECTIVES

This plan aims to achieve the outcomes below by delivering the following objectives:

OUTCOMES	OBJECTIVES
<b>1. Effective partnerships and collaboration</b>	1.1. Provide partnerships with funding and support to tackle local issues, prevent harm and share good practice
	1.2. Facilitate improved data sharing and analysis amongst partner organisations
	1.3. Support the development of trauma-informed approaches and systems
	1.4. Explore opportunities for joined-up commissioning of services to improve outcomes and value for money
	1.5. Ensure we collaborate with other police forces where it meets statutory requirements including the Strategic Policing Requirement
	1.6. Explore opportunities for service transformation to make the best use of resources
<b>2. More funding and resources for the Humber region</b>	2.1. Secure additional funding and resources by being ambitious and working collaboratively
	2.2. Maximise opportunities for recovering the proceeds of crime to reinvest in fighting crime and improving community safety
<b>3. More social value from your money</b>	3.1. Work with the Probation Service and communities to identify opportunities for Community Payback
	3.2. Prioritise local spend and opportunities for social value
<b>4. Innovative approaches to community safety</b>	4.1. Use grant funding and partnership working to increase the uptake of innovative technologies and practices
<b>5. Contribute to achieving Net Zero carbon emissions for our area</b>	5.1. Support improvements to environmental sustainability within policing and community safety
<b>6. A police force equipped to meet community needs</b>	6.1. Sustain Humberside Police with a workforce that is skilled, flexible and has capacity and capability to meet local needs, whilst ensuring a diverse and inclusive workforce which represents local communities
	6.2. Invest in modern IT and buildings to meet future needs within Humberside Police
	6.3. Ensure Humberside Police has the capability to respond to emerging threats



# 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, the Probation Service and Integrated Care Boards responsible for local strategies to reduce crime and antisocial behaviour, the misuse of drugs and reoffending.
- ▶ Youth Justice Partnership 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, the Crown Prosecution Service, prisons, the Probation Service and youth justice) at the local level.
- ▶ Humber Violence Prevention Partnership – chaired by the PCC and facilitated by a team hosted by his office, this multi-agency partnership seeks to prevent serious violence through a public health approach.
- ▶ 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.

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 involved with oversight of a number of other collaborations, including Regional Organised Crime Unit, Underwater Search Unit, and Regional Scientific Support Unit, as well as the National Police Air Service. In addition, there are a number of other collaborations around Health and Safety, Estates, and vehicle workshops shared with the Fire and Rescue Service locally. Further details are available on the [OPCC website](#).



## RESOURCES

### THE PCC'S BUDGET

In 2024/25 the PCC's budget is £245m, with almost 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.

£230m (94%) of the PCC's budget is provided to the Chief Constable to fund Humberside Police. £9.6m (4%) is used to invest in the replacement of buildings, vehicles and technology including new developments. £3.4m 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 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 2024/25-2028/29 which describes the financial direction of the organisation and is reviewed annually.

The resources available to the PCC are heavily influenced by Government decisions. Following the 2024 General Election, the new Government launched a Spending Review that is due to conclude in spring 2025. This will set the direction of public finances for the coming years, and the PCC will need to respond appropriately.

### 2024/25 Budget

	£m
Chief Constable	230.7
PCC	0.1
OPCC	1.5
Commissioned services and partnerships	3.4
Capital financing (e.g. police buildings)	9.6
<b>Net Expenditure</b>	<b>245.3</b>
Central Government Grants	147.4
Council Tax Precept Support Grant	10.0
Council Tax Precept	81.3
Council Tax Precept surplus/(deficit)	0.8
<b>Central Grant and Precept Total</b>	<b>239.5</b>
Appropriations (to)/from reserves	5.8

## 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.

## 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 customers.

The decisions the PCC made as part of the last Plan, such as restructuring community safety funding, led to a better utilisation of resources, clearer accountability and a greater impact. The PCC will continue those arrangements under this Plan and seek to identify further opportunities for positive transformation.

