



**POLICE AND CRIME COMMISSIONER
FOR HUMBERSIDE**

**DRAFT ANNUAL GOVERNANCE STATEMENT
2025-26**

EXECUTIVE SUMMARY

This statement outlines the governance arrangements for the Office of the Police and Crime Commissioner (OPCC), detailing how these operated during 2025-26, how effectiveness was monitored and evaluated, the actions taken through our Delivery Plan approach to strengthen governance, and the future local and national outlook which is changing.

Good governance is fundamental to delivering a lawful, ethical, sustainable, efficient and effective policing service. It enables the Police and Crime Commissioner (PCC) to make sound financial decisions, manage risk, safeguard public resources, deliver the Police and Crime Plan, build public trust and confidence, and act on behalf of the public.

The PCC operates in accordance with the following legal and professional standards:

- Police Reform and Social Responsibility Act 2011 (s5-8): Specific functions of the PCC.
- Local Government Act 1999: Duty on the PCC to secure economy, efficiency, and effectiveness.
- Accounts and Audit Regulations 2015: Preparation and publication of an Annual Governance Statement (AGS).
- Delivering Good Governance in Local Government: Framework (CIPFA/Solace, 2016) & May 2025 Addendum.
- International Framework for Good Governance in the Public Sector (IFAC and CIPFA 2014).
- Policing Protocol Order 2023: Outlines the relationship between PCC and Chief Constable.

Based on our review of the internal control environment, the OPCC is satisfied that governance arrangements in place throughout 2025-26 operated effectively, provided substantial assurance the business was conducted lawfully, ethically and with the appropriate stewardship of public resources, and that governance arrangements remained fit for purpose. No material governance failures were identified that would require qualification of this assurance, and all systems operated effectively and were consistent with required standards, successfully supporting achievement of the outcomes outlined in the Police and Crime Plan 2025-29 and Delivery Plan 2025-26.

The annual review informed our Delivery Plan 2026-28. Our approach would ordinarily encompass a single year, but significant upcoming changes in the operating landscape have arisen due to the announced abolishment of the PCC role from May 2028. The OPCC decided to develop a two-year Delivery Plan 2026-28 to ensure a more focused and stable approach over the next two years, ensuring it acts as a vision statement for how the OPCC will operate up until this change in governance arrangements.

This Statement is published alongside the OPCC Group Financial Statements 2025-26 in accordance with Regulation 6 of the Accounts and Audit Regulations 2015. It should be read alongside the Annual Governance Statement of the Chief Constable, which addresses the governance arrangements of Humberside Police.

Looking ahead, the OPCC is preparing for significant changes in the operating landscape due to the announced abolishment of the PCC role in 2028. The OPCC remains steadfast in its commitment to ensuring that governance frameworks remain robust and stable, especially over the next two years. The primary focus will of course be on navigating this structural transition while also maintaining and building on the integrity of service delivery during a period of substantial reform.

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Jonathan Evison
PCC

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Rachel Cook
Chief Executive

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Martyn Ransom
Chief Finance Officer

Date of Approval: 30 June 2026

OUR ASSESSMENT OF EFFECTIVENESS

The fundamental function of good governance in the public sector is to ensure intended outcomes are achieved whilst always acting in the public interest, and the Police and Crime Commissioner (PCC) is committed to effective governance, guided by the seven principles set out in the Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales (2016).

*A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.
B: Ensuring openness and comprehensive stakeholder engagement.
C: Defining outcomes in terms of sustainable economic, social and environmental benefits.
D: Determining the interventions necessary to optimise the achievement of the intended outcomes.
E: Developing the entity's capacity, including the capability of its leadership and the individuals within it.
F: Managing risks and performance through robust internal controls and strong public financial management.
G: Implementing good practices in transparency, reporting and audit to delivery effective accountability.*

The PCC also is required to comply with the CIPFA Financial Management (FM) Code, which introduces an over-arching framework of assurance, building on existing financial management good practice, through an overarching framework of assurance built upon six key principles: (i) organisational leadership, (ii) accountability, (iii) transparency, (iv) adherence to professional standards, (v) robust sources of assurance, and (vi) long-term financial sustainability.

Our framework supports informed decision-making, organisational learning, and continuous improvement, ensuring that objectives set out in the Police and Crime Plan are delivered with appropriate stewardship of public resources.

