<table>
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<th>AGENDA</th>
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| 1 | **ELECTION OF CHAIR**  
To elect a Chair of the Panel for the ensuing year. |
| 2 | **ELECTION OF VICE-CHAIR**  
To elect a Vice-Chair of the Panel for the ensuing year. |
| 3 | **APOLOGIES FOR ABSENCE**  
To receive any apologies for absence. |
| 4 | **DECLARATIONS OF INTEREST**  
To receive any declarations of interest. |
| 5 | **EXCLUSION OF PRESS AND PUBLIC**  
To consider whether the press and public should be excluded from the meeting during consideration of any item on the Agenda. |
| 6 | **PUBLIC PARTICIPATION**  
To receive any items of public participation. |
(Questions and petitions must be received in writing by Lynn Harker, Senior Democratic Services Officer at least seven working days before the date of the Panel meeting).

7 **MINUTES**

To confirm as a correct record the minutes of the meetings of the Panel held on 23 February and 13 March 2018 (copy enclosed). (Pages 7 - 22)

8 **POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT 2017-18**

To receive a report from the Office of the Police and Crime Commissioner (copy enclosed). (Pages 23 - 104)

9 **POLICE AND CRIME PLAN**

To receive the following reports from the Office of the Police and Crime Commissioner (copies enclosed):

a **Objective 2: A Visible and Effective Police Presence (Cyber Proficiency)/Objective 6: Focus our Police on Online and Sexual Crime (CSE)**

(Pages 105 - 114)

b **Cumbria Blue Light Collaboration**

(Pages 115 - 134)

10 **REVENUE BUDGET MONITORING 2017/18 QUARTER 4 TO MARCH 2018 AND PROVISIONAL OUT-TURN**

a **Constabulary Budget Report**

To consider a report from Cumbria Constabulary (copy enclosed). (Pages 135 - 164)

b **Office of the Police and Crime Commissioner Budget Report**

To receive a report from the Office of the Police and Crime Commissioner (copy enclosed). (Pages 165 - 188)
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<th>REVIEW OF THE ROLE OF THE JOINT CHIEF FINANCE OFFICER</th>
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<td>To receive a report from the Office of the Police and Crime Commissioner (copy enclosed). (Pages 189 - 192)</td>
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<td>COMPLIMENTS AND COMPLAINTS</td>
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<td>To consider a report from the Monitoring Officer (Cumbria County Council) (copy enclosed). (Pages 193 - 196)</td>
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<td>PANEL UPDATE REPORT</td>
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<td>To consider the Panel Briefing from the Senior Manager – Policy and Scrutiny (Cumbria County Council) (copy enclosed). (Pages 197 - 204)</td>
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<td>DATE OF NEXT MEETING</td>
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<td>The next meeting of the Panel will be held on Monday 15 October 2018 at 10.30 am at Cumbria Fire and Rescue HQ, Carleton Avenue, Penrith, CA10 2FA.</td>
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**INSPECTION OF PAPERS AND GENERAL QUERIES** - if you wish to inspect Minutes or Reports relating to any item on this agenda or have any other general queries about the meeting, please contact:

Lynn Harker, Senior Democratic Services Officer, Cumbria House, 107-117 Botchergate, Carlisle, Cumbria CA1 1RD

Telephone Nos: 01228 226364 / 07825340229
This page is intentionally left blank
Cumbria Fire & Rescue Service
Carleton Avenue • Penrith, Cumbria • CA10 2FA •

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From the North; Leave the M6 southbound at Junction 40, take the second exit from the roundabout on to the A66 East. At Kemplay Bank roundabout the building will be visible. Take the second exit on to the A686 signposted Police Headquarters. Take the first right on the A686 signposted Police Headquarters and Fire Station. Continue under the bridge and take an immediate right. Continue up the road arriving at the building. Once you arrive please follow signs to visitor’s car parking.

From the South; Leave the M6 northbound at Junction 40, take the fourth exit from the roundabout on to the A66 East. At Kemplay Bank roundabout the building will be visible. Take the second exit on to the A686 signposted Police Headquarters. Take the first right on the A686 signposted Police Headquarters and Fire Station. Continue under the bridge and take an immediate right. Continue up the road arriving at the building. Once you arrive please follow signs to visitor’s car parking.

From the West; Arrive at Kemplay Bank roundabout on the A66. At Kemplay Bank roundabout the building will be visible. Take the second exit on to the A686 signposted Police Headquarters. Take the first right on the A686 signposted Police Headquarters and Fire Station. Continue under the bridge and take an immediate right. Continue up the road arriving at the building. Once you arrive please follow signs to visitor’s car parking.

From the East; Arrive at Kemplay Bank roundabout on the A66. At Kemplay Bank roundabout the building will be visible. Take the fourth exit on to the A686 signposted Police Headquarters. Take the first right on the A686 signposted Police Headquarters and Fire Station. Continue under the bridge and take an immediate right. Continue up the road arriving at the building. Once you arrive please follow signs to visitor’s car parking.
CUMBRIA POLICE AND CRIME PANEL

Minutes of a Meeting of the Cumbria Police and Crime Panel held on Friday, 23 February 2018 at 10.30 am at Control Room, Cumbria Fire and Rescue HQ, Carleton Avenue, Penrith, CA10 2FA.

PRESENT:

Mr S Bowditch (Carlisle City Council) (Chair)
Mr RK Bingham, Cumbria County Council
Mrs J Cooke, Independent Co-opted member
Miss HJ Fearon, Cumbria County Council
Mr KR Hamilton, Barrow Borough Council
Mr J Lynch, Eden District Council
Mr J Mallinson, Cumbria County Council
Mr W McEwan, Cumbria County Council
Mr P McSweeney, South Lakeland District Council
Mrs C Tibble, Allerdale Borough Council (Vice-Chair)
Miss L Vance, Independent Co-opted member

Also in Attendance:-

Mr K Barr - Communications Business Partner
Mr H Cox - Policy and Scrutiny Officer
Mr T Gale - Senior Policy and Scrutiny Project Officer
Mrs L Harker - Senior Democratic Services Officer
Ms G Lewis - Independent Member
Mr P McCall - Police and Crime Commissioner (PCC)
Ms I Puzio - Senior Manager - Legal and Democratic Services
Mrs G Shearer - Head of Communications and Business Services
- Office of the Police and Crime Commissioner
Mrs M Skeer - Proposed Candidate for Chief Constable
Ms V Stafford - Chief Executive, Office of the Police and Crime Commissioner

PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PUBLIC AND PRESS

43 APOLOGIES FOR ABSENCE

An apology for absence was received from Mr GJ Sunderland.
44 DECLARATIONS OF INTEREST

There were no disclosures of interest on this occasion.

45 EXCLUSION OF PRESS AND PUBLIC

RESOLVED, that in accordance with Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 the press and public be excluded during consideration of agenda item 5 while the Panel discuss and agree a recommendation to the Police and Crime Commissioner regarding his proposed appointment of a Chief Constable.

46 APPOINTMENT OF CHIEF CONSTABLE

a Role of the Panel

The Monitoring Officer (Cumbria County Council) advised members on the role of the Police and Crime Panel in the appointment of the Chief Constable and the process to be followed.

The Panel were informed they were able to:

(1) recommend to the Cumbria Police and Crime Commissioner that the candidate should be appointed if it is satisfied they meet the required standards; or

(2) recommend to the Commissioner that it considers the candidate meets the required standards but has a query or concern about their suitability. Ultimately the Panel has the options of recommending to the Commissioner that the appointment not be made. The Commissioner may accept or reject such a recommendation and must notify the Panel of his response.; or

(3) veto the proposed appointment (this would be required to be supported by at least two-thirds of the membership of the Panel).

The Panel noted that it would publish its report within the waiting period of five working days following the date of the Confirmation Hearing.
b Appointment of Chief Constable

The Cumbria Police and Crime Commissioner presented a report on the appointment process that had been undertaken to select the Chief Constable for Cumbria Constabulary. Detailed within the report were the reasons why the proposed candidate, Mrs Michelle Skeer, had been selected for consideration by the Cumbria Police and Crime Panel. Members noted the report should be read in conjunction with the Independent Member’s report (referred to at agenda item 4(c) – minute 46c refers).

c Independent Member’s Report

The Panel considered a report from Gill Lewis, the Independent Member, relating to the appointment process. The report provided an assessment of the extent to which the appointment process in Cumbria had been conducted fairly, openly and based on merit. In addition it also detailed the extent to which the Panel fulfilled their responsibility to challenge and test the candidates’ suitability against the requirements of the role.

Members were informed that a relatively small pool of candidates was not uncommon at this level. The Independent Member welcomed the stringent efforts applied to seek the best available field of candidates. The process was considered to have been fair, with the same criteria applied to all candidates and was clearly based on merit. It was felt that decisions had been taken on the careful analysis of evidence.

The Board were advised that the Independent Member had found the selection of the preferred candidate of Chief Constable of Cumbria had met the principles of fairness, openness and merit.

The Panel thanked Mrs Lewis for her informative and extremely useful report.

d Questioning

The Panel then asked Mrs Skeer a number of questions relating to her professional competence and operational independence.

Members then asked the proposed candidate a number of questions.

The Panel were informed that the proposed candidate had 28 years’ service with Cumbria Police and had served in every officer rank. Mrs Skeer highlighted that during her career she had built strong relationships both within and outside the Force and was active in ongoing collaborations. Mrs Skeer emphasised that Cumbria was at her heart and it was her ambition to serve the county of Cumbria as Chief Constable.
Mrs Skeer appreciated the geographical spread and diversity of communities across the county and the individual policing requirements. She considered that living in the area had given her a very sound knowledge of the community. She also highlighted the importance of effective communication and engagement with all staff throughout the Constabulary both face to face and online to keep abreast of issues across the county.

Mrs Skeer agreed with the importance of maximising visibility of policing in communities highlighting in particular the independent police stations in the rural areas. She informed members that the introduction of electronic devices would enable more officers to be out and visible in the communities and reduce the necessity for them to return to the centre.

The Panel drew attention to the latest statistics regarding the increase in crime in the past 12 months highlighting in particular violent and cyber/online crime. Mrs Skeer explained there was a solid delivery plan to address those issues with local policing being a large part of this. She highlighted the introduction of successful multi-agency hubs throughout the county to address those issues and acknowledged the necessity to extend them to other areas.

Members highlighted the recent press regarding the Poppi Worthington issue and asked what lessons had been learned. Mrs Skeer outlined her involvement in the case highlighting the misleading and wrong information which had been reported. She explained that at the time of the incident she was employed as the Temporary Deputy Chief Constable and had no involvement or knowledge of the first investigation. Mrs Skeer explained she was first made aware of the case 15 months after the tragic death of Poppi, following the availability of the Family Court judgement. On reading the lessons learned document she tasked the new Head of Crime to undertake an assessment of the issues raised in the Family Court Judgement. Following on from this assessment Mrs Skeer arranged a meeting with the Deputy Chief Constable at the time, Head of PSD and Head of Crime, where Mrs Skeer instigated the referral to the IPCC. It was emphasised that during the course of the IPCC investigation Mrs Skeer was never under investigation for conduct and as such was never served any regulation notices under the relevant conduct regulations, she was, however, interviewed by the IPCC as a witness. Mrs Skeer accepted the IPCC criticised her role in the referral of the matter to themselves but that criticism was limited to the timing of the referral. There was no criticism of Mrs Skeer regards the police investigation into the death of Poppi of which she had no involvement. Whilst there was some criticism of Mrs Skeers role concerning the referral, the report also made it clear that her honesty and integrity was not in question. Furthermore, at the time of publishing the report the IPCC Commissioner made it clear that whilst “the Investigator was critical at the time Cumbria Constabulary took in referring the matter to the
IPCC in April 2014” there was “no evidence found to support the allegation that the constabulary tried to conceal its investigative failings”.

Mrs Skeer went on to inform the Panel that she instructed a second investigation to be undertaken which took place between June and December 2014, appointing a new team and Senior Investigating Officer to undertake this investigation. She emphasised that the Family Court and Coroners Court had made no criticisms regarding the second investigation which she had instigated and that there was transparency throughout it.

Mrs Skeer outlined the lessons learned from the case and explained to members that resilience and leadership were paramount. In response to how she would do things differently in the future she confirmed she would refer such an incident sooner to the IPCC. Mrs Skeer informed members that since the event a significant amount of remedial and review work had been undertaken in the Force within the area of safeguarding which had resulted in a good grading across the board from HMICFRS which she had led.

The Panel highlighted the importance of the Chief Constable’s visibility and were informed that this would be in the form of videos, countywide roadshows, formal and informal meetings and access to the Chief Officer Team by all Constabulary staff.

Mrs Skeer concluded her future leadership style would be to build on existing relationships both within the Force and partners highlighting that her vision for the future was to ‘Keep Cumbria Safe’.

At the conclusion of the questioning Mrs Skeer was afforded the opportunity to clarify any of her questions, add anything or ask the Panel questions.

Mrs Skeer asked the Panel when they would make a decision regarding her proposed appointment. The Monitoring Officer confirmed the Panel would go into private deliberations today and would provide a decision to her and the Police and Crime Commissioner within one working day to allow a period of time before the decision report was published.

The Chair of the Panel thanked officers and press for their attendance at the meeting.

In accordance with Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 the press and public left the meeting.
47  APPOINTMENT OF CHIEF CONSTABLE

The Panel moved into a closed session following discussions with Mrs Skeer.

Members discussed the evidence which they had heard and on being put to the vote (9 FOR and 2 ABSTENTIONS) it was

RESOLVED, that Mrs Michelle Skeer be recommended for appointment as the Chief Constable for Cumbria Constabulary.

The meeting ended at 12.50 pm
CUMBRIA POLICE AND CRIME PANEL

Minutes of a Meeting of the Cumbria Police and Crime Panel held on Tuesday, 13 March 2018 at 10.30 am at Community Room, Cumbria Fire and Rescue HQ, Carleton Avenue, Penrith, CA10 2FA.

PRESENT:

Mr S Bowditch (Carlisle City Council) (Chair)
Mrs J Cooke, Independent Co-opted Member
Miss HJ Fearon, Cumbria County Council
Mr KR Hamilton, Barrow Borough Council
Mr J Lynch, Eden District Council
Mr J Mallinson, Cumbria County Council
Mr W McEwan, Cumbria County Council
Mr P McSweeney, South Lakeland District Council
Mr G Sunderland, Copeland Borough Council
Miss L Vance, Independent Co-opted Member

Also in Attendance:-

Ms M Bellis - Deputy Chief Finance Officer
Mrs N Broomfield - Partnerships and Strategy Manager, Office of the Police and Crime Commissioner
Mr S Brown - Technical Lead Strategic Planning and Change
Mr H Cox - Policy and Scrutiny Officer
Mr T Gale - Senior Policy and Scrutiny Project Officer
Mrs L Harker - Senior Democratic Services Officer
Mr R Marshall - Joint Chief Finance Officer
Mr P McCall - Police and Crime Commissioner (PCC)
Ms I Puzio - Senior Manager - Legal and Democratic Services
Mrs G Shearer - Head of Communications and Business Services - Office of the Police and Crime Commissioner
Ms V Stafford - Chief Executive, Office of the Police and Crime Commissioner

PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PUBLIC AND PRESS
48  **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Mr R Bingham and Mrs C Tibble.

49  **DECLARATIONS OF INTEREST**

There were no declarations of interest on this occasion.

50  **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED, that the press and public be not excluded from the meeting for any items of business on this occasion.

51  **PUBLIC PARTICIPATION**

There were no items of public participation to be considered at this meeting.

52  **MINUTES**

(1) With reference to the minutes of the meeting held on 23 January 2018 - Compliments and Complaints (minute 40 refers) it was agreed to amend the second paragraph to read as follows:-

‘A member raised a concern regarding communication by County Council officers to Panel members in respect of one of the complaints and requested that members be kept informed of any ongoing issues to avoid any surprises. A member raised the Member/Officer Protocol. Advice was given by the Monitoring Officer in respect of the Member/Officer Protocol and the Chair, whilst acknowledging concerns about how this matter was dealt with, confirmed that this issue was not a matter to be dealt with in a public meeting.’

The third paragraph should begin with the words ‘Following this’.

