

## ACCOUNTABILITY BOARD: ACTIVITY SCHEDULE 14/01/20

**PRESENT:** Chief Constable, Deputy Chief Constable, Assistant Chief Constable (Operations), Assistant Chief Constable (Communities), ACO (Resources), Force Head of Corporate Development, Police and Crime Commissioner, OPCC Chief Executive, OPCC Chief Finance Officer, OPCC Head of Assurance and Statutory Duties, OPCC Statutory Operations Manager.

ITEM	REPORT	BRIEF DESCRIPTION	ACTION	OWNER	TIMESCALE
1	Welcome and Introductions	Meeting conducted via Microsoft Teams to avoid staff contact as per social isolating guidance for Covid-19. PCC formally congratulated DCC as preferred candidate for Lancashire Constabulary Chief Constable role and was thanked him for his open and inclusive approach at Humberside Police. <b>Apologies:</b> Force Head of Finance and Business Services.			
2	Action Schedule Updates	ACC (Operations) updated on Community Speed Watch (CSW) – current operation working but constrained due to lockdown.			
<b>Delivery: Plan on a Page</b>					
3a	Corporate Planning Process – 2020 to 2021	DCC presented Strategic Delivery Plan and stated flexibility of Force Plans for any update/refresh of Police and Crime Plan. Force departmental plans ready from April 2021 and still developing outcomes framework. Force Management Statement (FMS) ready end of March 2021, demonstrating direction of travel. PCC stated need to reconnect with Force Head of Corporate Development to ensure measures and hierarchy were correct. CC discussed Durham University staff survey – results provide clarity of purpose and evidence base of Force-wide understanding of Plan on a Page. OPCC Chief Executive discussed need for update on the Strategic Delivery Plan at six-month point and sharing Plan with public and Police and Crime Panel. DCC stated it would be shared once design is complete.	Strategic Delivery Plan update at six-month point.  Strategic Delivery Plan to be shared with Police and Crime Panel and public once finalised.	DCC  DCC	October 2021  March 2021
<b>Inspections, Audits and Reviews</b>					
4a	Update on Criminal Justice Unit (CJU) Review	ACC (Operations) presented recent changes to Attorney General's Guidelines. Less challenges around disclosure, but greater amount of work and wasted demand. Force mitigations in place around Crown Prosecution Service (CPS) in particular. Changes communicated to staff around disclosure. No significant issues to report at present. Discussed digital innovation work in CJU and also engagement with Investigating Officers (IOs).			
4b	HMICFRS (Her Majesty's Inspectorate of	DCC outlined last national inspection of Covid-19 and national reporting making two positive mentions of the Force. Noted future HMICFRS thematics around fraud and sensitive intelligence – not looking at Humberside Police. Mentioned	Crime Data Integrity (CDI) internal inspection results to future meeting.	DCC	When complete