Evaluation of governance and financial management

The PCC and Chief Constable maintain separate but complementary governance structures, collectively known as the Scheme of Corporate Governance. The PCC's assessment is informed by several systems and processes, the key elements of which include:

- Accountability Board: Holding the Chief Constable to account and ensuring proper governance through open, constructive debate.
- Joint Independent Audit Committee (JIAC): Providing independent assurance on internal control, risk management, and financial reporting.
- Internal Audit: Provided by TIAA Limited, following a competitive tender process, for 2025-26.
- Police and Crime Panel: Acting as a 'critical friend' to scrutinise the performance of the PCC and policing budget.
- Independent Ethics and Scrutiny Board & Scrutiny Groups: Independently chaired meetings to explore ethical issues, generate organisational learning, and promote good practice.
- Further Assurance Arrangements: Including daily informal interactions with Chief Officers, oversight of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections, and feedback from Independent Custody Visitors.

To fulfil their statutory duties, the PCC has specific arrangements in place, including a Monitoring Officer, adherence to the CIPFA Statement on the Roles of the Chief Finance Officer, a Code of Conduct, a Joint Scheme of Corporate Governance, a transparent decision-making process, a continually reviewed risk register, and clear partnership working.

The review of the effectiveness of the system of internal control is an ongoing process conducted throughout the year, involving senior management and those charged with governance. This assessment has been reviewed and approved by the PCC and the Joint Independent Audit Committee (JIAC). It is important to acknowledge that while our systems of internal control are designed to manage risk to reasonable levels, they cannot eliminate all risk of failure to achieve policies, aims, and objectives; therefore, they can only provide reasonable, not absolute, assurance of effectiveness.

Following a review of the internal control environment, the PCC is satisfied that governance arrangements remained fit for purpose throughout 2025-26, providing substantial assurance that business was conducted lawfully, ethically, and effectively. No material governance failures were identified, and the systems in place successfully supported the achievement of outcomes outlined in both the Police and Crime Plan 2025-29 and the Delivery Plan 2025-26. This assessment is supported by the work of our internal auditors, TIAA, who were satisfied that the areas reviewed during the year maintained reasonable and effective risk management, control, and governance processes. Additionally, a joint annual self-assessment against the CIPFA Financial Management Code confirmed compliance.

Addressing improvements through delivery planning

The annual OPCC Delivery Plan serves as the primary vehicle for capturing and actioning any identified governance or financial management improvements. While we maintained high standards of compliance, a Code of Corporate Governance checklist identified a small number of non-material issues. Where appropriate, these have been incorporated into our Delivery Plan 2026-28 to ensure they are addressed with transparency and ongoing monitoring. To ensure stability leading up to the abolition of the PCC role in May 2028, we have developed a two-year Delivery Plan 2026-28, which continues to be monitored by the Police and Crime Panel.

WHERE OUR GOVERNANCE NEEDS TO IMPROVE

Although there were a small number of issues identified during 2025-26 (see below), the OPCC believes there were no significant or material issues where our governance needed to improve consequently. Significant or material issues included areas which could:

- Prevent or seriously prejudice achievement of the aims and objectives in the Police and Crime Plan 2025-29 and Delivery Plan 2025-26.
- Outline where additional funding had to be sought to resolve any issues.
- Result in a material impact on the accounts.
- Highlight annual audit opinion issues from TIAA.
- Attract significant public interest and damage the reputation of the PCC.
- Result in formal action being taken by the Chief Finance Officer or Monitoring Officer.

While the OPCC maintained a high standard of compliance, a small number of non-material issues were identified. These areas have informed and been incorporated into our Delivery Plan 2026-28 where appropriate. The OPCC remains committed to continuous monitoring and improvement, and any identified gaps will be actioned accordingly to ensure ongoing robustness and transparency. Our delivery planning approach ordinarily encompasses a single year, but due to significant upcoming changes in the operating landscape following the announcement of the abolishment of the PCC role in May 2028, the OPCC has developed a two-year Delivery Plan 2026-28 to ensure a focused and stable approach over the next two years.

Issues identified in 2025-26

During 2025-26 the following issues were identified:

a) Exceptional Precept Scheme

In February 2026, the PCC increased the 2026/27 policing precept, confirming an increase of £18.49 (or 6.3%) on a Band-D property. This approval followed extensive public consultation and an exceptional financial year in which delays to the National Police Finance Settlement created significant uncertainty.

The draft settlement was not announced until 18 December 2025, and the final requirements relating to Police Uplift and the Neighbourhood Policing Guarantee were only received on 28 January 2026. There was strong public engagement and support, with 1,796 total responses, compared with 668 in the previous year, and 88% of people being in favour of some increase, with 51% supporting an increase of £14.99 or above. The PCC confirmed that the priorities of the public would continue to shape local policing, investment decisions, and scrutiny activity.