(2) The Panel raised their concerns regarding the late receipt of the minutes of the meeting held on 23 February 2018. It was, therefore, agreed to defer confirmation of the minutes until the next meeting of the Panel.
RESOLVED, that

(a) with the inclusion of the amendments referred to at (1) above the minutes of the meeting held on 23 January 2018 be confirmed as a correct record;

(b) confirmation of the minutes of the meeting held on 23 February 2018 be deferred until the next meeting of the Panel to be held on 24 July 2018.

53 POLICE AND CRIME PLAN

a Monitoring of Objectives

The Panel received a report from the Office of the Police and Crime Commissioner which provided a performance summary against the Police and Crime Plan objectives and a specific thematic update against Objective 3 “Tackle Crime and Antisocial Behaviour” focusing on ‘Tackle domestic abuse early on to stop people suffering’. Members suggested that reporting periods be included in future reports.

A discussion took place regarding the performance summary against the Police and Crime Plan Objectives. Members noted that ‘A Visible and Effective Police Presence’ had an amber rating and it was explained this was partly due to the lack of visibility of the 25 additional police officers which were agreed as part of the increase in the County Tax Precept.

The Panel held a detailed discussion regarding the 101 service which was the secondary non-emergency number for the Force. Members were informed that a significant amount of work had been undertaken in the last 12 months with regards to the service.

The Panel were informed that one of the previous problems was the service was reliant on a relatively small team, therefore, any resource issues impacted on it. It was explained that a reserve of officers had now been trained who could be used to alleviate resourcing problems. Whilst it was acknowledged that not everyone had access to IT systems members noted that the use of e-mails rather than dialling 101 was being encouraged.

A discussion took place regarding 101 call waiting times noting that the average wait was around five minutes. The Panel were informed that the target set was to routinely answer the calls under three minutes but it was acknowledged that the nature of some of the calls meant that this would not be possible.
Members noted it had been acknowledged that the 101 system was outdated, therefore, an £8m investment on a significantly upgraded new control system would be made over the next 10 years.

The Panel noted that the ‘Tackle Crime and Antisocial Behaviour’ objective also had an amber rating. It was explained this was due to the ongoing work around anti-social behaviour highlighting ‘hot spots’ around the county where close liaison was taking place with police officers to target those areas.

A discussion took place regarding anti-social behaviour and members asked what had triggered the hot spot issues. The Panel were informed that performance data regarding anti-social behaviour was generally positive for the county but explained that when specific community work had been undertaken problems had been highlighted in certain areas.

A discussion took place regarding the ‘Supporting Young People’ objective and the launch of the DVD by Carlisle Mencap which focused on ‘Mate Crime’, a form of disability hate crime. Members felt this was a prevalent area of crime and asked for further information regarding how this information would be communicated in the public domain.

During the course of discussion the Panel highlighted the importance of also raising awareness of hate crime with the elderly community. The Commissioner agreed that their vulnerability was a concern and that communication streams were being investigated, welcoming any suggestions from the Panel.

Members discussed Objective 3: Tackle Crime and Antisocial Behaviour – Domestic Abuse and noted that two programmes had been recommissioned for 2017-19 which provided an integrated approach to stopping abuse by working with the perpetrator, as well as the victims:

- Turning the Spotlight family programme – an holistic service for families where the partners wished to stay together and there was a medium or low risk posed by the perpetrator. The Service was provided by Victim Support and Craft;

- The ‘Step Up’ programme – a commissioned service for families experiencing youth violence and abuse towards family members in the home.

The Panel were informed the Commissioner had also continued to fund the Independent Domestic Violence Advisor service, alongside the County Council, which provided risk assessment, support and safety planning.
Members noted that funds had been made available from the Commissioner to assist projects that helped to prevent crime and provide support to victims. It was noted that just under £20,000 had been provided to applicants to the Community Fund for projects related to domestic abuse.

The Panel discussed demand on the services and were informed that initially there had been low uptake but this had increased following a social media campaign regarding domestic abuse.

The Panel raised their concerns regarding the safety of children involved in domestic abuse incidents. Members were assured that the role of every police officer at any such scene was to safeguard vulnerable children noting that the Force also had Security Protection Officers.

Members were informed that other agencies were required at times due to the nature of the incident ie alcohol related. It was noted that the Force had adopted a Standard Operating Procedure which would be circulated to members.

The Panel discussed youth engagement and were informed that the Commissioner had supported and engaged in the launch of the mini-police the recruitment of Police Cadets in the Constabulary.

The Chair welcomed the update and thanked officers.

RESOLVED, to note that the progress against the Police and Crime Plan objectives is on track.

b Public Engagement

Members considered a report by the Office of the Police and Crime Commissioner regarding Public Engagement.

The Panel were informed that the Police and Crime Commissioner had a statutory obligation to engage with communities under the Police Reform and Social Responsibility Act 2011 (as amended) as well as to consider the welfare of victims. To enable the Commissioner to facilitate the execution of those duties, a Public Engagement Strategy was in place which sets out the principles and strategic outcomes of engagement. It was noted that the Strategy and Action Plan were regularly reviewed to enable any gaps that had been identified to be addressed, and also to capture any emerging issues.

The Panel noted that the Commissioner had attended 113 engagement events and the growth in the use of social media was also highlighted. A discussion took place regarding concerns which were raised during the events and noted the four main recurring themes which emerged
included police resources/visibility/level of service, car parking/anti-social driving issues/speeding, performance of non-emergency service 101 and concerns around anti-social behaviour.

The Panel discussed the engagement activity (referred to in appendix 1 of the report). The member representative for the South Lakeland area of the county raised his concerns at the lack of engagement by the Commissioner following his cancellation to an event in the area. Officers apologised for this oversight and agreed to investigate the matter and respond direct with proposed dates for an alternative meeting.

The Panel member representatives from the Barrow and Eden areas also requested the attendance of the Commissioner in their area and it was agreed the individuals would be contacted direct to discuss this further.

During the course of discussion the Commissioner emphasised he would welcome invites to events from any location in the county and would attend as many as possible.

The Panel discussed the number of Surgeries which had taken place, highlighting the lack of attendance, and suggested that consideration of engagement with the public in a different way should be investigated. A member suggested that lack of engagement could be due to over-engagement at other events which were taking place in the area.

A discussion took place regarding the range of demographic groups and it was suggested an ‘older adults’ group should be added highlighting that the U3A (University of the 3rd Age) could be a good route to engagement.

The Chair welcomed the update.

**RESOLVED, that the paper be noted.**

c **Blue Light Collaboration Update**

It was agreed to defer the presentation to the next meeting of the Panel and members received a brief verbal update.

The Panel were informed that meetings had taken place with a number of organisations and a shared vision and governance framework had been agreed. It was explained that a Working Group would formulate and turn aspirations into targets for collaboration.
Members were informed that collaboration was already taking place between the Fire and Police services with regards to forced entry into properties as required. It was also explained that estates were being investigated with a view to the sharing of premises and the possibility of a joint command control centre situated within the county was being explored.

Members were informed that joint emergency service officers were being investigated taking into consideration different models from similar counties around the country.

The Commissioner explained that the project was at a very early stage and that joint working was still required with Cumbria County Council and Cumbria Fire and Rescue. He highlighted that the ultimate aim was to deliver better services to the public.

54 REVENUE BUDGET MONITORING - QUARTER 3

a Constabulary Revenue Budget Monitoring Report 2017/18

The Panel considered a report from Cumbria Constabulary which detailed their Revenue Budget Monitoring 2017/18.

Members noted that to December 2017 (Quarter 3) the current forecast of net expenditure amounted to £113.392m compared to a revised budget of £112.384m. It was explained that the variance amounted to a forecast overspend of £1,008k (0.90%) and was made up of a forecast overspend on expenditure budgets of £1,046k (0.88%) offset by additional income of £38k (0.59%).

The Panel were informed that the overspend was made up of overspends on some categories totalling £1,664k which were being partially offset by underspends on others totalling £656k. It was explained that the forecast overspend at December had increased by £96k (10.53%) when compared to the figure reported as at the end of September of £912k.

Members noted that the forecast as at the end of December assumed pay award from September 2017 at 1% plus 1% non-consolidated award for police officers, PCSOs and staff. The total impact of the additional 1% (still awaiting confirmation for PCSOs and Police Staff) was £412k for the financial year 2017/18.

A discussion took place regarding the overspend and whilst appreciating the costs associated with the police officer pay members asked what other reasons contributed to the overspend. It was explained that the forecast included several identified budget pressures which were not originally budgeted for and included consultancy for PSD audit tool and business analytics tool, in-house provision of canteen facilities across the
Force, adaptations to conference rooms, funding of a small number of new staff posts and exit costs associated with redundancies.

Members were informed that steps were being taken to rectify the situation but it was anticipated there would be an overspend at the end of the financial year. It was explained there were reserves and contingencies for a revised workforce plan. The Commissioner confirmed that he was prepared to use reserves to keep Cumbria safe but stressed that this would be carried out with caution and not on a regular basis.

A discussion took place regarding the number of Police Officers within the Force. Members were informed that currently the establishment employed 1105.5 officers, a further 12 would join the Force in April and it was anticipated a further 36 would be recruited by June 2018.

The Panel discussed the influx of summer events in the county and the effects this had on generating income. It was explained the Force could only recover full costs for commercial events.

**RESOLVED,** that the report be noted.

b **Office of the Police and Crime Commissioner Revenue Budget Monitoring Report 2017/18**

The Panel received a report from the Office of the Police and Crime Commissioner regarding the Revenue Budget Monitoring 2017/18.

Members noted that up to December 2017 (Quarter 2 to Quarter 3) the current forecast of net expenditure amounted to £97.226m compared to a revised budget of £96.178m.

The Panel were informed that the variance amounted to a forecast overspend of £1,048k (1.09%) and was made up as follows:-

- a forecast overspend of £40k (0.25%) in respect of the Commissioner’s budgets;
- a forecast overspend on Constabulary budgets of £1,008k (0.90%) of which, £1,046k (0.88%) represented an overspend on expenditure budgets offset by additional income of £38k (0.59%).

The forecast overspend had increased by £123k (13.30%) compared to the position reported at the end of Quarter 2 (September) of £925k.

**RESOLVED,** that the report be noted.
COMPLIMENTS AND COMPLAINTS

Members received a report from the Monitoring Officer (Cumbria County Council) which advised of any complaints received in accordance with the Panel’s Complaints Procedure. The report outlined where appropriate, what, if any, action had been taken in respect of the complaints.

The Panel noted there was one ongoing complaint but no other complaints had been received. Members were informed that the necessary information in connection with the ongoing complaint had now been received and an attempt was being made to broker a local resolution. It was noted that a further report would be made to the next Panel meeting confirming the outcome of the local resolution.

Members were informed that the Monitoring Officer had not been made aware of any compliments that had been received during the relevant period.

RESOLVED, that the report be noted.

PANEL UPDATE REPORT

Members received a report from the Senior Manager – Policy and Scrutiny which gave an update on key issues and developments that had occurred since the last meeting of the Panel on 23 January 2018.

A discussion took place regarding the agreed Special Meeting of the Panel to discuss in detail the reviews and actions which had been undertaken since the Poppi Worthington Inquest. The Board were informed that this meeting would be convened once feedback had been provided from the Crown Prosecution Service regarding the matter.

The Panel were informed that officers would be refreshing the Cumbria Police and Crime Panel website.

The Panel noted that details would be circulated to members of the Complaints Procedure Working Group regarding a revised meeting date. It was suggested that a review of the Terms of Reference be also undertaken by the Group.

RESOLVED, that

(1) the report be noted;

(2) the work programme be noted.
57 DATE OF NEXT MEETING

It was noted that the next meeting of the Panel would be held on Tuesday 24 July 2018 at 10.30 am at Cumbria Fire and Rescue HQ, Carleton Avenue, Penrith.

It was noted that the current Chair of the Panel would be retiring from his elected member role in May and this was the last Panel meeting he would attend.

The Panel members and Police and Crime Commissioner expressed their thanks and appreciation for his support to the Panel and wished him well for the future.

The Chair thanked everyone for their support and said it had been a privilege to be Chair.

The meeting ended at 1.00 pm
Executive Summary:

This report presents the text for the Police and Crime Commissioner’s second Annual Report, covering the period from 1 April 2017 to the 31st March 2018. The Annual Report is consistent with last year’s format and has been written with accessibility in mind, so that a member of the public can easily understand how the Commissioner has carried out his functions and what his key achievements have been so far.

Recommendation:

That the Panel considers the Annual Report.

1. **Detail**

1.1. The Police Reform and Social Responsibility Act (2011) requires Police and Crime Commissioners to produce an Annual Report for each financial year. The report must cover how the Commissioner has carried out his statutory functions, such as setting the budget, developing a Police and Crime Plan and holding the Chief Constable to account.

The Annual Report for Cumbria’s Commissioner therefore highlights key areas of work undertaken in the time period, as well as details of priorities for the future in the Police and Crime Plan. The report includes:

- A summary of accountability and statutory duties, including the role of the Public Accountability Board, Joint Audit and Standards Committee, Ethics and Integrity Panel, and the Police and Crime Panel;
- For each of the eight main objectives in the Police and Crime Plan, a summary of progress to date.
- Sections on: Partnership Working, Commissioning and Funding, and Monitoring the Plan.
1.2. The Annual Report has been set out in a way, and to a level of detail, which aims to be interesting and informative for the general public and is consistent with last year’s format.

1.3. It is proposed to publish the Annual Report on the Commissioner’s website and to print a limited number of copies which would be available on request and can be distributed at surgeries, events and to partners.

1.4. This approach builds on the experience of what worked well last year and is felt to provide the best value for money. The option to obtain a translated version of the Annual Report will be made to enable non-English speakers to read it, and Braille and large print versions will also be offered. Printed copies will be sent on request to those not able to access it online.

1.5. It is intended that a media release will be issued when the Annual Report has been approved.

2. Supplementary information

2.1 The Annual Report is appended to this covering report. The Panel is invited to ask questions about the content of the Annual Report.

3. Implications

3.1 Financial
The cost of printing the Annual Report has been included in the OPCC budget.

3.2 Legal
The Police and Crime Commissioner has a statutory responsibility to produce an Annual Report.

3.3 Risk
None

3.4 HR / Equality
None
Annual Report 2017 - 2018

Foreword by Peter McCall

I am very pleased to present my Annual Report for 2017-2018, and I hope you enjoy reading it.

I would like to begin by saying how proud I am of Cumbria Constabulary, its officers, PCSOs, police staff, and volunteers, for continuing to keep the county safe during what has been another challenging year in terms of finances and demands for service. So, a big thank you to all.

I would also like to take this opportunity to record my thanks to our many partners who also work with us in our communities, and without whom we would not be able to achieve what we have.

Since my last annual report, there have been changes in the Chief Officer team. In March this year we said farewell to Chief Constable Jerry Graham, when he retired after 32 years police service, the last nine of which were here in Cumbria. Then following a rigorous selection process, we warmly welcomed Mrs Michelle Skeer, formerly Deputy Chief Constable as his successor. Mrs Skeer has a wealth of valuable experience having been part of Cumbria Constabulary for more than 28 years. I very much look forward to working with Mrs Skeer and her Chief Officer team, and monitoring their progress on delivery of the Police and Crime Plan.

In this Report you can read about the progress I have made against the objectives of the Police and Crime Plan, including how we are tackling YOUR priorities. I also explain how I have held the Chief Constable to account, and met my statutory duties.

One particular highlight for me this year that I would like to mention here, is the mandate that I received through my public consultation in January 2018 to increase the council tax precept. I know that increasing council tax is never popular and it was a hard decision for me to make, but I believe strongly that your safety and security is more important to me.

The additional money that we will receive through the 5.4% increase in council tax will contribute to the funding of an additional 25 police officers who will be visible and present in your local communities helping to tackle the issues that are important to you, including anti-social behaviour and road safety.

We will also be able to maintain our PCSO numbers and bolster our armed officer resource, and improve the protection of our children from abuse especially online grooming and exploitation. Greater protection for us all from new digital crime trends such as online crime and fraud will is something else I will be able to provide resources for, thanks to the additional funds. Throughout the year I will provide regular updates to demonstrate what progress I am making in these areas.
Looking ahead, whilst our financial position will remain challenging, we will also start to reap the benefits from earlier investment in technology such as the improvements to the Communications Centre, the roll-out of body warn video cameras, and increased use of mobile technology. This will improve communication with the public and should help reduce waiting time on 101.