	Constabulary) Update	inspection of disproportionality – significant evidence provided for outstanding stop and search AFI (area for improvement). Force undertaking full mock Crime Data Integrity (CDI) inspection at present, which will be shared once complete. PCC discussed PEEL External Reference Group – made comments to HMI around how to make clear that some national recommendations are not relevant to some forces – need to ensure public understand this.			
<b>People</b>					
5a	People Services Update	<p>ACO (Resources) provided update.</p> <p><b>Police Officers:</b> 2,040 now in place due to 50 intake, training at present and on patrol by April 2021 to patrol. 2,050 by year end. Police Now detectives – 10 in place. NIE fast-track detectives – pass rate in-line with traditional route in.</p> <p>National uplift: Year 1 – to achieve 97 officers, intake planned in March 2021 – will be ahead. Year 2 – uplift money for 95 officers in total – still seeking clarity on Regional officer numbers and how brought in – will be alerting PCCs. National CT proportion to be advised. All plans in place for Year 2 uplift. Different approach to benefit from Positive Action (see next agenda item) – trying a different approach.</p> <p><b>PCSOs:</b> Vacancies on South Bank – discussion by Chief Officers soon.</p> <p><b>Police Staff:</b> Setting desired TOM. Apprenticeships – not moved noticeably since last update.</p> <p>PCC asked about budgetary impact/costs of being 50 officers over for a short period of time (2050 as opposed to 1997 if trained by April 2021).</p> <p>PCC also recognised Regional Organised Crime Unit (ROCU) and Counter Terrorism (CT) issues – don't want to lose sight of what ROCUs look like in future and the move away from a local facility unless continued input of local officers. Need to look at changing ROCU model of operation. DCC stated support and will reinvigorate accountability process.</p> <p>PCC discussed PCSOs and that proposal for precept at £15 was based on keeping PCSO numbers 'as is' – need to understand reasoning/impact if Force moved away from this. CC stated that investment in neighbourhood policing continues, and target operating model is for 178 PCSOs. There will not be a move away from resources allocated to neighbourhoods, but need to look at financial settlement and impact of efficiency plans.</p>	<p>Inform Force when details of ROCU intake is known.</p> <p>How to reinvigorate accountability process for ROCUs.</p> <p>Identify budgetary impact of being 20 over officers in short-term</p> <p>Neighbourhood policing and PCSOs – how to ensure no diminution.</p>	<p>PCC</p> <p>DCC/PCC</p> <p>ACO (Resources)</p> <p>CC</p>	<p>When information available</p> <p>March 2021</p> <p>February 2021</p> <p>March 2021</p>

5b	Positive Action Update	<p>DCC outlined the previous challenge from the PCC around lack of BAME recruitment – full review now undertaken around diversity, equality and inclusion. Force has looked across the country and spoken to communities to understand issues – include stop and search, groups not getting messages, etc. Force now developing artwork, links to communities, etc. Also looked at national recommendations – Force has now removed certain requirements at recruitment such as need for UK driving licence, financial support for recognition of qualifications, and removal of behavioural style questionnaire.</p> <p>My Community Alert and Acorn Data is being used to understand communities more.</p> <p>Recent response from BAME communities shows 27 people provided additional support and links into policing for people to break down barriers.</p> <p>Force has already seen significant change and action – more considered approach, green shoots, and better numbers coming through recruitment. Now have clear communication and educational strategy in place, better understanding of community issues – first contact is important.</p> <p>PCC stated that all this is welcomed and thanked DCC for personal relationships built up with communities.</p> <p>DCC stated thanks to C/Supt N/Bank and Senior HR team and officers/staff for the changed approach. Other forces visiting the Force for good practice around BAME, disability, etc. DCC will ensure that the incoming DCC will take on this.</p> <p>PCC made a number of comments on the strategy and need for hierarchy of reports.</p>	<p>Consider consistency of reporting hierarchy.</p> <p>Track results of Positive Action work.</p>	<p>Force Head of Corporate Development/OPCC Head of Assurance and Statutory Duties</p> <p>DCC</p>	<p>March 2021</p> <p>Six monthly updates</p>
<b>Finance</b>					
6a	Finance Update	<p>ACO (Resources) presented position to end of November 2020.</p> <p><b>Capital:</b> Melton 2 – going according to time and profile and should come in on target. Work on some police stations consciously pushed back due to Covid and other issues. Vehicles purchased and IT spend in line with profile.</p> <p><b>Revenue:</b> still reducing overtime, DCC contingency in place, Home Office money for surge capacity, and monitoring of Time Off In Lieu (TOIL) balances.</p> <p><b>Income:</b> reduction outlined due to Covid.</p> <p><b>Non-pay costs:</b> savings from IT reduced due to back-record conversion and changes to CONNECT – potential cost pressures consumed in IT budget. Greater roll-out of laptops, etc. due to Covid, hence non-pay costs have materialised. Discussed support/maintenance of existing finance system and increased forensics costs due to greater demand.</p>	<p>Remove performance monies from savings requirement.</p> <p>Develop conversation around future savings requirements.</p> <p>Digital Innovation – report back on what investment is expected to deliver, with quantifiable benefits.</p> <p>Develop a picture about the efficiency plan and revisit the detail.</p>	<p>ACO (Resources)</p> <p>ACO (Resources)/OPCC Chief Financial Officer</p> <p>DCC</p> <p>ACO (Resources)/OPCC Chief Financial Officer</p>	<p>March 2021</p> <p>March 2021</p> <p>March 2021</p> <p>March 2021</p>