## COMMISSIONED SERVICES

The PCC will commission the following services during this Plan:

- ▶ **Victim Referral and Liaison services:** Flexible support for people affected by crime, 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 Humberside 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 with NHS England.
- ▶ **Adult Sexual Assault Referral Centre:** Based on Hessle Road, Hull, provides forensic and crisis support to the population of Humberside. The purpose of the service is to co-ordinate and simplify the pathway for victims/survivors to access wider healthcare, social care, and criminal justice processes to improve individual health and wellbeing, as well as criminal justice outcomes. Jointly funded with NHS England.
- ▶ **Not In Our Community:** A service that will deliver crime education resources into schools across the area. Resources will include lesson plans, e-learning and teaching materials with a focus on key crime topics.

## GRANT FUNDING

The PCC will provide grant funding to Community Safety Partnerships, Safeguarding Adults Boards, Safeguarding Children Partnerships, and Youth Offending Services. Funding will cover core partnership facilitation and activity over a four-year period, and will be set following a business case process in autumn 2024 which will ensure alignment of activity with this Plan.

The PCC will also renew his successful Community Safety Fund, which supports organisations across the area to address community safety issues, for a further four years.

Full details of grant funding provided by the PCC and projects supported will be published on the [OPCC'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 future national 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 they 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.

## COMMISSIONING CYCLE

The OPCC is a commissioning office. We are responsible for managing each of the services listed on page 18 in addition to making applications for supplementary funding and managing those successful projects to further drive improvements and positive change across our communities.

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 the Chief Constable to account for the exercise of those functions and those of persons under their direction and control. The relationship between the PCC, Chief Constable, Police and Crime Panel and Home Secretary is guided by the Policing Protocol Order 2023.

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.
- ▶ **Custody Scrutiny:** Independent members who look to scrutinise police powers used in custody settings, as well as wider issues that cannot be addressed through our custody visiting scheme.

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 independent members. North Lincolnshire Council is the lead authority and publishes Panel information on its [website](#).

## POLICE COMPLAINTS AND REVIEWS

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 the provision of an effective and efficient professional standards department, who are able to deal with police complaints and conduct matters. The OPCC ensures oversight and monitors complaint and conduct 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 they do. As a public sector body, we are subject to the Freedom of Information Act and 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). Since 2021 this includes publishing and/or signposting the following in "a prominent place" on our website on publication of the Police and Crime Plan:

- ▶ His Majesty's Inspectorate of Constabulary and Fire & Rescue Services' 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.

National policing measures are set to be replaced due to the election of a new Government in 2024. The OPCC will monitor these changes and look to share or publish anything that is required of the organisation.

All documents and further information are available in the dedicated transparency area of [our website](#).



# PLAN ON A PAGE

## 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 and create the culture we want, we will:

- Ensure Humberside Police continues to be a place where our people feel engaged, can be themselves and are proud to work for an organisation that our communities trust.
- Empower our staff and communities to have a voice, which is listened to and that makes a difference.
- Continue to pursue 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:



#### Support and promote the health, wellbeing and psychological safety of our staff

- To support their physical and mental wellbeing.
- Create an environment where people are developed and talent is recognised, 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.

## EXCELLENCE

### To continuously improve and deliver sustained excellence, we will:



#### Provide communities and victims with excellent service, supporting people through their experiences whilst conducting investigations professionally with vigour and transparency

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



#### Drive innovation and transformation

- 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.
- Effectively analyse and apply data to ensure the most efficient use of resources.



#### 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 provide 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.



#### Through effective partnership working

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

## COMMUNITIES

### Continue to serve our communities to make them safer and stronger:



#### Deliver a visible and accessible police service

- Continue our focus on a place based policing service that has victims at its core.
- Our Neighbourhood Policing Teams will lead on the delivery of Problem Orientated Policing, incorporating early intervention and crime prevention, supported by the wider organisation.



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

- Provide a victim focused service and safeguard vulnerable people.
- 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.



#### Continue to 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.



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