Finally, a great thing about writing my Annual Report is that it not only provides the perfect opportunity to explain to you how I am fulfilling my statutory duties, but I hope also it provides a good insight into the breadth and depth of how I have engaged with, and listened to, you the people of Cumbria. I hope too, that this Annual Report will illustrate what difference you have made in keeping your communities safe.

I often say that my vision is ‘We - Not They’, and I am really grateful that so many people have bought into this vision, we are really seeing this start to happen on the ground now and to see the positive effect – so thank you!

Peter McCall

Police and Crime Commissioner for Cumbria

Further Information

You can find much more information about how I am carrying out my role on my website www.cumbria-pcc.gov.uk or you can also contact my office on 01768 217734 or email commissioner@cumbria-pcc.gov.uk
Accountability and Statutory

Holding the Chief Constable to Account

A significant statutory part of my role as Police and Crime Commissioner is to hold the Chief Constable to account for policing services on behalf of the public of Cumbria. There are a number of ways that I do this. I hold regular Public Accountability Conferences which meet in public, where members of the public and media representatives are invited to attend. At these meetings I scrutinise the Constabulary’s performance in all aspects of policing services. I also meet the Chief Constable weekly, to discuss any significant or emerging issues. This year, I have held 10 PACs.

You can read the Minutes and Papers from these meetings on my website. [https://cumbria-pcc.gov.uk/your-pcc/public-meetings/](https://cumbria-pcc.gov.uk/your-pcc/public-meetings/)

Police and Crime Panel

The Police and Crime Panel’s role is to scrutinise the Police and Crime Commissioner and to see how I am carrying out my responsibilities. As well as questioning me on my progress on how I am delivering against my Police and Crime Plan and holding the Chief Constable to account, the Panel scrutinises my proposed council tax. The Panel is also a useful forum to hear alternative views and I am keen to work with the Panel using their mixed experience and expertise for the benefit of the public. Further information is available on the Panel’s website at [http://cumbriapcp.org.uk](http://cumbriapcp.org.uk)

Joint Audit and Standards Committee

The Joint Audit and Standards Committee has been established to check that I have the right financial and governance systems and controls in place. You can find further information on my website. [https://cumbria-pcc.gov.uk/finance-governance/budget-finance/joint-audit-and-standards-committee/](https://cumbria-pcc.gov.uk/finance-governance/budget-finance/joint-audit-and-standards-committee/)

Internal Audit

I have an agreed Audit Plan in place with our Internal Auditors, who undertake an annual risk assessment and use it to prepare a risk-based audit plan, targeting resources at the areas identified as highest risk to myself and the Office of the Police and Crime
Commissioner, and the Chief Constable. This then allows Internal Audit to give an overall opinion on systems of risk management, internal control and governance. Their core purpose is to provide Senior Management, the Joint Audit and Standards Committee and the Public Accountability Conference with independent, objective assurance that their respective organisations have adequate and effective systems of risk management, internal control and governance. Further information and Internal Audit plans and reports can be seen on my website. https://cumbria-pcc.gov.uk/finance-governance/

**External Auditors**

The External Auditors, currently Grant Thornton, provide an independent ‘opinion’ of the Statement of Accounts based on their statutory audit. I am pleased to say that they issued an ‘unqualified audit opinion’ for the 2016-2017 accounts, and considered that the accounts had been properly prepared in accordance with the Code of Practice on Local Authority Accounting. They also commented that ‘the PCC and Chief Constable have proper arrangements in place for ensuring they plan finances effectively to support its strategic functions and their arrangements for ensuring informed decision making’. They also concluded that we have proper arrangements in place for acting in the public interest through demonstrating and applying the principles of good governance.

**Ethics and Integrity Panel**

The Independent Ethics and Integrity Panel, formed jointly with the Chief Constable in 2015, continues to ensure high standards of integrity and ethical working within both the Office of the Police and Crime Commissioner and the Constabulary. A key aim of the Panel is that it will provide openness and accountability to the public. The Panel which comprises local, independent members report to the Public Accountability Conference on a quarterly basis, summarising the areas of activity they have undertaken, the recommendations they have made and the actions taken in response to those recommendations. You can read the meeting minutes and associated papers on my website. https://cumbria-pcc.gov.uk/what-we-do/ethics-integrity-panel/
Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

Inspection Reports

I very much welcome the professional, independent scrutiny provided by HMICFRS, who decide on the areas of activity to be inspected based on their assessment of what is in the public interest. Their considerations include risks to the public, the integrity of policing, service quality and public concerns. The evidence they gather is used to drive improvements in the service provided to the public.

These thematic inspections consider subjects in depth, identifying problems and good practice, and providing detailed judgments in relation to specific aspects of policing. However, even when the findings of thematic inspections are viewed together, they cannot provide a rounded assessment of every aspect of what police forces do. To fill this gap, in 2015 HMIC started to undertake a broader type of inspection, known as Police Efficiency, Effectiveness and Legitimacy assessments (PEEL), alongside the thematic inspections described above.

One of the highlights for me this year was in February 2018 when we received a national report from HMICFRS on police leadership, in which Cumbria Constabulary are praised for best practice in a number of areas.

As part of its annual PEEL inspection, HMICFRS inspectors examined the degree to which leadership is understood within policing, how forces work to develop leadership, and how well leadership is displayed by a force. Leadership is inspected at all ranks and grades. This was excellent news and rewarding to know that the hard work and leadership of Cumbria Police has been recognised for best practice no less than three times in this national report covering all forces in England and Wales.

This latest report confirms previous ones in the last two years grading Cumbria Police as ‘Good’ across the board and highlights examples of excellent leadership in a number of areas, namely: Developing a focus on wellbeing; improving promotion selection processes; and most importantly understanding vulnerability and how to deal with this, including investigations.

Regarding ‘Understanding Vulnerability’, the Report uses the force as an example of good practice, stating the they ‘found senior leaders communicating their strategy of protecting vulnerable people in many ways’, citing the recent ‘Keep me Safe’ project. The project has
a multi-stranded approach to ensure that everyone, officers, staff, volunteers, know their responsibilities around safeguarding.

In terms of developing a focus on wellbeing, the Report highlights a number of positive examples, citing the regular Wellbeing Board chaired by the DCC, and the ‘valuing individuals’ group. Supervisors that the assessors spoke to said they were actively encouraged to do what they can to maintain a better work-life balance, for instance, ensuring they take their allocated rest day.

Whilst there is always more to be done and the Force can never afford to be complacent, it is absolutely right that they have credit and recognition where it is due. This report is produced by the experts who inspect every force in the country, it is therefore a great testimony to the hard work, dedication and professionalism of every member for Cumbria Constabulary to be recognised in these important areas.

All HMICFRS reports are published on their website: www.hmic.gov.uk and all of my responses to HMICFRS can be read on my website. https://cumbria-pcc.gov.uk/your-pcc/hmic-reports/

**Setting the Policing Budget**

I have set a balanced budget for 2017-2018, and approved the police precept with the welcome support of the Chief Constable and Police and Crime Panel. I have agreed revenue funding of £111.5m for the Chief Constable. Details of the revenue and capital budget and the advice I received from my Chief Finance Officer can be viewed in the reports set out on my website. https://cumbria-pcc.gov.uk/finance-governance/budget-finance/
The Independent Custody Visiting Scheme is made up of volunteers who live or work in Cumbria. They make unannounced visits to Police Stations to check on the welfare and wellbeing of people in police custody. There are currently four panels of up to 12 volunteers each across Cumbria, in Barrow, Kendal, North Cumbria and West Cumbria.

Another of my statutory duties is to ensure that an independent custody visitor scheme runs properly and I oversee its operation, helping to ensure that detainees in police custody are treated appropriately. I believe it also provides reassurance to the public that this is the case.

As well as the ICV Scheme, we also run an Animal Welfare Scheme, although there is no statutory requirement to do so. A panel, currently made up of eight volunteers drawn from the ranks of the ICV scheme, makes visits to the dog section at Police Headquarters.

Visits undertaken 1 April 2017 to 31 March 2018

- North: 56 visits
- Kendal: 10 visits
- West: 62 visits
- Barrow: 50 visits

- 240 custody visits were made
- In 2017-18 there were 10,048 detainees held in custody in Cumbria
- 77% of detainees were seen
- 573 were seen or observed
- 756 detainees were available to be seen
Police and Crime Plan Objectives

1. Your Priorities for Cumbria (Green)
2. A Visible and Effective Police Presence (Pink)
3. Tackle Crime and Anti-social Behaviour (Red)
4. Ensure Offenders Face a Consequence for their Crime (Grey)
5. Always Put Victims First (Yellow)
6. Focus our Police on Online and Sexual Crime (turquoise)
7. Spend Your Money Wisely (orange)
8. Supporting Young People (Purple)
1. Your Priorities for Cumbria (Green)

Working with the local community, the Police and partner agencies to:

✓ Get feedback from members of the public across the county to understand what they think the Police’s priorities should be;

✓ Support and enable community groups to prevent and tackle crime and disorder in their area.

‘Get feedback from members of the public across the county to understand what they think the Police’s priorities should be’

This first objective in my Police and Crime Plan very much demonstrates the ethos of the Police and Crime Commissioner role. It is about public engagement, and listening to what people have to say, and acting on it where I can. In other words – ‘You Said – We Did’.

<table>
<thead>
<tr>
<th>Why do I engage with the public of Cumbria?</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide a voice for the public in policing and to ensure that local people’s views are considered in deciding on police priorities. (Objective 1 of Police and Crime Plan)</td>
</tr>
<tr>
<td>To seek the views of the public when determining the level of council tax precept.</td>
</tr>
<tr>
<td>Provide opportunities for people to raise issues, share views, and express their satisfaction or dissatisfaction with the police.</td>
</tr>
<tr>
<td>To raise public awareness of role of PCC.</td>
</tr>
<tr>
<td>To improve the public’s understanding of the PCC role</td>
</tr>
<tr>
<td>To build and develop relationships between the PCC, public, partners, private sector, volunteers, third sector, and under-represented groups</td>
</tr>
<tr>
<td>To recognise and respect the various cultures (protected characteristics) and diversity of communities and other factors that influence how different members of the public will engage</td>
</tr>
</tbody>
</table>

So, what have I done this year?

✓ I have used the results of the public consultation on setting the council tax precept to influence and set the budget for financial year 2018-2019.
✓ I also reported back to the public on the progress of the Police and Crime Plan, through the publication of this Annual Report.

✓ Where people raise issues or concerns, they are logged as ‘Quality of Service or Policing Issues’ (QSPI). This is so that where action is required, cases can be tracked and trends can be identified.

✓ From the feedback received through various methods of engagement, four main recurring QSPI themes emerged: Concerns about police resources/visibility/level of service; Car parking/anti-social driving issues/speeding; Performance of non-emergency service 101; concerns around anti-social behaviour.

Below is a summary of the four themes, and the figures relate to how many instances that these concerns have been raised during the period of this Report.

<table>
<thead>
<tr>
<th>Top Four QSPI Issues (1 Jan 2017 – 31 March 2018)</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Resources / Police Service</td>
<td>73</td>
</tr>
<tr>
<td>Car Parking / Driving Issues</td>
<td>46</td>
</tr>
<tr>
<td>Performance of non-emergency 101</td>
<td>23</td>
</tr>
<tr>
<td>Anti-Social Behaviour</td>
<td>23</td>
</tr>
</tbody>
</table>

And what have I done about the things you have told me?

The table below summarises what action or activity has taken place in response to what the public have had to say, and what outcomes have been achieved.

<table>
<thead>
<tr>
<th>You said...</th>
<th>How....</th>
<th>What we did.....</th>
</tr>
</thead>
</table>
| What you considered the priorities for the police in Cumbria to be. | • Survey  
• Surgeries  
• Correspondence | With my office, I developed the Police and Crime Plan following a large scale public consultation when the Commissioner took up office in June 2016. Each year, through my Annual Report, I summarise how I am fulfilling my duties and what progress is being made against the objectives and priorities in the Police and Crime Plan. I also provide regular updates to the Police and Crime Panel, setting out what progress is being made against the Police and Crime Plan. |
<table>
<thead>
<tr>
<th>What you would be willing to pay for police through the police precept.</th>
<th>Survey</th>
<th>Surgeries</th>
<th>Correspondence</th>
</tr>
</thead>
<tbody>
<tr>
<td>I launched a public consultation on how much more residents would be prepared to pay for policing services in the county. I prefaced this by offering to fund more visible policing, increasing officer numbers and maintaining PCSO numbers. The public consultation resulted in 72% of those who took part in the survey (1500) being in favour of the proposal to increase council tax precept by 5.42%. This was subsequently ratified by the Police and Crime Panel on 23 January 2018, and the budget was agreed at the Commissioner’s Public Accountability Conference on 14 February 2018.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>You have concerns about police resources, visibility, level of service.</th>
<th>Correspondence</th>
<th>Surgeries</th>
<th>Public meetings</th>
<th>Local council meetings</th>
<th>Social media</th>
<th>Surveys</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police visibility and lack of resources is an area of concern that is raised with me most often, and as a result, I responded by pledging to increase officer numbers, and maintain PCSO numbers. In terms of concerns over the quality and level of service when members of the public have had contact with Cumbria Constabulary, my office regularly analyse the information it has received, enabling the identification of any trends or patterns. This process also enables the OPCC, Constabulary and Professional Standards Department, to identify and share any organisational learning from the cases. In all cases received during this report period, I was able to provide advice or information, or acted as the conduit through which the Constabulary resolved the issue with the individual. I believe This helps to demonstrate to the public that it is worth raising concerns with me, and that by identifying systemic shortfalls in service delivery, it is possible to improve services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| You have concerns about car parking, anti-social driving, speeding. | ● Surgeries  
● Correspondence  
● Telephone calls  
● Local council meetings | In response to this, I have also pledged to put more resources into tackling anti-social behavior and road safety. To that end, I am in regular contact with ACC Webster, who led the Constabulary’s road safety week in November. I am currently in discussion with the force about providing more funding for road safety initiatives.

By sharing the information from the OPCC the Constabulary has been able to pinpoint areas of greatest concern to local communities and where necessary work with them and partner organisations to improve driving throughout Cumbria.

I was able to fund a number of ‘speedwatch’ initiatives, empowering local communities to help prevent speeding in their areas. I am now in the process of extending this further, with Neighbourhood Watch volunteers.

I have also funded the road safety charity Brake who support victims of road traffic accidents and offers specialist services. |
You have concerns around the performance of the non-emergency 101 service

- Letters
- Telephone calls
- Surgeries
- Local council meetings
- Surveys

This has been quite a high profile issue this year, and one that I have raised at my one-to-one meetings with the Chief Constable. I am pleased to say that as a result, a number of improvements and processes have been implemented. For instance:

I now receive weekly performance updates from the Constabulary and in general terms the situation is improving and non-emergency calls are being answered within 3-5 minutes (on average).

Through improved external constabulary communications, the public have been made aware of other methods to report non-emergencies. The force also put out a regular update on performance times for emergency and non-emergency calls.

In recognition that this aspect of police service is of concern to the public, I also pledged that through the increased police precept funding that I want to support the constabulary in finding ‘smarter’ ways of reporting crimes etc.

In this respect, I am pleased to report that work has commenced on a new integrated communications system that will replace several systems currently used with a single software application, and bring many improvements and benefits to the public. These include:

- Integration of numerous programmes already in use resulting in a reduction of repetitive keying – delivering a quicker response for the public.
- The single application means information supplied by the public is more secure.
- Greater public contact methods including social media for people to engage with police.
- Superior live-time reporting allows for resources to be deployed effectively and increases visibility.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improved situational awareness by effective capturing and sharing of information to officers on the ground.</td>
</tr>
<tr>
<td></td>
<td>Enhanced data that will improve intelligence available for officers</td>
</tr>
</tbody>
</table>

This is an exciting development, and I am looking forward to seeing the first phase of the development going live in the spring of 2019.
You have concerns about anti-social behaviour in your communities.

- Surgeries
- Local council meetings
- Public meetings
- Correspondence
- Telephone calls

I have put a lot of effort this year into speaking to the public about such issues, and have attended a number of local meetings in response to a spike in reports of anti-social behaviour in various areas of the county.

Both myself and local officers have attended these meetings to demonstrate commitment to finding resolutions and improving relationships, and provide reassurance. Where specific incidents were raised, these were passed to the Constabulary, via the Chief Constable’s office for the matter to be dealt with.

On each occasion the individual incidents were looked at with various solutions being put in place via the local problem solving team and individual officers with a view to looking at longer term solutions.