		<p><b>Target for savings:</b> £2.1m, achieved £1.7m so far. Funds left over from DCC fund, overtime, etc. Confident of achieving. PCC stated that use of performance funds isn't sustainable. Should be £2.1m from base budget and need to keep this separate. Projected MTRS around £8.5-8.6m requirement in base budget – risk-based approach previously – interesting to understand operational perspective around what can be delivered as efficiency savings and what to claw-in to offset against savings requirement moving forward. This will assist with future precept rises for current or any future PCC to avoid service reduction. National police numbers approach is constraining, so flexibility is through precept rises. OPCC Chief Financial Officer to consider the plans.</p> <p>ACO (Resources) stated automation and other efficiencies, and change programmes will allow Force to do things differently. PCC stated that £750k of £1m Digital Innovation Fund spent – need to see what will be achieved and delivered. DCC stated they had business benefits report in place.</p> <p>OPCC Chief Financial Officer asked about a published efficiency plan and need to revisit due to system/platform changes. ACO (Resources) stated Force does have efficiency plan.</p>			
6b	Funding Settlement 2021-22	<p>OPCC Chief Financial Officer stated national settlement of £703m increase for policing. Efficiency saving introduced by government of £415m. £15 precept discussed – big part of picture for police funding. Also £1.3m for council tax shortfall. MTRS – will be updated with settlement. Estimated savings requirement - £8.75m. Estimated use of reserves about £3m. Precept and national survey highlights tendency towards £15 precept based on national responses.</p> <p>Police and Crime Panel on 04/02/21 and local consultation closes 22/01/21. Proposal to be put to the Panel.</p> <p>ACO (Resources) stated that allocation from centre for uplift is reducing. Was £100k per officer, then £72k per officer, possibly £55k next year.</p>			
<b>Collaboration and Partnerships</b>					
7a	Right Care, Right Person Briefing Paper	<p>ACC (Communities) provided update – Phases 1-2 now live and formal evaluation shows 1,000 hours savings per month put into Locate Team in Hull for children in care – early indications show 80% of children now found within four hours. Phases 3-4 covering voluntary care patients, transport and s.136 commences 05/04/21 – agreed with partners, good conversations and Commissioners now engaged. Difficult but productive conversations. Memorandum now in place with ambulance service is seen as best practice, with Mental Health</p>	<p>Tracking efficiency savings – report showing what we are seeing as a result of this – outputs in some way.</p> <p>Need to capture for HMICFRS to show efficiencies – tracking, reinvesting of productivity, outputs, etc.</p>	DCC	Update March 2021