During the consultation period, the Home Office launched an exceptional precept scheme, enabling forces to apply to increase the precept beyond the usual £15 threshold without triggering a local referendum. Recognising the financial pressures in Humberside and the requirement to maintain

frontline officer numbers, the PCC applied for an exceptional increase. The Home Office approved an uplift of £18.50, enabling the Commissioner to propose, and the Panel to approve, a precept level of £18.49 for a Band D property for 2026/27. This decision was essential to maintaining the frontline resources that our communities rely upon and help ensure a financially sustainable policing model, protect neighbourhood policing, and allow for continued investment in the areas the public told us matter most.

b) IOPC Investigation

In June 2024, the Police and Crime Commissioner referred a series of allegations to the Independent Office (IOPC) for Police Conduct in relation to the then Chief Constable, Paul Anderson. Chief Constable Anderson retired July 2024.

The IOPC announced an independent investigation and in November 2024 he was made aware that the allegations if proven may amount to gross misconduct. During the course of the investigation there were several media reports speculating on the nature of the allegations that led to further reputational damage to the force.

The investigators report was not completed till June 2025. The IOPC reported that the alleged behaviour did not meet the threshold for gross misconduct and therefore there was no case to answer in respect of the allegations raised.

The PCC complied with the terms of the investigation from the IOPC throughout, ensuring stability of the force despite the ongoing investigation through temporary guardianship from Temporary Chief Constable Judi Heaton, before running a competitive recruitment process appointing Chris Todd in April 2025.

c) Other issues identified through our delivery planning approach

In 2025-26, the OPCC identified a small number of governance-related issues which we have included in the OPCC Delivery Plan 2026-28 where appropriate (covering a two-year period on this occasion to take the office up to the abolishment in May 2028). All previous governance issues from the OPCC Delivery Plan 2024-25 were covered and incorporated into business as usual, and all actions will be reported upon in the Annual Report 2025-26.

Issues identified for 2026-28

The main issues identified for 2026-28 that relate to governance, all have identified owners, and timescales are being developed. The actions in the delivery plan can be summarised as follows:

- a) Professional Behaviour: To address the need for increased scrutiny over police professional standards and misconduct, we will provide learning and relevant challenge to drive up standards within Humberside Police.

- b) Workplace Hate Crime: Recognising that many hate crimes occur in the workplace, we are creating a workplace campaign to improve awareness and support. This involves working collaboratively to develop campaign materials that encourage reporting and support those impacted by these offences.
- c) Business Community Engagement: To resolve the lack of confidence and limited engagement points regarding crime and ASB, we will actively engage with the business community. Our action plan includes using technology to create solutions that assist in routine communication and improve overall community safety.
- d) Inclusive Reporting Mechanisms: Because current reporting channels are limited, we are addressing the need to re-establish and promote inclusive third-party reporting options. We will implement a network of authorised, trained, and accredited third-party reporting centres to facilitate more inclusive community access.
- e) Communications for Parents/Carers: To bridge the gap in resources for preventing young people from being impacted by crime, we are establishing dedicated communication channels. This initiative will fully develop parental and carer access via social media, web resources, and direct communication through school newsletters.

The Delivery Plan 2026-28 can be found [here](#), and provides greater detail. It is worth outlining that our delivery planning process is outcome-based and looks solely at activity that is above and beyond our statutory or business as usual activities. This does not mean that these activities are not being delivered, and the OPCC will ensure sufficient emphasis is placed on these areas of work including on our statutory responsibilities.

HOW WE HAVE IMPROVED OUR GOVERNANCE ARRANGEMENTS IN 2025-26

Approach to engagement

During 2025-26, we also further developed engagement with residents. We made better use of a system called My Community Alert and the related survey module to reach out to over 56,000 local people registered with us. This improved our reach and the quality, diversity, and geographical spread of responses. In 2025-26 we received almost 9,000 responses to our surveys, which is more than the 1,000-1,500 that we received in 2024-25. This allowed for better evidence-led decisions and buy-in from the public. It has also allowed us to better understand the differences in geographies around local authority areas, and coastal, urban, and rural communities and deprivation. The subjects covered included confidence, reporting, ASB, precept, policing reform, and road safety. We have published the results of all our surveys undertaken during 2025-26.

Collective approach to governance around regional collaboration oversight

During 2025-26, we identified across Yorkshire and the Humber Region a need for greater and more consistent oversight of regional collaborative working, for example around the work of the Regional Organised Crime Unit (ROCU), Regional Scientific Support Service (RSSS), and the Regional Underwater Search Unit. Due to the change in governance in the other regional areas over the last few years, primarily through a move to a Mayoral approach, the focus on governance around some of these areas of collaboration has not been fully maintained.

Locally, we originally developed a template for reporting back through our Accountability Board and have been managing our approach locally. During the year, the four Local Policing Body areas worked collectively to bring back greater governance, and our approach has helped others to step back into a more focused approach.