For instance, an issue with anti-social behaviour was identified within Wigton and specific measures implemented to deal with matters was put in place. There was a targeted operation for six weeks with oversight from the policing area Superintendent.

Another approach has been for me to promote my vision of ‘we – not they’, and empower local communities to find solutions themselves. To this end I have funded numerous community projects through my Community and Property funds to help prevent anti-social behaviour, more of which you can read about in this Annual Report.

I also funded additional police inspector posts within the territorial policing areas via my Community Fund. This has enabled a restructuring of the local policing teams and the areas they cover, allowing better coverage and monitoring of many issues including anti-social behaviour.
How have I engaged with the public?

‘Support and enable community groups to prevent and tackle crime and disorder in their area’ – ‘we – not they’.

I have continued to empower local communities to help tackle the issues in their local areas. I’m always impressed with the dedication and drive of the people who want to champion their causes and projects, and again this year have provided funding of over £180,000 for various projects from my Community Fund and Property Fund. Both funds have a fairly strict set of criteria based on what the project will deliver in terms of addressing priorities in my Police and Crime Plan, and applicants need to be able to demonstrate how they will
achieve this. Here is a summary of what I funded this year, and you can read more about some of these projects throughout this Report.

**Community Fund**

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix Youth Project</td>
<td>£9,545</td>
</tr>
<tr>
<td>Our Place Youth Club</td>
<td>£4,500</td>
</tr>
<tr>
<td>Youth Engagement Service</td>
<td>£3,998</td>
</tr>
<tr>
<td>Summer Splash</td>
<td>£9,500</td>
</tr>
<tr>
<td>West Cumbria Domestic Violence Support</td>
<td>£9,375</td>
</tr>
<tr>
<td>Garden Life</td>
<td>£10,000</td>
</tr>
<tr>
<td>Skelton Brownies</td>
<td>£9,085</td>
</tr>
<tr>
<td>Cowran Care</td>
<td>£9,980</td>
</tr>
<tr>
<td>Greenwich Leisure</td>
<td>£10,000</td>
</tr>
</tbody>
</table>

**Property Fund**

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estuary Youth</td>
<td>£1,722</td>
</tr>
<tr>
<td>Kirkby Thore School</td>
<td>£2,500</td>
</tr>
<tr>
<td>Drop Zone Youth Projects</td>
<td>£2,500</td>
</tr>
<tr>
<td>1st Windermere Sea Scout Group</td>
<td>£1,500</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Impact Housing</td>
<td>£900</td>
</tr>
<tr>
<td>Netherhall Rugby Football Club</td>
<td>£2,500</td>
</tr>
<tr>
<td>Pride in North Cumbria</td>
<td>£2,500</td>
</tr>
<tr>
<td>Highfield Community Centre</td>
<td>£1,380</td>
</tr>
<tr>
<td>People First</td>
<td>£2,500</td>
</tr>
<tr>
<td>Urban Extreme</td>
<td>£1,866</td>
</tr>
<tr>
<td>Country Watch Eden/NFU</td>
<td>£2,000</td>
</tr>
<tr>
<td>Allerdale Girls Football Club</td>
<td>£2,500</td>
</tr>
<tr>
<td>1st Wigton Baden Powell Scouts</td>
<td>£2,500</td>
</tr>
<tr>
<td>1127 (Kendal) Squadron RAF Air Cadets</td>
<td>£2,500</td>
</tr>
<tr>
<td>Whicham Parish Council</td>
<td>£500</td>
</tr>
<tr>
<td>Cockermouth Titan's Rugby League Youth Team</td>
<td>£1,500</td>
</tr>
<tr>
<td>Brough Parish Council</td>
<td>£2,500</td>
</tr>
<tr>
<td>Wath Brow Hornets ARLFC Youth Section</td>
<td>£2,491</td>
</tr>
<tr>
<td>Chofhs Youth Group</td>
<td>£1,968</td>
</tr>
<tr>
<td>Cleator Moor Celtic Football Club</td>
<td>£2,376</td>
</tr>
<tr>
<td>Dalton Detachment, Cumbria Army Cadet Force</td>
<td>£2,500</td>
</tr>
<tr>
<td>West Cumbria Care and Support</td>
<td>£2,408</td>
</tr>
<tr>
<td>Maryport Education Settlement</td>
<td>£2,500</td>
</tr>
<tr>
<td>Cleator Cricket Club</td>
<td>£1,860</td>
</tr>
<tr>
<td>Club</td>
<td>Amount</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Keswick Judo Club</td>
<td>£2500</td>
</tr>
<tr>
<td>Castletown U10 Girls Football Club</td>
<td>£915</td>
</tr>
<tr>
<td>Temple Sowerby Victory Hall</td>
<td>£943</td>
</tr>
<tr>
<td>Crusaders Football Club</td>
<td>£2500</td>
</tr>
<tr>
<td>Howgill – Millom Childrens Centre</td>
<td>£1000</td>
</tr>
</tbody>
</table>

A full list of the funds available and what grants have been awarded can be found on my website at: [https://cumbria-pcc.gov.uk/what-we-do/funding/](https://cumbria-pcc.gov.uk/what-we-do/funding/)
2. **A Visible and Effective Police Presence (Pink)**

<table>
<thead>
<tr>
<th>Working with the local community, the Police and partner agencies to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ Look at how we provide visible uniformed policing in our communities;</td>
</tr>
<tr>
<td>✔ Make sure the Police are engaged in our local communities to understand local issues;</td>
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A significant part of my statutory role is to oversee the performance of Cumbria Constabulary, and holding the Chief Constable to account for the delivery of effective policing in the county on behalf of the public. I have demonstrated this over the last year, in a number of ways.
| Look at how we provide visible uniformed policing in our communities; | Wherever I go in the county – a very strong message I receive from the public is that they want more visible policing in their communities. So, I am really pleased to be able to report good progress in this area. With the support of the public through my public consultation on the police precept, I have been able to pledge to recruit an additional 25 police officers – who will be deployed across the county to enhance the neighbourhood policing teams. Coupled with my promise to retain the level of Police Community Support Officers (PCSO) at 95, I feel this will really bolster police visibility. 

In addition to this, I am very proud to report that we have now have our own ‘Mini Police’ force in Cumbria. Mini Police aims to increase trust and confidence within both the young people and communities. 

This was launched in the spring, and over the summer, 28 Cumbrian schools will work with the police to run the programme, which will be delivered by their local PCSOs. 

This will involve structured lessons – the first being on water safety, ahead of the school holidays – progressing on to community engagement activities, such as speed watch, visiting local care homes, and improving run down play areas. 

It’s a great way to increase engagement, not just with the children themselves, but experience in other areas show that this naturally leads to engagement with their parents and carers, which will in turn indirectly allow for greater engagement with the wider community. 

The children I have met so far have impressed me with their enthusiasm and I am looking forward to seeing the scheme develop in the county. 

And to complete the picture, we have also launched a volunteer Police Cadet scheme, which will provide another invaluable scheme which aims to: 

- To promote a practical understanding of policing amongst all young people. 
- To encourage the spirit of adventure and good citizenship. |
• To support local policing priorities through volunteering and give young people a chance to be heard.
• To inspire young people to participate positively in their communities

I’m really looking forward to seeing this develop further over this next year.
| Make sure the Police are engaged in our local communities to understand local issues | This is a very important area of work, because if we don’t know what the local issues are, then we will not be able to address them. Through my Public Accountability Conference, the Force are able to explain to me how they go about engaging with their communities, for instance, through holding regular drop-in sessions, attending local events, involving local people in operations and schemes such as Farm Watch, Shop Watch etc.

In order to test out how effective this is, I welcome the fact that the Force carry out an annual consultation – jointly with my office – which asks questions around what the local concerns are, as well as feelings of safety, level of confidence and satisfaction with the Police. The Force then report back to me to discuss the results and any follow up actions.

I also get assurance in this area through reports from HMICFRS, who regularly assess all aspects of policing, including public perceptions, satisfaction levels, police efficiency, effectiveness and legitimacy. |
Make sure the Police understand and are tackling the types of crimes which are affecting people today;

I have continued to examine crime levels and public satisfaction regularly, as well as monitoring police performance in a range of areas; regular performance reviews at Public Accountability Conferences, alongside audits and visits to departments, have allowed me to scrutinise whether the Constabulary is operating effectively, efficiently, with integrity and promoting equal opportunities, both in engaging the public and as an employer.

In terms of crime levels this year, crime has increased by 12% over the last 12 months to 31 March 2018. This equates to 3,144 more crimes being recorded, at a time when anti-social behaviour has dropped by 8.5%.

In particular, two categories that have seen significant increases:

- Violence against the person rose by 28%, a proportion of this relates to domestic abuse
- Sexual Offences (rape and other sexual offences) rose by 32%.

These are areas that we have all worked incredibly hard to give victims the confidence to come forward and report, and I take from this that the message is being heard by victims and vulnerable people.

Of course, any rise in crime is naturally a concern but on this occasion the increase of 12% in reported crimes is neither a surprise or unwelcome. Nationally, there has been an increasing trend in reported crime increasing.

More accurate reporting of offences has also contributed to many of the rises, and again, this is to be welcomed. That said, I am not complacent and do not just accept that all rises in crime can be accounted for in this way, we must look to identify and tackle the underlying issues. This is what I expect from the Force, and I regularly challenge them to provide me with reassurance about this.
Collaborate with other forces and agencies in specialist areas; I continue to take advantage of opportunities to collaborate with others. For example, this year I co-funded the North West Regional Co-ordinator for Crimestoppers, and since then, statistical data for 2017-2018 has indicated there has been a 19.1% increase in the number of calls received by Crimestoppers for Cumbria. And from this, actionable information has increased by 8.1%, goods recovered for this period equated to £1,100 and drug seized equated to £22,160.

The Regional Manager has worked closely with Titan on a North West pilot campaign for ‘County Lines’ and delivered a campaign in West Cumbria which reached over 35,000 people and resulted in Cumbria Police seeing a significant increase in community intelligence from the area.

This year has seen developments in the area of ‘blue light collaboration’ - you can read about this in the section ‘How We Will Work – Working in Partnership’ further on in this Report.
| Make improvements in the areas which recent inspections of the Police found could be done better | I also oversee areas that have been identified by Her Majesty’s Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) as requiring improvement. Following each inspection, HMICFRS produce a report that summarises their assessment of Cumbria Constabulary, and specifies any recommendations or areas for improvement.

This year, as part of its annual PEEL inspection, HMICFRS’s Efficiency programme, inspectors assessed Cumbria Constabulary’s performance in the following areas: Preventing crime and tackling anti-social behaviour; investigating crime and reducing re-offending; protecting vulnerable people; tackling serious and organised crime.

I am delighted to report that they were deemed as ‘good’ in all four key areas. This is a great achievement, and a resoundingly positive testament to all officers, staff and volunteers for their efforts. These reports are important as they enable me to be assured on behalf of the people of Cumbria that our Police Force is performing well, as judged by the independent national inspectorate.

Whilst there is always more to be done and the force can never afford to be complacent, it is absolutely right that they have credit and recognition where it is due. This report is produced by HMICFRS, the experts who inspect every force in the country, it is therefore a great testimony to the hard work, dedication and professionalism of every member for Cumbria Constabulary to be recognised in these important areas. |
| Make sure the Police are ready to deal with threats which develop in or affect a wider area than Cumbria, including civil emergencies/natural disasters, terrorism, cyber-attacks, organised crime and public order | Regrettably we are in a climate of an increase in threats to our safety from many sources, and we need to have a police force that are equipped to deal not just with existing threats, but those that are emerging, such as an increase in cyber-attacks. In recognition of this, and to provide reassurance to the public that I take this seriously, I have pledged to increase the number of armed officers available to protect and respond to any potential terror threat or dangerous individuals in Cumbria. This is very important, as I know that in the summer of 2017 when additional armed officers were deployed in the county in response to the terror attacks in the UK and abroad, feedback from the public was that they felt reassured by this. In terms of my assurance that the Force are able to manage civil emergencies and natural disasters, I saw this first hand earlier this year. As some of you may know, in March 2018 Cumbria was hit fairly hard by 'The Beast from the East', with heavy snowfall – up to twelve feet in some areas, affecting many parts of the county, leaving some residents in more rural areas isolated and in need of supplies and medical assistance. I cannot praise Cumbria Police, staff and volunteers highly enough for their excellent response. The Force, along with other emergency services, the Army, Royal Air Force, and other partners, worked tirelessly to help keep the county going and keep people safe. I am not just talking about front line officers either, but the ‘back-office’ staff and volunteers too, who used innovative communications tools to keep the public informed as the situation developed. With many staff not able to get in to the office, the mobile technology that was rolled-out over the last year came into its own, and most were able to operate on a ‘business as usual’ basis. |
3. **Tackle Crime and Anti-social Behaviour (Red)**

Working with the local community, the Police and partner agencies to:

- ✓ Tackle domestic abuse early on to stop people suffering;
- ✓ Address hate crime and make it clear it will not be tolerated;
- ✓ Address crime which affects people in rural parts of the county;
- ✓ Be proactive in tackling anti-social behaviour;
- ✓ Make it easy and effective to report crime and anti-social behaviour;
- ✓ Tackle alcohol and substance misuse, including new psychoactive substances;
- ✓ Focus on serious and organised crime;
- ✓ Target speeding and dangerous driving;
- ✓ Protect the vulnerable and elderly from crime, such as online crime.
| Tackle domestic abuse early on to stop people suffering; | This year we have made good progress in raising awareness and tackling the issue of domestic abuse. I have funded a number of projects specifically to address this, for example:

**Turning the Spotlight on Domestic Abuse (Victim Support)**

Turning the Spotlight is an innovative programme that takes a preventative and holistic approach to working with perpetrators, victims and their families, using restorative principals to prevent and reduce incidents of domestic abuse. The project has received 351 referrals since its implementation in 2015.

Following the success of this programme, in October 2017 I decided to commit further funding of £585,878 over two and a half years, to support a further tranche, and Victim Support were selected to deliver the programme following a competitive procurement exercise.

Victim Support have worked in partnership with Craft, a specialist consultancy organisation to develop a Healthy Relationships, Parenting and Partner Support course that will be offered alongside one to one support for those who are experiencing issues within their relationship.

Since then, 48 perpetrators and 25 partners have attended Healthy Relationships’ courses, along with 33 attending the parenting sessions.

I have seen for myself what a difference this Programme can make. In November 2017 I attended one of Victim Support and Craft’s |
Address hate crime and make it clear it will not be tolerated;

Hate-Crime in all its forms simply will not be tolerated in Cumbria and I am committed to doing more to encourage people to come forward and report hate crime, although I know in some circumstances how difficult this can be. By spreading the message I am hopeful that awareness will be raised and I encourage all victims to have the confidence to come forward so that we can help.

To that end, I funded and commissioned a number of projects.

For instance, I funded the not-for-profit production company, Alter Ego, to deliver an educational play called ‘Feel the Hate’ in secondary schools across Cumbria.

I went to see the play in October 2017 at the Furness Academy, and I must say that I found the performance immensely powerful and hard hitting. Judging by the reactions of the young people watching, I am confident that the messages hit home.

I funded Carlisle MENCAP to design, produce and deliver a DVD on ‘Mate Crime’, which was officially launched on 20th March 2018. The film produced by ‘Independence Studio’, an animation and art studio run by Carlisle MENCAP is designed to empower disabled people to come forward and report if they have been a victim of, or witnessed incidents of hate crime.

I was really keen to support this project, as they do such vital work in our community to raise awareness of issues like Mate Crime. This is one of the cruelest forms of hate crime and one which people with learning disabilities are particularly vulnerable to. We want people to know how to avoid being caught up in it and how to report it, and this film will help do that.

I also funded the ‘Triple A Project’ to design, produce and deliver a DVD on Autism Awareness. The DVD - ‘All About Autism’ – is a training film for police, which aims to raise awareness and promote understanding of autism, and was the result of a successful partnership project with Cumbria Police, produced by University of Cumbria. The funding also enabled Triple A Project to reinstate the Autism Alert Card, which will also be launched at this event.

Triple A Project’s application for funding highlighted to me that there is a high degree of vulnerability within the autistic
community, particularly young adults, who as well as being susceptible to becoming victims of exploitation and hate-crime, are also at higher risk of becoming perpetrators of criminal and anti-social behaviour.