		nurse. Further conversations to be had. PCC stated this was good and positive work and hoped to see results. DCC stated that ACC (Communities) had driven this excellent piece of work. PCC discussed tracking of efficiency savings – ACC (Communities) stated they had put existing resources into other areas, with improvement in response team outcomes. OPCC Chief Executive stated the need to showcase this work and ensure other recognise the Humberside approach. ACC (Communities) stated they now had stronger partnerships – Commissioners getting on board and bringing real benefits.			
7b	NETIC – local impact/management	DCC stated that they will adopt change management process for NETIC staff locally. People Services is co-ordinating this. Force has secured DFU van, £190k for state of art vehicle with latest kit. Reassurance to region that this vehicle is available.	Keep PCC informed as progress re NETIC changes.	DCC	Verbal update March 2021
<b>Risks</b>					
8	Force Strategic Risk Register (by exception)	DCC – nothing by exception.			
<b>Current and Significant Issues: Force</b>					
9a	Digital Forensic Unit (DFU)	ACC (Operations) stated positive position to drive out efficiencies. Governance in place to ensure implementation and focus on DFU being best in class. How to skill-up front line. Asked for evaluation – seeing timelines reduced, increased seizures, etc. Looking at in-lab and out of lab accreditations, best practice and volunteering opportunities. 14 analysts in DFU – additional people in if possible. Quality Manager and Technical Manager both in post. Digital detection dogs being considered.	Updates on DFU to 1-to-1 Assurance Meetings in future.	ACC (Operations)	From February 2021
9b	Management of SOC/OCGs	ACC (Operations) stated management of Serious Organised Crime (SOC)/Organised Crime Groups (OCGs) was good but could get significantly better. Challenges around vulnerability, gaps in market, etc. This is an area the Force can be outstanding in, especially if partnership element improves. PCC discussed the national policing outcomes, becoming more important to maintain pressure as a high-crime area. There is area for development for Force around better tracking – needs to be more refined. CC stated there would be greater focus and evidence in future. DCC mentioned looking at OCGs in other larger forces and adopt.			
9c	EU Exit (Transition)	ACC (Operations) stated biggest issue was around Covid related testing. Not seeing other issues at ports at present. National infrastructure in place and no current causes of concern.			

9d	Changes to Victim Code	ACC (Operations) discussed the move to a rights-based approach – better referrals and stronger victim focus. Still need details about what this will mean and performance framework required. Will link in with HCJB Manager.			
9e	Casualty Reduction Strategy	ACC (Operations) discussed strategy and wrap-around from Safer Roads Humber. Key process is STRA to identify challenges – mapping work agreed around how to feed vulnerability into the process, including how it differs between areas. Not just focused on numbers, but joint understanding of vulnerability from road safety point of view. PCC stated this was opportunity to get on front-foot with this. OPCC Head of Assurance and Statutory Duties stated the OPCC were building on this through the Engagement Officers in particular.			
9f	COVID-19 Update	ACC (Communities) stated that rates not as high as other areas, hospital admissions rising but plateauing at present. Looking at lateral flow testing. Operation Flame in place to deal. Staff sickness is in a good position locally (4.5% abstraction) – includes those isolated after contact, with downward trajectory. 999/101 calls also tracking lower in current lockdown. Seeing rise in calls for service for Covid, but no issues with demand. Additionality from government funding. Working up vaccination plans for staff if they become available. 387 tickets re enforcement in total, with 46 so far this time. Confident in the message to engage, but no toleration of blatant disregard of the law. PCC stated that national report shows a ‘lag’. Covid vaccination fraud mentioned, but no intelligence or crimes recorded locally – communication and operational plan in place to visit large number of locations and vulnerable people. Focus on staff wellbeing, with measures being put in place. Force can show where they put productivity gains in time of suppressed demand. ACC (Communities) discuss Domestic Abuse (DA) links and challenges for vulnerable groups under Covid. Not just left in hands of DA specialists this time, but utilising neighbourhood officers and PCSOs. Now providing physical presence knocking on doors, engaging via Humbertalking. South Bank progressing this approach and will be taking across Force for medium/high risk victims, offering another layer of protection for people in a challenging home environment. OPCC Chief Executive outlined the OPCC DA campaign outcomes – over 600,000 people reached and 2.8m views, 3,000 clicks through to ‘You are not alone’ and 52,000 views of	Greater detail on figures at next 1 to 1. Look at document/strategy.  OPCC to link in to Force around Domestic Abuse campaign outcomes.	ACC (Communities)  OPCC Commissioning Manager	March 2021  February 2021

		the video. Now looking at impact via partners and focus on qualitative as well and quantitative.			
<b>Current and Significant Issues: OPCC</b>					
9g	Extension of Police and Crime Plan	OPCC Chief Executive outlined the delay in election to May 2021. Police and Crime Plan will be extended for a further 12 months to cover the period, with no fundamental changes to the current plan.			