Changes to our scrutiny approach

Throughout 2025-26, our scrutiny panels were instrumental in creating a culture of transparency, ethical practice, and public accountability regarding the policies and practices within Humberside Police. By operating as independent 'critical friends', our panels (ranging from the Police Powers, Custody and Hate Crime Panels) provided vital oversight of the operational conduct of Humberside Police. Highlights from 2025-26 included the introduction of new panels focused on Domestic Abuse (DA), Violence Against Women and Girls (VAWG) and police misconduct.

When it comes to our panels work, through random dip-sampling of body worn video footage, case records, and police reports, our volunteers have challenged existing practices. We have also highlighted areas for improvement, with findings fed directly into our Independent Ethics and Scrutiny Board.

Our Independent Custody Visitors (ICVs) completed over one hundred visits to the custody suites in Grimsby and Hull. During these visits, over four hundred detainees of all ages and backgrounds were spoken to, ensuring they had been given their rights, entitlements and that they were being treated with dignity and respect. The scheme remains Platinum accredited through the Independent Custody Visiting Association (ICVA), the highest grading a scheme can achieve.

During the year, we also helped pioneer a new ICV recording app, ensuring greater efficiencies and higher quality reporting from the visits and findings of our volunteers. This app is now being rolled out within many other schemes nationally.

All of this dedicated work has not only ensured that police decision-making remains proportionate and evidence-based, but has also bridged the gap between the service and the communities it protects, ultimately helping to strengthen public trust and deliver the vision set out in our Police and Crime Plan 2025-29.

FORWARD LOOK ON GOVERNANCE

The governance framework comprises the systems, processes, culture, and values by which the PCC is directed and controlled. It continues to enable the PCC to monitor the achievement of strategic objectives as set out in the Police and Crime Plan.

As mentioned earlier, the annual review of governance informed our Delivery Plan 2026-28. Our approach would ordinarily encompass a single year, but significant upcoming changes in the operating landscape have arisen due to the announced abolishment of the PCC role from May 2028. The OPCC decided to develop a two-year Delivery Plan 2026-28, to ensure a more focused and stable approach, based on a process of outcome-based planning that looks solely at activity that is above and beyond our statutory or business as usual activities. This does not mean that these activities are not being delivered and the OPCC will ensure sufficient emphasis is placed on these areas of work, including our statutory responsibilities. These activities will be evidence in updates to the Police and Crime Panel. The areas of work include:

- Improving the performance of the Force through an effective programme of assurance and robust governance arrangements.
- The PCC being an effective voice of the public and thoroughly understanding the needs of the public.
- Leading and shaping partnership working throughout the criminal justice and community safety sector thus creating more impact with less resources.
- Encouraging effective collaboration at local, regional, and national levels, where it is in the best interests of the people of Humberside.
- Effective provision of high-quality services to victims of crime.
- Proactively engaging in the activity of the wider Association of Police and Crime Commissioners (APCC); playing an active role in areas of particular interest to the success of the Police and Crime Plan.
- Ensuring the OPCC team is directed, engaged and performance managed to serve the best interests of the public with a team that is fit for purpose and at the appropriate level of capacity to deliver the outcomes of the Police and Crime Plan.

Significant future challenges

The following significant future challenges have been identified:

1. Abolishment of the PCC role in 2028

The OPCC is preparing for significant changes in the operating landscape due to the announced abolishment of the PCC role in 2028. The OPCC remains steadfast in its commitment to ensuring that governance frameworks remain robust and stable, especially over the next two years. The primary focus will of course be on navigating this structural transition while also maintaining and building on the integrity of service delivery during a period of substantial reform.

2. Internal Audit Programme

In 2025-26, the OPCC completed a strategic transition of the joint internal audit function to TIAA. This decision was driven by the previous provider no longer being able to provide the service, but also our commitment to continuous improvement and the need for a more agile approach to internal assurance. In the coming year, we will continue to embed this new partnership, ensuring that the internal audit programme becomes a more dynamic approach for driving improvement, strengthening internal controls, and providing robust independent assurance to those charged with governance.

3. Financial Position

The financial position in the medium term is challenging, but sustainable, driven by rising costs and funding pressures. There are significant increases in both pay and non-pay expenditure, totalling £17.7m in 2026-27 alone, combined with a requirement to deliver £13m in savings over the five-year period.

The capital programme of around £50m reflects ongoing investment needs, which places added pressure on financing. This, alongside reliance on council tax precept increases, demonstrates the need to carefully balance service delivery, investment, and affordability.

Despite these pressures, the MTRS demonstrates a structured approach to maintaining financial sustainability. Multi-year planning enables the organisation to anticipate funding gaps, phase savings delivery, and align resources with strategic priorities. The planned contributions to reserves strengthen financial resilience by providing a buffer against uncertainty and future risks.