I have also commissioned Sodex CRC Rate Care for twelve months to deliver Values, Attitudes and Behaviour courses. The two interventions, Rights and Responsibilities, is a skills based intervention for perpetrators of hate crime. Values, Attitudes and Behaviour aims to prompt insight and behaviour change and is intended for those who exhibit hate-based behaviours and attitudes.
Address crime which affects people in rural parts of the county;

Cumbria is defined by HMICFRS as ‘98% rural and mountainous, with 150 miles of coastline, geographically isolated and with a sparse population.’ Given this, ‘rural crime’ is clearly an important area to tackle, and I am pleased to have been able to fund a number of community projects that aim to address local issues.

I believe this is not something the police alone can tackle, so it is good to see joint initiatives such as ‘Country Watch West’ which was set up between Cumbria Constabulary and the National Farmers Union. The scheme uses social media to appeal for information, raise awareness and provide alerts to farmers. It is good to see new and innovative ways to prevent and tackle crime, and this is a great example of how we can work together for the benefit of the community. Building on the success of this, there are now similar schemes in other areas of the county.

However, ‘rural crime’ is not only about sheep worrying, farm machinery theft and deer poaching, it is any crime or anti-social behaviour experienced by people living in sparsely populated areas. This is why I am so keen to extend visible neighbourhood policing right across the county – in both urban and rural areas.

What I regularly hear when I visit the smaller villages in the county, is that there are feelings of vulnerability often due to the distances that would need to be covered in the event of an emergency.

Whilst the volume of crime in rural areas is very often lower than in urban locations, its consequences can be equally impactful and profoundly undermine feelings of personal safety.

Providing services across large, sparsely populated geographical areas can also be more costly than in urban areas, and as resources come under even greater pressure, this is becoming even more challenging. It is vital that the voice of the countryside is heard and the personal, social and economic costs of crime and anti-social behaviour are fully understood and acted upon. This is why I signed up to the National Rural Crime Network, who are doing a lot of research in this area, and have just launched a new survey. It is now three years since the last National Rural Crime Survey revealed the huge cost of crime to rural communities – both financial, at £800 million per year, and fear, with chronic under-reporting, anger and frustration at the police and government.
Be proactive in tackling anti-social behaviour; Make it easy and effective to report crime and anti-social behaviour;

Although this year’s crime statistics suggest that anti-social behaviour is down by -8.5%, with youth anti-social behaviour down by -9.5%, it does not mean we are complacent and I have continued to invest in schemes which provide diversionary, positive and healthy activities for younger people. In fact this year I have provided funding over approximately £200,000 to youth projects. For example:

I funded **Phoenix Youth Project** to provide youth work sessions in the deprived areas of Cleator Moor, Frizington and Moor Row. 520 young people aged 8 to 19 have engaged in the sessions. The project included the delivery of awareness raising workshops including drugs and alcohol abuse, sex and relationships, anti-social behaviour and risk taking behaviours. The project also involved young people getting involved in community tasks including helping to run community fun days, garden projects and litter picks. I have had some great feedback, for instance:

“I have learnt to work with others and gaining a new ASDAN qualification will help my CV.”

“I know how to be inspired by different people and know I can do anything when I put my mind to it.”

“It has given me more confidence, I will be able to talk to more people.”

I am very encouraged by the statistics that indicate that for the period of April 2017 to March 2018, youth anti-social behaviour has decreased by -25% in the Copeland area when compared to the previous year. When comparing a 3 year average there has been a -15% decrease since my commitment to fund youth-based provision in the Copeland area.

Experience shows that there is often a link between alcohol/drugs and those committing anti-social behavior, so I was keen to fund the **Youth Engagement Service (South Lakeland) CIC**, to deliver 22 New Psychoactive Substances workshops during the summer 2017. The workshops were delivered to 350 young people. The outcomes of the project included young people gaining an understanding of the difference between drugs and different substances, their
effects and the dangers associated with them. Feedback from young people was encouraging and included:

‘I didn’t know that there were that many drugs.’

‘I learnt that smoking cannabis when I am a teenager can lead to problems when I am older.’
Focus on serious and organised crime;

I was pleased to read the results of HMICFR Effectiveness Inspection of Cumbria Constabulary in 2017, in that it concluded that the Force is effective at tackling serious and organised crime. It has a good understanding of both local and national threats from organised crime, including newer threats such as modern slavery and cyber-crime.

The Inspectors also found that the Force has made progress in the way it manages organised crime groups. However, the Force is not complacent, and continues to work hard to prevent serious and organised crime, and to deter people who are at risk of being drawn into organised criminal activity.

I was reassured of this at a recent Public Accountability Conference, when I was provided with a detailed presentation on what steps the Force are taking to tackle this area.

I heard that in regard to Organised Crime Groups (OCG) there were currently 54 groups with 19 classified as active and 35 as archived; usually due to police intervention or disruption. In the North West region Cumbria represented less than 3% of OCG’s in the region. The Constabulary used a tiered response to OCG’s using the regions response group TITAN.

I was pleased to hear that there had recently been a number of successful prosecutions within the south of the county seeing a total of 150 years imprisonment for many drugs gangs.

Overall I was reassured that the Force are taking a very proactive stance regarding serious and organised crime, and are making good progress.
| Target speeding and dangerous driving; | This is an issue that came through strongly as one of the top four concerns of the public, and as explained under ‘Objective 1’, I am committed to do what I can in terms of providing funding and resources to tackle this. For example I have agreed to fund three new speed laser devices to increase and support the existing Neighbourhood Watch Scheme county-wide. Example of the success of the projects can be evidenced in the Carlisle area where 15 Community Speed Watch Schemes have been launched in the city and the surrounding area. 768 initial warning letters and 58 final warning letters have been issued by police since its inception. |
Protect the vulnerable and elderly from crime, such as online crime.

Increasingly people live their lives online whether it be through their mobile phone, tablet or computer. This is changing the way that criminals target people. This is why I am committed to help people stay safe online, as cyber-crime is a key threat to individuals, businesses and our communities alike.

In June 2017 I funded and launched a three-year cyber-proficiency programme, with ‘Get Safe Online’ who are specialists in the field of cyber security. They will work with the three Community Safety Partnerships to deliver the programme across the county.

You can read more about this under ‘Objective 6’, but suffice to say that so far more than 400 people have engaged in the cyber-proficiency sessions held throughout the county. Having attended one myself, I can say with authority how good the sessions are, and can echo the positive feedback we have had from some of the participants:

‘Well worth doing.’

‘Extremely informative, learned how easy it is to become a victim.’

‘An enjoyable, professional and well-presented session.’

‘Surprised at how much I learnt, I thought I was relatively ‘tech-savvy.’

‘Brilliant, I was so unaware of loads of stuff.’

‘Learnt a lot.’

‘Hugely informative.’

‘Excellent information, brilliant presentation.’

‘Excellent presentation, easy to understand.’
4. **Ensure Offenders Face a Consequence for their Crime (Grey)**

Working with the local community, the Police and partner agencies to:

- Manage offenders in the community after release from prison or a court sentence;
- Give victims the chance to meet with or write to the person who committed the crime so they can explain the impact it has had (restorative justice);
- Make sure the Police give victims the opportunity to say how an offender should make amends for lower level crime (Community Remedy).
Manage offenders in the community after release from prison or a court sentence; Through the Public Accountability Conferences I am kept fully and regularly briefed by the Force on how offenders are managed in the community. Effective Integrated Offender Management is key, and is a shared responsibility amongst partners and other agencies within the county. The vision for offender management in Cumbria is to proactively manage any locally identified offender, who is problematic to any community or section of a community, through a multi-agency partnership approach. This approach involves engaging with offenders to take responsibility and ownership of their behaviour and the impact it has on the community.

One great example of this is a project I have funded in Barrow-in-Furness, known as The Well. So far, more than 700 people have been supported indirectly and 300 ex-offenders though The Well’s Mutual Aid Facilitation project. The project uses community recovery champions to work with people to aid recovery from abstinence. Levels of drug use are high amongst offenders, with the highest levels found amongst the most prolific offenders. 47% of adults are reconvicted within one year of release. For those serving sentences of less than 12 months this increases this increases to 58%. The project aimed to reduce the risk of offenders re-offending by targeted their drug and alcohol abuse issues.

‘We have throughout the duration of the project tried to inspire the belief that recovery from offending and substance/alcohol misuse is possible’  Dave Higham, CEO The Well

“I feel so fortunate, fortunate to be here and to have my family back in my life. Three months ago my son hated me and wouldn't talk to be. He couldn't even look at me. Now he runs and hugs me each time he visits on family night. All my kids do! I’m so blessed”. – David G
Give victims the chance to meet with or write to the person who committed the crime so they can explain the impact it has had (restorative justice);

What I hear when I am out and about is that many of you would like to see more use of restorative processes involving victims and offenders, to give victims a voice in the way the police deal with lower level offences and anti-social behaviour. The restorative justice process can provide victims with a degree of closure which they have had direct control over and have helped to facilitate. Going through the restorative justice meeting has also been proven to have more impact on an offender than a prison sentence or a court punishment alone. The offender can see the consequences of their actions, leading them to make changes in their future behaviour.

This year I am encouraged to report that we have had over 80 referrals into the Restorative Justice Hub which is commissioned through my office and is run by not-for-profit company, 'Remedi'. Of these, 45 victim and offender conferences were held, and 44 indirect interventions were carried out.

These referrals came from police, Probation, National Offender Managers, and Victim Support. Of these, 96% of victims who received the service indicated they felt safer and/or at least satisfied with the service they have received.

By offering Restorative Justice those that have been affected by crime will feel that they have a voice in the criminal justice process and as a result feel that they have been empowered to take control of the situation. They will be able to ask questions and gain answers from the person who committed the crime that they otherwise might never have had the opportunity to do. The Restorative Justice process can be a great way of dealing with offences to the benefit of both the victim and the community. It also provides police officers with the flexibility to deal with a variety of offences effectively.
| Make sure the Police give victims the opportunity to say how an offender should make amends for lower level crime (Community Remedy). | The use of Community Remedy by officers is now embedded within the force. Offering and discussing the Community Remedy with a victim is not optional, it is mandatory and now forms part of their decision making process when considering any ‘out of court disposal.’

Officers have a ‘menu’ of options that are discussed with the victim:

* Reparation
  (1) The offender can be requested to pay for or repair damage or clean graffiti – non enforceable, voluntary, therefore to utilise the perpetrator must be willing.

* Restorative
  (1) Facilitated face to face meeting between victim and offender.
  (2) A written or verbal communication and apology from the offender to the victim

* Rehabilitation
  (1) Referral to an intervention programme (Youth Triage)
  (2) Referral to an outreach programme (Alcohol Misuse)
  (3) Other programmes that may be commissioned by the OPCC

So that I am able to have visibility of how this is used in practice, we have an ‘Out of Court Disposal Scrutiny Panel’ established in 2013 and chaired by my Office.

The aim of the Panel is to independently review a selection of anonymised cases that have been resolved by use of an out of court disposal, to assess how appropriate and consistent with policy it has been used. |
5. **Always Put Victims First (Yellow)**

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Support and give funds, where possible, to organisations offering help and support services to victims of crime, including enhanced services for more serious crimes and vulnerable victims;

Putting victims first is at the heart of my role, and I have a significant, statutory responsibility for commissioning local support services for victims of crime, as well as a wider responsibility for victim’s referral and assessment services.

To facilitate this, I receive a grant from the Ministry of Justice. In 2017/2018 this grant is £583,761.

To help understand where there may be any gaps in services, or to know what areas I should be targeting, my Victims Advocate consults with victims and other stakeholders to get their feedback which shapes and supports the commissioning of services for victims.

Taking account of this, this year I have commissioned Victim Support to deliver a Victim Referral Service in Cumbria. The aim of the service is to ensure that all victims of crime (regardless of crime type) are offered support in compliance with the Victims Code of Practice. The service provides a Victim Support line with access to emotional support, emergency information and referral onward to local services.

Through the Accountability and Performance Management Framework I have commissioned the Force with developing a modern day slavery problem profile. The findings showed that labour exploitation in car washes was frequently reported and that sexual exploitation had increased. The need to raise awareness and knowledge was evident in order to address the issue in Cumbria, which is why I funded a Multi-Agency ‘Modern Day Slavery’ event on the 25th May 2017. The conference highlighted the risks of slavery, people trafficking and forced labour to local businesses and professionals as well as explaining the signs to look for.

The outcome from the event raised a number of further considerations that partners need to respond to. Namely:

- Education and awareness of all partners.
- Ensuring our statutory obligations are adhered to under the MSA 2015.
- Draw on the resources and specialist experience of third sector members in tackling the issue head on.
- Assist in the preparation and coordination of reactive operations ensuring partners are fully prepared to fulfil our obligations.
| Listen to and stand up for the rights of victims; | This last year, my Victim’s Advocate has continued to champion the cause for victims, and importantly, help drive up standards.  
A number of areas for improvement were identified and will be taken forward by the Safer Cumbria Victims and Witnesses Group:  
- To improve the recording of Victim Personal Statements.  
- Ensure robust needs assessments are completed.  
- Provide timely updates to victims on the progress of their case.  
- Improve consistency with onward referral to support services. |
Make sure that agencies who work with victims of crime meet national standards (the national Code of Practice for Victims of Crime);

This is a really important objective, as sadly, too often in the past we have heard about the poor service some victims and witnesses have received, and in Cumbria we wanted to do what we could to mitigate against this.

As a result, I am pleased to report that last year saw the introduction of the Victims Quality Assessment Framework (QAF), which was developed with support from my office, Safer Cumbria and Victim Support. The QAF provides a tool to evaluate compliance with the Victims’ Code in Cumbria with the aim of continually driving improvements in the way criminal justice agencies meet their obligations under the Code.

The first audit has now been completed and showed encouraging results: nine of the ten entitlements measured are between 90% and 100% compliant.

Helpfully, a number of areas for improvement were identified and will be taken forward by the Safer Cumbria Victims and Witnesses Group:

- To improve the recording of Victim Personal Statements.
- Ensure robust needs assessments are completed.
- Provide timely updates to victims on the progress of their case.
- Improve consistency with onward referral to support services.

The benefits identified from the development of the framework were:

- Greater understanding of victim experiences.
- Highlighted gaps within current service delivery.
- Provided a vehicle for driving change and improvements in services for victims.

I also ensure that the Force is meeting its statutory duties under the Victims Code by holding the Chief Constable to
account through the Accountability and Performance Management Frameworks. During the first quarter of 2017/2018, I held the Force to account through a Public Accountability Conference focused on victims of crime.
Make it quicker and easier to get people who are having a mental health crisis to be taken to a place of safety and a suitable service so they get help quickly and police officers do not have to spend as much time doing this.

Coupled with this are the changes in community mental health services and crisis support, leading to the situation where the police are increasingly likely to be the first point of contact when someone is unable to cope.

In order to help tackle this, my office along with partners from Cumbria Constabulary, NHS Cumbria Clinical Commissioning Group, Cumbria NHS Foundation Trust and Cumbria County Council, put together a bid to the Home Office to develop and embed a Multi-agency Crisis Assessment Centre (MACAS) that would improve the pathway for people experiencing a mental health crisis.

The MACAS provides a 24/7 single point of access telephone line (SPA) for the benefit of emergency services and the public, and through the Lighthouse Hub it provides a 72 hour assessment and support for people experiencing a mental health related crisis and/or requiring use of the Mental Health Act to protect people from harm so that they get the help needed in a timely manner.

I am really pleased to report that this service is proving invaluable, with the following statistics demonstrating this:

- Between Jan to April 2018 = 6519 calls were received
- 71% of calls were handled (4628)
- Majority of calls were handled between 0 to 15 seconds (57.3%) only 6% were handled over 10 minutes. (page 24)
- There were 944 referrals in total, 52.0% were crisis referrals, 26.2% were liaison referrals, and 21.8% were home treatment referrals.

This is such an important objective because sadly, poor mental health affects a significant number of people within our county. In Cumbria, one in six people have a common mental health disorder, with around 70,770 people aged 16+ year with a common mental health disorder. Rates of suicide in Cumbria are higher than the national average, and self-harming in both men and women has doubled since 2007.
MACAS has successfully evolved over time and felt to have many benefits for a wide range of stakeholders.

The programme offered a more therapeutic intervention, backed up by effective inter-agency relations and systems.

- 28% reduction in the use of Custody as a place of safety

Cases dealt with after implementation of MACAS were significantly more likely to take less than 4 hours (69.4%) when compared to the period prior to the implementation of MACAS (35.4%)

Importantly, the feedback from officers and professionals around the service has been positive, for instance:

Police Officers have highlighted the 24 hour access as ‘invaluable’, including the SPA team’s access to information and the ability to make arrangements over the phone was also highlighted as a positive and valuable service.

The service has also provided good engagement between police and other partners, who see this as bridging the gap between officers and mental health professionals, this multi-agency approach was considered to reduce the demand on police officers.

The ability to share information between agencies was acknowledged as having multiple benefits and the service was praised for its prompt service.

“The police have now got a means for getting information that they couldn’t’ previously get so…. That informs decisions, so we’re getting better at decision making.”

“It’s actually created a far smoother pathway for the police that means yes you can still resort to your 136 powers but there are alternatives available.”

“Being able to put concrete plans in place so you can give that bit more reassurance to the patient that actually this is what the plan is and this is what we’re going to do…. It does help them. A good outcome for the patient.”
6. **Focus our Police on Online and Sexual Crime (Turquoise)**

<table>
<thead>
<tr>
<th>Working with the local community, the Police and partner agencies to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Help members of the public to be aware of the risk of online crimes and keep themselves safe online;</td>
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<tr>
<td>✓ Prevent grooming, child sexual exploitation and sexual abuse;</td>
</tr>
<tr>
<td>✓ Make sure the Police have up-to-date information on crimes committed using a computer or computer network and that they are able to deal with this;</td>
</tr>
<tr>
<td>✓ Support services for victims of sexual crime, including child sexual exploitation and encourage more people to come forward.</td>
</tr>
</tbody>
</table>
| Help members of the public to be aware of the risk of online crimes and keep themselves safe online; | In my Annual Report last year I told you about the cyber-proficiency programme I have funded for three years. I commissioned ‘Get Safe Online’, who are specialists in the field of cyber security, to work with the Police and Community Safety Partnerships (CSP) to deliver this initiative across the county.

The cyber-proficiency programme provides a range of resources such as materials for a monthly campaign, targeting a different subject area each month. For instance: staying safe on social media, advice to parents on how to protect their children from cyber bullies and online sexual exploitation, protecting your devices, how to avoid holiday-fraud, ticket-fraud and auto-fraud. There will also be campaigns aimed at businesses, and advice on best practice for using emails.

As well as the monthly campaigns, which will be run jointly between the Constabulary and my Office, there will also be cyber-proficiency training sessions throughout the county, the delivery of which will be coordinated through the three Community Safety Partnerships and focusing on vulnerable groups.

There will also be two ‘live’ events a year, and a business-orientated event each year too.

This year I can report that x people have attended the training sessions, we have held two community events and one business focused event. We have had some excellent feedback on the training events. |
Preventing grooming, child sexual exploitation and sexual abuse; Keeping our young people safe is of paramount importance, and I will continue to invest in schemes aimed at safeguarding our youngsters from sexual crime. Which is why I have funded for the third year running, the powerful production of ‘Chelsea’s Choice’, delivered by not-for-profit organisation AlterEgo Creative Solutions. Whenever I have seen it I am struck by how impactful it is, and the youngsters in the audience are almost spell-bound by the excellent story telling of the dangers of falling prey to grooming online.

During this last year, the play was delivered in schools across the county and had an extremely positive impact. More than 5,400 students saw the play, and of those surveyed, almost 99% said they had a far better understanding of the issues involved, and what was involved in the ‘grooming process’. That is reassuring to hear, and demonstrates the need to get these messages out there. In addition to that, almost 98% said that they now understood that boys, as well as girls, can be victims of grooming and sexual exploitation too.

I have also funded the Brathay Trust to deliver a 6-month intervention programme with weekly group sessions for participants aged between 12 to 17 years who have been assessed as being vulnerable to child sexual exploitation. The programme aims to improve understanding of what a healthy non-coercive relationship looks like; how to decrease the risk of being vulnerable to child sexual exploitation and knowledge about where to go if they need help. 82% of those who engaged in the programme reported they were more able to recognize a healthy relationship and 88% felt they had a greater ability to sort out problems they might face.

I met some of the youngsters during a visit earlier this year, and was really impressed with those I met at Brathay Hall, and very interested to hear about the programme and what it is achieving for them. As I have said before, tackling CSE is high up on my list of priorities, which is why I was happy to provide funding for this innovative programme. Any initiative that helps our youngsters to stay safe is to be welcomed.

Another project I was pleased to support was for Skelton Brownies in partnership with Barnardos, to deliver CSE awareness raising sessions to Girl Guide, Brownies and Scout leaders across Cumbria. I went along to one of their training events, and was impressed by the content of the sessions which aimed to increase awareness and
knowledge around the risk of CSE in young people, grooming techniques and educating young people around the difference between healthy relationships and those that seek to exploit them.

So far the training has enabled these groups to engage with in excess of 4000 girls and boys aged 8 to 15 years from diverse socio-economic backgrounds.
| Make sure the Police have up-to-date information on crimes committed using a computer or computer network and that they are able to deal with this; | As part of my Accountability Performance Management Framework I am able to monitor how the Constabulary are managing online crime. In recognition of this growing area of crime, I also pledged as part of my council tax consultation, that additional funding would allow me to provide the Force with the resources to enable greater protection for us all from new digital crime trends. |
Support services for victims of sexual crime, including child sexual exploitation and encourage more people to come forward.

In terms of providing services for victims of sexual crime, I continue to fund, with partners, the Bridgeway Sexual Assault Support Services. During its first year more than 400 people used the service. The dedicated 24/7 support service aims to help men, women and children in Cumbria who have been raped or sexually assaulted either recently or in the past.

Between January 2017 - December 2017 The Bridgeway service supported a total of 259 people who accessed the service during this time, with the break down as follows:

- 39% of clients were under 18 years of age.
- 57% of clients were referred by the Police.
- 153 examinations were offered to clients

Clients were referred to a multitude of agencies for follow-on support. These included the sexual health service, mental health services, domestic violence agencies, the client’s GP, and hospital for further care.

Going forward, I have worked with Cumbria County Council to commission Victim Support to deliver an Integrated Independent Domestic and Sexual Abuse Crisis Support Service to operate across the county providing support to high risk victims of domestic abuse and victims of rape and serious sexual assault. The new service, which commences on 1 May 2018, will also have a 24 hour-a-day support line meaning that people affected by domestic or sexual abuse will always be able to get in touch for support or information. The service will include specialist support for children and young people who are victims of serious sexual assaults. The service will work as part of the network of services provided through The Bridgeway for sexual assault victims.
7. Spend Your Money Wisely (Orange)

Working with the local community, the Police and partner agencies to:

✓ Fight hard to protect the budget for policing Cumbria;
✓ Stand up for Cumbria having its own police force;
✓ Represent what Cumbria needs with national Government;
✓ Make sure the Police are working as efficiently as possible;
✓ Look at how we can work with the Fire Service to make services better.
This year, our financial position remains challenging. However, in February the budget was set, and aims to provide the Chief Constable with an expenditure budget of £121.636m. This provides for 1145 police officers which represents an increase of 25 compared to 2017-2018, and 95 PCSO’s, which represents maintenance of the number of the established posts compared to 2017-2018.

This is made possible due to an increase in the council tax police precept of 5.42%, which amounts to an increase of £11.97 per annum for a band D property and takes the total police element of the precept at band D to £232.74. The decision to do this was taken after a county-wide public consultation, and feedback from the Chief Constable and the Police and Crime Panel.

I also looked to my own office to see what efficiencies could be made, and in September 2017 I took the opportunity to restructure my senior team on the retirement of my Chief Executive. Therefore, as an interim arrangement the statutory role of Chief Executive and Monitoring Officer has been shared by two existing members of staff saving approximately £81,000 over the next 12 months.

This saving is on top of the saving that I made earlier in the year with combining the role of the Chief Finance Officer for my Office with the Constabulary. We now have a joint Chief Finance Officer.
| **Stand up for Cumbria having its own police force;** | I have made no secret of the fact that I wish to ensure that Cumbria Constabulary remains an independent Force. That said, it does not mean that I will not consider collaboration with other forces where appropriate and where this is in the best interest for Cumbria.

For example this is already happening, in that we have a shared agreement with Lancashire Constabulary to provide learning and development packages and training for both forces. This collaboration can achieve savings of more than £300k for Cumbria per annum. These savings are achieved through reductions in management and training delivery, the removal of duplication of functions between two learning and development departments, achieving economies of scale and sharing of best practice. |
| --- | --- |
| **Represent what Cumbria needs with national Government;** | I continue to represents Cumbria at a regional and national level to fight for a fairer funding formula for rural forces.

I have written to and spoken with the Policing Minister about the challenges that the previous proposed funding formula changes would have meant for Cumbria, and urged him to take into account the complexities we face here for future reviews. I have also sought assurance that no force should worse off on account of the revised formula. |
| Make sure the Police are working as efficiently as possible; | As I mentioned earlier, when Cumbria Constabulary was assessed by HMICFRS on how efficient it is in keeping people safe and reducing crime, it was rated as Good overall, and specifically, in these areas:

- its understanding of demand;
- its use of resources to manage demand;
- its planning for future demand

That said, we are not complacent, and I will continue to scrutinise the Force’s performance. |
| Look at how we can work with the Fire Service to make services better | As part of a statutory requirement from the Home Office, I have been reviewing a number of options of working closer with fire and rescue service.

Following consultation with the Chief Constable, Leader of the County Council, Chief Fire Officer and members of the Police and Crime Panel, I am now going to move forward with voluntary collaboration.

I believe this is a very positive step, and I am looking forward to working with the fire and rescue service to deliver even greater efficiency for the residents of Cumbria. The overriding aim of the collaboration will be public safety and ensuring that our communities are kept safe and secure.

The collaboration model that we want to move forward to will be looking for greater interaction at the frontline and this could be across skills or resources. In conjunction with the key partners we will be setting a number of deliverable targets to improve services to the public and at the same time balancing the challenging financial situation. |
8. Supporting Young People (Purple)

Working with the local community, the Police and partner agencies to:

✓ Set up a Youth Commission to get young people’s feedback and engage them in helping to prevent and fight crime;

✓ Improve how the Police interact with young people;

✓ Support activities which provide positive opportunities for young people or which prevent young people from turning to a life of crime.
| Set up a Youth Commission to get young people’s feedback and engage them in helping to prevent and fight crime; Improve how the Police interact with young people; | Last year you may recall that I was really pleased to report that in March 2017 I achieved one of my key priorities, in that I launched the Cumbria Youth Commission (CYC). I have always said that I really believe in working with young people to prevent crime and I saw the development of a Youth Commission as a great way to achieve this.

The CYC provides young people in Cumbria with a unique opportunity to work alongside me and my officers, allowing them to jointly address issues important to them. This excellent and innovative programme enables the young people to be involved in producing and developing solutions they feel will best meet their needs. Additionally, through involvement the young people will have a springboard to develop interpersonal and life skills to enhance their future opportunities.

One year on and I am delighted to report some really good progress. I joined partners on Tuesday 19 December, to hear what the youth commissioners had found out during their first year, and what their recommendations are.

The event in December was their opportunity to let us know what their first year’s findings were, and I must say I was really impressed by what I heard from them. They delivered a thoroughly professional presentation of their findings, and their passion to want to make a difference really shone through.

We heard some great, innovative ideas which make so much sense, in terms of helping to improve engagement and break down barriers between young people and the police and other public authorities and agencies. I am sure I speak on behalf of the many partners who were there, that there are many ideas which can be taken forward, and indeed, pledges were made across the board to look at implementing these.

Here is a summary of what they plan to take forward from the issues identified:

**Underage Drinking: Need to Develop Accessible Local Services** – The CYC will be working with CADAS to review and advise on the development of the CADAS website to ensure it is appropriate and accessible to young people who need information about drugs/alcohol services. This will support |
part of the recommendation to provide a strong online service. The CYC will also be advising and working with CADAS looking at the best means of communication and reaching young people, what information CADAS should be presenting to young people/students.

**Mental Health (Workshops)** - The CYC are working on piloting Mental Health workshops with some schools. The plan is to conduct this piece of work as a pilot, gather feedback and establish if this is an effective method of addressing and raising awareness of mental health in young people with the potential to roll this out across the county.

**Bullying: Update Police Website** - Following Police attendance at the Multi-Agency Youth Commission Event in December 2017. Cumbria Constabulary have updated their website to reflect the recommendations made by the Youth Commission.

For this coming year, the CYC have identified these four themes to work on:
1. Drink driving
2. Abusive Relationships
3. Child Exploitation
4. New Psychoactive Substances

You can read their first report on my website [here](#).
You can also watch a video made by a local journalist [here](#).
| Support activities which provide positive opportunities for young people or which prevent young people from turning to a life of crime. | For a second year, I have provided funding through my Community and Property Funds, to provide these positive opportunities. As examples, I have funded the following:  
**Wigton Youth Station:** Funded £10,000 from the Community Fund for ‘You Can’t Catch Me’ project. The programme is delivering twice weekly session and workshops to encourage dialogue and increase knowledge of the impacts of crime. The sessions to date have delivered awareness raising on drugs misuse, child sexual exploitation, knife-crime and gang culture. The young people are able to participate and express their concerns through group work, presentations and evaluating their learning journey.  
Following a number of recent anti-social behaviour incidents in the town, representatives from the community invited the Commissioner to visit the Youth Station and hear what the youngsters there had to say about the issues, and what they feel might be done to help tackle them.  
I was really keen to show that I take these concerns very seriously, and reassure the public that I do listen to them. I was more than happy to accept an invitation to meet and listen to the youngsters at the Youth Station and demonstrate how I believe my mantra of ‘we, not they’ can work in practice.  
**Garden Life:** Funded £10,000 from Community Fund. This is a great project, teaching real skills and the discipline of the workplace. I went to visit a group in October last year and I was really impressed by the attitude of the participants on the project who are clearly well motivated by practical work and taking a great pride in what they are doing.  
The project is also making a real contribution to the local community by keeping what would otherwise be an eyesore patch of waste ground well cultivated and tidy, and by passing their produce on to local foodbanks and hostels. Some of the young men were looking to establish their own gardening businesses and I have since heard that two small businesses have been set up by students with DWP support and students will be training towards City and Guilds Level commencing 2018. |

So far there have been thirty-plus referrals received from Youth Offending Service, Children Services, Schools and Job Centre for 2017. The Community Centre can provide opportunities for up to 30 young people weekly giving 420 hours per week job training, making work ready and potentially employable by local companies or alternatively starting their own business.

“The Garden Life team have been an invaluable help with getting our young people to open up, become willing to learn and work outside their current routines” Support Worker, Barnardos.

“Garden Life is a one stop shop for helping troubled young people pay back to the community they have wronged, to learn new skills, make new friends and gain in vocational confidence” Youth Offending Service.

Summer Splash: Funded £10,000 from the Community Fund. The main aim of the programme was to reduce anti-social behaviour, and when comparing April 2017 to March 2018 youth related anti-social behaviour decreased by -14%.

The total attendance for the Summer Splash was 1401 children and young people from Upperby, Botcherby, Brampton, Raffles, Morton, Longtown and Petteril Bank area of Carlisle. Following success of the project there are plans to expand the programme to cover more communities in Carlisle and the surrounding area. The eventual aim is to roll the programme out city wide, year on year, run and funded by and existing multi-agency partnership.
How We Will Work: Working in Partnership (Blue)

As I said in my foreword, we would not be able to do what we do, and achieve what we have, without effective partnership working. Therefore I need to support and influence a wide range of partners and stakeholders to focus on the issues that local people are telling me are important. For example, in recent months I have:

✓ Chaired Safer Cumbria Partnership;
✓ Lobbied government on future funding;
✓ Commissioned numerous projects across the county to support delivery of the Police and Crime Plan;
✓ Secured funding to support and ensure the sustainability of the Bridgeway Sexual Assault Referral Unit for the next 2 years;
✓ Established governance arrangements to take forward Blue Light collaboration;
✓ Commissioned an Integrated IDSVA crisis service with Cumbria County Council.

As Commissioner, I do not deliver services but will support and try to influence others to focus on the issues which local people are telling me are important. My partnership working will have several key aims:

- Preventing crime and anti-social behaviour;
- Developing joined-up and appropriate support for victims;
- Reducing reoffending;
- Improving victims’ experience of reporting to the police and the court process;
- Overseeing Cumbria Police working with other forces in the North West of England.

In terms of how I am delivering on this, there are a number of notable examples which I would like to share.

Community Safety Partnerships (CSP) continue to play a key role in helping us to deliver services and I continue to provide them with funding to support work which addresses crime and safety issues in their local areas, and helps tackle the priorities in the Police and Crime Plan.
This year I have provided funding for the first of a three-year package, including the funding for a Coordinator post, £20k for each of the three areas, and £15k for the Bar Watch/Best Bar None project.

Other examples of effective partnership working include:

In last year’s Annual Report, I talked about the work we are doing with Project Nova. This is a charity funded by the Forces Employment Charity ‘RFEA’ and ‘Walking with the Wounded’, and aims to reduce reoffending by HM Forces Veterans in crisis, through closely supported diversionary activities and guidance back into housing, employment or education as appropriate. Referral into Nova is by way of Custody embedded NHS Liaison and Diversion Teams.

Within the first 12 months of our involvement with the Project, 37 ex-forces personnel have been referred to the service, the majority of which are male. Approximately two thirds of those that have been referred have engaged and gone on to access support from Project Nova.

The type of support provided has been across the county and has included:

- Help with finding employment or training to access employment;
- Support with family relationships;
- Help with access to alcohol and drug and mental health services;
- Support with accessing various schemes for ex-force personnel to build self-confidence.

In addition, eight training sessions have been held for custody staff, and cell stencils have been put in place in custody suites in Cumbria, to highlight the service.
How We Will Work: Commissioning and Funding (Blue)

With funds I receive from Government, I also commission services in support of my statutory duties and to support my Police and Crime Plan. This includes services which support victims, examples of which I have covered under Objective 5: Always Put Victims First.

I also make funding available to partner agencies or the public to support the priorities in this Police and Crime Plan.

In addition, I have three open grant schemes available at present:

- **Community Fund**: For community, charitable and voluntary groups, to support them to deliver a change within their community which benefits local people and supports the Police and Crime Plan;

- **Innovation Fund**: To support innovative projects to pilot new ways of working with at-risk groups to reduce offending and re-offending and address the issues of domestic and sexual abuse;

- **Police and Crime Commissioner’s Property Fund**: This distributes funds accumulated in the Police Property Fund as a result of the disposal of property coming into the possession of the police. Police officers or staff must make the application on behalf of a community or local group for projects which support the Police and Crime Plan.

During the last year, I’ve been encouraged to see a good number of quality applications for all of the various grant schemes I have available, and would like to continue to encourage local groups to come forward as these projects make a real difference to people’s lives. This is so important as it is local people who know what works best in their own communities and I want to work with and empower them to make a difference in their own neighbourhood where we can.

The total amounts I have paid out for each of the Funds during the financial year 2017-2018 is summarised below.

Throughout this Annual Report there are many examples of the funding awards I have made. However, you can read the full breakdown of funds that have been awarded during
financial year 2017-2018 on my website at: [https://cumbria-pcc.gov.uk/what-we-do/funding/](https://cumbria-pcc.gov.uk/what-we-do/funding/)

<table>
<thead>
<tr>
<th>Commissioned Services</th>
<th>PCC BUDGET</th>
<th>VICTIMS SERVICES GRANT</th>
<th>HOME OFFICE INNOVATION FUND</th>
<th>TOTAL EXPENDITURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Fund</td>
<td>77,295</td>
<td></td>
<td></td>
<td>77,295</td>
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<tr>
<td>Innovation Fund</td>
<td>117,407</td>
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<td>117,407</td>
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<tr>
<td>Partnership Fund</td>
<td>744,961</td>
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<td>744,961</td>
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<tr>
<td>Victims Services Fund</td>
<td>1,004</td>
<td>583,762</td>
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<td>584,766</td>
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<tr>
<td>Prevention Fund</td>
<td>18,164</td>
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<td>18,164</td>
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<tr>
<td>Mental Health Assessment Centre Project</td>
<td>7,860</td>
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<td>1,863,475</td>
<td>1,871,335</td>
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</table>
How We Will Work: Monitoring my Police and Crime Plan (Blue)

I said in my Plan that I would use a number of ways to check on how Cumbria Police is performing. Below I have set out what these methods are, and provided examples of how I have monitored the Plan.

<table>
<thead>
<tr>
<th>How will I check on how Cumbria Police are performing?</th>
<th>For example.......</th>
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<tbody>
<tr>
<td>Regular meetings with the Chief Constable to discuss current issues and areas for improvement.</td>
<td>Most weeks I meet the Chief Constable for a one-to-one to discuss any significant or emerging issues. In addition to that, I regularly receive briefings and updates on significant operational matters from other members of the Chief Officers team.</td>
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<tr>
<td>An update every three months from the Police on crime levels, satisfaction and other data and a focus on themes from this Plan at regular Public Accountability Conferences (PAC)</td>
<td>During the period of this report, I have held PACs in April, May, June, July, August, October, November, December 2017, and February and March 2018. In most cases, there have been representatives from the local media present, as well as members of the public. You can read the papers on my website here: <a href="https://cumbria-pcc.gov.uk/your-pcc/public-meetings/">https://cumbria-pcc.gov.uk/your-pcc/public-meetings/</a></td>
</tr>
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| Speaking to local people and getting feedback on their experience of policing in Cumbria and issues that concern them; | This year, I have carried out extensive public engagement and spoke to many people at numerous events. I have continued to hold public surgeries and drop-in events across a wide range of locations and venues in Cumbria. Specifically, I have held surgeries in Longtown, Cleator Moor, Windermere, Alston, Carlisle (Youth Zone), Dalston, Wigton, Ambleside, Keswick, Aspatria, Appleby, Cockermouth, Shap, Frizington, and Carlisle.  

I continue to receive many requests to speak to a diverse range of groups about my role, for example this year my speaking engagements have included the Penrith Probus club, Newton Rigg Society, Mungrisedale Church, Maryport Ladies Club, Westmorland WI, Carlisle businesses at a cyber-awareness event, Cumbria Neighbourhood Watch conference, Independent Custody Visitors Conference, Great Clifton Residents Association, Mencap Hate Crime Conference, Cockermouth Mountain Rescue, University of the 3rd Age in Ulverston.  

I also took part in a number of events including a DVD launch at Triple A Project (autism awareness), Mencap (hate crime), Diverse Cumbria Awards.  

I visited a number of schools for instance Cockermouth School on Internet Safety Day, Appleby Grammer for ‘Chelsea’s Choice, the Furness Academy for ‘Feel the Hate’.  

In terms of shows, this year I attended the Cumberland Show, Westmorland Show, Cumbria Pride event, Carlisle Unity Festival, Appleby Fair and the Skelton Show.  

As in previous years, a joint consultation exercise with the Chief Constable was carried out over the summer to find out how safe the residents of Cumbria say they feel. |
<table>
<thead>
<tr>
<th>Considering public surveys to see what respondents feel about their safety and the police service;</th>
<th>Each year I carry out a joint consultation exercise with the Chief Constable to find out how safe the residents of Cumbria say they feel, and to help me understand what they think about their police force. It is very reassuring that respondents say they continue to feel safe in their own home, their neighbourhood and their nearest town centre, particularly during the day. Respondents also continue to have high levels of confidence in Cumbria Police and believe it is doing an “excellent”, “good” or “fair” job in the area where they live. Speeding vehicles continues to be the top local concerns expressed by respondents, followed by “their home broken into” and “dangerous driving”.</th>
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<tr>
<td>A Victims’ Consultation Group, where the members from across the county talk about their experience of the criminal justice system and give views on new proposals;</td>
<td>The Victim’s Consultation Group continue to provide a valuable insight into have a number of subjects during this year, including: Update</td>
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<tr>
<td>Working with partners to understand what is and is not working well;</td>
<td>Partner meetings are held regularly to review contracts and outcomes, and deal with any areas that need attention.</td>
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</table>

- How to get broader engagement from victims of crime?
- Feedback on the use of Out of Court Disposals
- Cumbria Victim and Witness Taskforce Victims Charter
Meetings with HMIC after their inspections to understand what is working well and where the Police need to improve

I have met with HMICFRS inspectors a number of times throughout the last year, and have found the meetings informative and constructive. This year’s reports were:

- State of Policing 24.4.17
- Police Efficiency and Legitimacy (2016) 18.4.17
- Child Protection 20.9.17
- Abuse of Power 5.10.17
- Modern Slavery 24.10.17
- PEEL Efficiency 8.11.17
- PEEL Legitimacy 12.12.17
- PEEL Police Leadership 9.2.18
- PEEL Efficiency Report 22.3.18

My response to all HMICFRS Reports can be read on my website here:

https://cumbria-pcc.gov.uk/your-pcc/hmic-reports/
Reviews by:

- Our Internal Audit service and external financial audits which give valuable feedback and make recommendations on governance and financial processes against an agreed audit plan;

- The Joint Audit and Standards Committee, which provides independent assurance in respect of my own and the Police’s organisational governance;

- The Ethics Panel, which checks on how complaints are handled and how the Police are making sure they have high standards of behaviour and treat people fairly;

- An Independent Custody Visitor Scheme, which involves volunteers checking on the welfare of people held in police custody through unannounced spot checks. The Animal Welfare Scheme looks at how police dogs are being treated.

All papers for these meetings and reports can be found at the relevant links below:

- [https://cumbria-pcc.gov.uk/finance-governance/budget-finance/internal-audit/](https://cumbria-pcc.gov.uk/finance-governance/budget-finance/internal-audit/)
- [https://cumbria-pcc.gov.uk/what-we-do/ethics-integrity-panel/](https://cumbria-pcc.gov.uk/what-we-do/ethics-integrity-panel/)
- [https://cumbria-pcc.gov.uk/what-we-do/custody-visiting/](https://cumbria-pcc.gov.uk/what-we-do/custody-visiting/)
Further Information

You can find much more information about how I am carrying out my role on my website www.cumbria-pcc.gov.uk

You can also contact my office on 01768 217734 or email commissioner@cumbria-pcc.gov.uk

If you would like this information in Braille, audio, large print, easy read or in another language, please contact the Police and Crime Commissioner’s office.
Executive Summary:
This report provides a high level performance summary against the Police and Crime Plan objectives and a specific thematic update against objectives 2 “A Visible and Effective Police Presence (Cyber Proficiency)” and 6 “Focus our Police on Online and Sexual Crime (CSE)”.

Recommendation:
That the Panel notes that progress against the Police and Crime Plan objectives is on track.

1. Introduction & Background

1.1 The Police and Crime Plan is key in setting out the Commissioner’s objectives. Delivery of the Plan is in partnership with statutory and third sector partners with an underlining principle of ‘We Not They’, recognising that it is the responsibility of all to make “Cumbria even safer”. The Commissioner has in place a governance framework that enables him to fulfil his statutory duty.
2. Performance Summary against the Police and Crime Plan Objectives

<table>
<thead>
<tr>
<th>Police and Crime Plan Objectives</th>
<th>Previous reporting period</th>
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<th>Summary of performance against plan outcomes</th>
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| Your Priorities for Cumbria      |                           |                          | • The Commissioner has held a number of surgeries across the county to hear people’s views on policing in Cumbria.  
• The Commissioner has attended a number of networking and engagement events to listen to the views of communities and partners and share the work of the OPCC.  
• OPCC staff attend local funding fairs to promote the Commissioner’s open grant schemes.  
• Currently seeking applications for the role of ‘Communities Engagement Officer’ to scope, develop and deliver the Commissioner’s Engagement Strategy and engage with local residents and community groups regarding the work of the OPCC. |
| A Visible and Effective Police Presence |                           |                          | Building on from the work/initiatives described during the last reporting period, the Commissioner:  
• Continues to holds the Constabulary to account through a robust Accountability Framework. The Public Accountability conference meetings have considered the Constabulary’s performance over the last 12 months against an agreed set of measures. This includes detailed analysis and scrutiny of performance and provides assurance that the Constabulary is delivering against the objectives in the Police and Crime Plan.  
• Has provided £10,000 funding to purchase three speed laser devices for use by local communities to tackle speeding vehicles in their area.  
• Is working with the Constabulary to develop and distribute the Annual Consultation Survey which measures feelings of safety, levels of police visibility and identifies local priorities for policing to support the commissioning of services / projects in the future.  
• See thematic report below – ‘Objective 2: A Visible and Effective Police Presence- Cyber Proficiency’. |
| Tackle Crime and Antisocial Behaviour |                           |                          | • Robust contract management arrangements are in place to monitor and evaluate project outcomes.  
• ‘Feel the Hate’ has been re-commissioned for delivery in schools during autumn 2018 which reached over 6,000 students in secondary schools across Cumbria in 2017. The impact this production has had is captured through feedback from students ‘...I think it is important to have things like ‘Feel the Hate’ come into school because it encourages us to think about the effects of our actions on others’. Also, ‘I learnt what a hate crime is and how I could personally stop it if I see one happening. I learnt also that you can be punished for committing a hate crime. The stories in the performance were very powerful and got the message across.’ |
### Police and Crime Plan Objectives

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|                           |                          | • The Commissioner has awarded a number of grants through his Property Fund that aims to reduce youth anti-social behaviour, including:  
  - Botcherby Community Association £1,980 to deliver Summer Splash over the school holidays.  
  - Distington Youth Club awarded £2,000 to develop a programme of youth activity and engagement.  
  • Awarded Greenwich Leisure Centre £10,000 from the Community Fund to deliver free sporting activities for 11 to 18 year olds in a number of locations in and around Carlisle.  
  • In partnership with the Constabulary and through Safer Cumbria, delivered a Serious and Organised Crime Event to brief partners on the threats to Cumbria posed by serious and organised crime and secure the support of partners for improved working arrangements. |

### Ensure Offenders Face the Consequence for their Crime

|                           |                          | • Since April 2018, Remedi (commissioned restorative justice service (RJ) provider) has engaged with 32 victims to deliver RJ: 10 direct face to face conferences and 22 indirect interventions.  
  • Received a thematic report from the Constabulary providing assurance that offenders are brought to justice and all offenders face a consequence for their crime.  
  • The OPCC continues to chair the Out of Court Disposal Panel which reviews if the disposal option provided is appropriate for the type and severity of the crime committed. The annual summary for 2016/17 of cases audited indicates that 79% of cases were deemed appropriate and consistent with policy, in contrast 12% of cases were deemed inappropriate and inconsistent with policy.  
  • ‘The Well – Mutual Aid Facilitation Project’ funded by the Commissioner for three years until March 2018 to provide support to ex-offenders and veterans to help them recover from substance abuse by using peer champions with lived experience. The project supported over 700 people indirectly (including family members of ex-offenders) and 300 ex-offenders. |

### Always Put Victims First

|                           |                          | • The OPCC has led on the development of a Quality Assessment Framework for CJ partners to assess compliance with their statutory obligations under the Victims Code. The Safer Cumbria partnership has now adopted the framework to enable ongoing self-improvement. The second Quality Assessment Framework is currently been conducted with results expected November 2018. |
## Police and Crime Plan Objectives

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<tr>
<td>- The Commissioner is currently seeking more members to join the OPCC Victims and Witnesses Consultation Group to help improve standards of customer service to victims and witnesses, and increase their satisfaction and confidence in the criminal justice system.</td>
</tr>
<tr>
<td>- The Multi-agency Crisis Mental Health Assessment Centre Lighthouse Service has expanded to West Cumbria. The service will be delivered by the Richmond Fellowship. An independent evaluation of the MACAS service indicates that between January to April 2018 there were 6,519 calls referred to the service. There has also been a 28% reduction in the use of custody as a place of safety and a reduction in the time taken by police officers to deal with cases.</td>
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## Focus our Police on Online and Sexual Crime

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<tr>
<td>- See thematic report below - Objective 6: Focus our Police on Online and Sexual Crime, including CSE.</td>
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<tr>
<td>- Working in partnership with Cumbria County Council, Victim Support has been commissioned to deliver an Integrated Independent Domestic and Sexual Abuse Crisis Support Service to operate across the county providing support to high risk victims of domestic abuse and victims of rape and serious sexual assault.</td>
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<tr>
<td>- Commissioned for the third year, Chelsea’s Choice, a national theatre production company to raise awareness of child sexual exploitation (CSE).</td>
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## Spend Your Money Wisely

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<td>- The Commissioner:</td>
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<td>- Continues to hold quarterly Public Accountability Finance Conferences to gain assurance on how the Constabulary is doing business.</td>
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<tr>
<td>- The OPCC holds robust contract management meetings with service providers / project leads to ensure commissioned services and open grant awards are being efficiently and effectively managed and delivered.</td>
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## Supporting Young People

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<td>- 18 young people are currently engaged and committed to the Cumbria Youth Commission (CYC). A further recruitment drive will take place in September 2018 after the summer school holiday. Activities to date include:</td>
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<td>- CYC has been working with Ewanrigg Local Trust reviewing and analysing Ewanrigg’s Mental Health training and support. CYC and Ewanrigg will be hosting an awareness raising workshop on the 30th July 2018 for young people to attend.</td>
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<tr>
<td>- CYC has been working with CADAS on improving their website and ensuring information around drugs and alcohol services is accessible to young people.</td>
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## Police and Crime Plan Objectives

### Previous Reporting Period

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<td>CYC will be hosting residential days during the week commencing 23rd July 2018 and have invited other youth clubs to attend to discuss ‘what’ is impacting on young people in Cumbria and to work through solutions. It is hoped that this will also generate new members to join the Youth Commission.</td>
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<td>CYC is working on a CSE video and a video highlighting the impacts on victims and wider community through anti-social driving.</td>
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<td>A number of community youth projects have been commissioned. Examples include:-</td>
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<td>Phoenix Youth Club to deliver youth diversionary work in West Cumbria. 520 young people aged 8–19 have engaged in the project in the last twelve months. Feedback from a local PSCO, ‘the provision of the clubs prevent a large amount of anti-social behaviour incidents taking place by being open during ‘peek hours’. We give our complete support to the clubs in all endeavors to secure much needed funding, and from personal experience, can only applaud the staff for their boundless and continued dedication, professionalism and continuity.’</td>
</tr>
<tr>
<td>Wigton Youth Station provides a Crime Prevention Programme that explores attitudes, concerns, issues and myths directly relating to young people and crime. Twice weekly sessions are delivered through workshops with partners (Cumbria Constabulary and CADAS) to encourage dialogue &amp; questioning and increase knowledge of the impacts of crime. To date the project has 90 members, with an average attendance of 15 young people per session, covering areas including drug misuse, alcohol, child abuse, CSE, gang culture and cyber-crime. Feedback from a local PSCO, ‘I have a lot of input with the ‘You Can’t Catch Me’ project at the Youth Station, I feel that the youths that attend benefit greatly by it, and gives them a better understanding of the consequences of their actions. The staff take great time to do research prior to each session and try to make it an interesting topic for the youths. All the young people that attend thoroughly enjoy the project, have fun and learn in the process.’</td>
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### Current Reporting Period
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<td>Garden Life is a Community Interest Company and has a community garden facility in Currock to help rehabilitate young people with various vulnerabilities and issues. Their End of Project Evaluation indicates that the project successfully engaged with 47 young people referred to the programme from Police, Youth Offending Service, Children Services and Education establishments. 40% of the young people have gone on to find paying jobs and/or start apprentice schemes rather than stay unemployed, NEET or re-offend.</td>
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**Work in Partnership**

The Commissioner supports and influences a wide range of partners and stakeholders to focus on the issues that local people are telling him are important. For example, in recent months the Commissioner has:

- Chaired Safer Cumbria Partnership.
- Lobbyed government on future funding.
- Commissioned numerous projects across the county to support delivery of the Police and Crime Plan.
- Secured funding to support and ensure the sustainability of the Bridgeway Sexual Assault Referral Unit for the next 2 years.
- Established governance arrangements to take forward Blue Light collaboration.
- Commissioned an Integrated IDSVA crisis service with Cumbria County Council.
- Working with Cumbria Constabulary to develop a Children’s and Young Person’s Strategy that will provide a better co-ordinated and more consistent approach to youth engagement.

### 3 Objective 2: A Visible and Effective Police Presence- Cyber Proficiency

3.1. In his Police and Crime Plan, the Commissioner has recognised that ‘criminals are now widely using the internet and technology to commit many types of crime.’ This includes grooming and offences committed where a person meets someone they didn’t previously know online, as well as identify theft, credit card and similar financial fraud and virus and similar attacks which affect the functionality of a device or IT system. The Police and Crime Plan seeks to address the fact that the safety messages and public awareness related to these type of crimes is not yet on a par with other types of crime, such as protecting our homes or wallets. To achieve this, the national not-for-profit organisation Get Safe Online has been commissioned to deliver a package of awareness raising and advice interventions for a three-year period (June 2017- June 2020) to reach members of the community across the county. This includes community awareness training, public and business events and public information via social media.
3.2 A significant part of the online safety package for Cumbria is the community awareness training sessions, which are delivered by a specialist trainers from Get Safe Online. The sessions aim to help protect participants against fraud, identity theft, viruses and other security threats, as well as wider safety issues related to meeting people online. 12 sessions are held per year across the county, organised by the Community Safety Partnerships on behalf of the Office of the Police and Crime Commissioner. Community venues have been used to-date and sessions have been widely advertised via the media, social media and partner organisations to enable as many members of the community to attend as possible. Over 570 people have undertaken the training so far, including frontline professionals from services such as council staff, carers, police officers and credit unions. Feedback from the sessions has been overwhelmingly positive, with participants reporting that they feel more able to spot a cyber crime attempt as a result of the training. One delegate’s feedback sums up what many others have reported: “Fantastic, I consider myself tech savvy, but have learned new ways to protect myself”. The training is designed with the intention that attendees will pass on what they learn to others to help protect them and feedback received has indicated that participants are sharing their knowledge with friends and family or with service users. The OPCC and Community Safety Partnerships are working with Get Safe Online to continually improve the relevance and reach of the sessions, which includes linking in with the Constabulary Fraud Team to invite businesses which have been victim of ransomware attacks and approaching schools and colleges. Plans for the future include developing a young person’s version of the training with Cumbria Youth Commission and looking at providing training for staff working in carer roles.

3.3 Another approach being taken to raise public awareness of online safety is holding events where the public and businesses have the opportunity to get advice from Get Safe Online and other experts. In June, the Commissioner hosted a two-day event in the centre of Workington’s shopping area, during which hundreds of local people engaged with experts from Get Safe Online, NatWest and Lloyds banks, O2 and Kaspersky and thousands were given information leaflets. The Mini Police from Victoria Junior School carried out a survey with members of the public to gauge how safe they were online and also as a way of developing the children’s understanding of safe practices. During 2017, the Commissioner and Get Safe Online hosted a similar stand at both the Cumberland and Westmorland Shows to provide advice and raise awareness of where to get information on keeping safe online. A business conference was also held in September 2017 with Carlisle Ambassadors, which was attended by 60 people and enabled businesses to understand the potential threats to their systems.

3.4 The third element to the Commissioner’s approach to increasing people’s safety online is through public information and marketing campaigns via social media. The Constabulary is leading on this part of the project and shares monthly themed messages raising awareness about different types of online crime, such as holiday-related fraud or romance-related fraud. The reach is these messages is significant- for example, the Constabulary has almost 70,000 followers on Twitter. Experience to-date is that members of the public and businesses in Cumbria generally have a basic awareness of online safety practices but do not fully appreciate the broad range of methods which criminals are using so are leaving themselves vulnerable. Social media campaigns, along with the awareness sessions and
events, are providing the opportunity to challenge the view that online safety advice is not relevant to or a priority for them and show them further ways to keep themselves safe online.

4  **Objective 6: Focus our Police on Online and Sexual Crime, including CSE**

4.1 In addition to the programme described above, Objective 6 of the Police and Crime Plan covers the police's response online and sexual crime, as well as an aim to work with partner agencies to provide support services for victims of sexual crime, including child sexual exploitation. The Commissioner ensures that the police force deals with online and sexual crime by holding the Chief Constable to account through his Accountability and Performance Management Frameworks. The Commissioner gained assurance about the Constabulary’s approach to dealing with fraud through a thematic meeting and an HMIC inspection. In June, the Commissioner has held the force to account through a Public Accountability Conference which focused on performance and the response of the police force to sexual violence, including online crime with a sexual element and child sexual exploitation.

4.2 The Commissioner works with a range of partners agencies including health and Local Authorities to commission a package of support services for victims of sexual abuse and assault. The main services are provided under The Bridgeway brand, which provides a simple, single point of contact for victims, including a 24/7 telephone line. Help available includes practical and emotional support, both through crisis workers in the immediate aftermath and Independent Sexual Violence Advisors, therapeutic services and forensic/medical care which are available to adults and children, all genders and whether or not someone chooses to report the incident or abuse to the police or not. With the exception of the forensic service which is provided at the specialist centre in Penrith, services are available at community locations across the county and in some cases, via home visits. During 2017-18, almost 150 people were offered a forensic examination, over 130 were referred to the Bridgeway therapeutic service and approximately 400 people to the ISVA service. Service user feedback is overwhelmingly positive from all parts of the service and tracking of the impact of the service indicates that the majority of service users benefit from the support. For example, on average, 75% of people using the therapeutic service had shown an improvement on their well-being (this is measured using recognised outcomes tools for each age group and tracks the person’s view on aspects of their well-being such as health, relationships and emotional well-being at the start and end of their engagement with the service).

4.3 The Commissioner has funded a number of initiatives aimed at preventing child sexual exploitation and sexual abuse. Brathay Trust delivers a programme called Be SAVY (Safe and Value Yourself) through which young people who are identified as being vulnerable to sexual exploitation undertake a group programme which builds their self-confidence, develops an understanding of what makes healthy relationships and how to identify grooming, as well as giving them healthy coping strategies. Using police intelligence about areas of need, cohorts have been delivered in Barrow and Whitehaven and 31 girls took part in the programme during the 2016-17 funding period. An evaluation of the programme
during that period showed that the majority of participants reported that they ‘know what a healthy relationship looks like’ (82%) and feel that they can ‘sort out problems I might have’ (88%). In addition, the Commissioner again funded the theatre production Chelsea’s Choice in 2017-18, which provides an effective way of developing young people’s understanding of the grooming process and sexual exploitation. Over 6400 students watched the production in February and March 2018 across the county. Feedback from schools has shown that the production had made a significant impression on its viewers, generating lots of discussion and making the topic of grooming more easy to discuss. It has also resulted in a number of disclosures by young people, as has been the case in previous years. Other initiatives supported by PCC funding include a Crimestoppers campaign, developed with the Community Safety Partnerships, about ‘County Lines’, which can include sexual exploitation of people involved in trafficking the drugs, and offering the opportunity for victims or their family members to meet with offenders, through restorative justice, to talk about the impact the crime(s) have had on them.

Case Study

A male victim suffered sexual assault by another male whom he knew. He was referred by the police to the Independent Sexual Violence Advisor (ISVA) service. The victim was struggling to understand what had happened, finding it particularly difficult that he had been assaulted by a male. He was having suicidal thoughts, was anxious and was becoming detached from his social networks. The ISVA met face-to-face with the man to discuss the impact of the assault and ways to try to re-establish some normality in his life. Through regular meetings and telephone contact, the ISVA worked with the man to increase his confidence to go about in public and helped him to change health treatment providers to females, as he was uncomfortable with meeting or talking to men. The ISVA also liaised with the police officer dealing with the case on his behalf. As a result of this support, the man was able to establish some routines, had improved sleep, healthier levels of alcohol consumption and a reduction in suicidal thoughts.
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Cumbria Blue Light Collaboration
Police and Crime Panel Briefing

Sean Robinson
Cumbria OPCC Blue Light Collaboration Lead

Making Cumbria even safer

Peter McCall
Purpose

‘To provide the Panel with a high level update on Cumbria Blue Light Collaboration progress, and provide reasonable assurance that the Cumbria PCC is progressing against his duty to pursue and explore Blue Light Collaboration options under the Policing and Crime Act 2017.’
Overview, Background & Opportunity

- The review and opportunity
- Background
- Legislation – Police and Crime Bill 2017
- Option Appraisal, Consultation and responses
- Blue Light Working Group overview
- Agreed Governance
- The Strategic Objectives and Initiatives
- Opportunities – Ambitious, realistic and innovative.
Policing and Crime Act 2017

- High level duty to collaborate to improve efficiency, effectiveness and/or Community Safety.
- Enables a PCC to take on functions/duties of FRA (where a local case is made), Single Employer option, representation on FRA.
Options Appraisal Outcome

- Range of local consultees.
- Broad agreement, ‘To continue with/enhance existing arrangements. where appropriate.’
- Kept under review by PCC.
Cumbria Blue Light Executive Leaders Meeting

- Chaired by PCC – attendees
- Agreed Shared Vision, ‘Working together for a safer Cumbria.’
- Strategic Aims, Governance, and work plan priorities.
- Agreed Formal Agreement and reviewed in 12 months..
Strategic Priorities and Updates for Cumbria Blue Light Collaboration 1/2

- To utilise the District level Local Focus Hubs as the foundation for operational Blue Light Collaboration
- To consider benefits of a shared tasking and coordination (DMM, DORM, T&CG).
- To explore options around shared mobile working initially for Police and CFRS, with a view to broadening.
- Joint Command and Control Centre – to be scoped and evaluated to take account of performance impacts and benefits
Strategic Priorities and Updates for the Cumbria Blue Light Collaboration 2/2

- Volunteers – to explore opportunity to develop a collaborated approach to volunteers in the County.
- Premises/Estate Strategy - to consider any bases that could add value to the county community safety, visibility, deployment and response times.
- Contingency Planning, LRF and Event Planning.
- Workforce Development.
- Current Operational Blue Light Initiatives – Develop/Evaluate
- Engagement and Communication Plan
Strategic Priorities Performance and Monitoring

- Governance Structure
- Terms of Reference agreed
- Project Leads allocated
- Monitored Monthly through BLWG and Programme Board
- Overarching Timeline and Performance framework
Recommendation

‘That the Panel notes the update and progress made by the Cumbria PCC in relation to Blue Light Collaboration.’
Questions
Cumbria Blue Light Collaboration Agreement

‘Working together for a safer Cumbria.’
Cumbria Blue Light Collaboration Agreement

Background:–

The Cumbria Police and Crime Commissioner (PCC) developed and consulted on a Blue Light Collaboration options appraisal in late 2017. The stakeholders consulted were Stewart Young, the Leader of Cumbria County Council (Cumbria Fire & Rescue Authority), Chief Fire Officer Steve Healey, Chief Constable Jerry Graham and Cumbria Police and Crime Panel. This was due to the fact that the main collaboration considerations at this time impacted on Cumbria Constabulary, Cumbria Fire and Rescue Service (CFRS), and Cumbria County Council, as the Fire Authority for Cumbria. Following the consultation and a Blue Light Executive Leaders Board Meeting on 5th February 2018, it was agreed by all parties to progress the voluntary collaboration option:–

‘To continue with/enhance existing arrangements. Under this option, the Fire and Rescue Service continues to be governed through the County Council (Fire and rescue Authority) with Policing continuing to be governed by the Police and Crime Commissioner. Both governance bodies would continue to develop interoperability where appropriate.’

This Collaboration Agreement sets out the shared vision, and strategic priorities.

Fire & Rescue Service and Police Collaboration

Cumbria’s Emergency Services have a long and rich history of working together in response to incidents and planning for major events in our county.

Collaboration between Cumbria Fire and Rescue Service (CFRS) and Cumbria Constabulary is not a new concept and has been ongoing over a number of years to varying levels.

This document will provide an overview of the ‘Duty to Collaborate’ and will summarise the formal collaborative arrangements already in place and working effectively in our respective service delivery to the communities of Cumbria.

As stated above it will also suggest opportunities to enhance collaboration under an agreed statement of intent with appropriate structures and integrated work streams.

Whilst there is also the same applied duty of collaboration around Ambulance Services, this agreement focuses on the work and opportunities between Fire and Rescue and Police. Collaborative work also takes place with North West Ambulance Service (NWAS) who will be sighted at senior level as to ongoing joint work and opportunities.
**Policing and Crime Act 2017**

This Act introduces a high level duty to collaborate to improve efficiency and effectiveness.

- It enables the PCC to take on the functions and duties of the Fire and Rescue Authority (FRA), where a local case is made

- It further enables the PCC to create a single employer for Police and Fire personnel where they take on the responsibilities of their local FRS, where a local case is made

- In areas where the PCC has not become responsible for Fire and Rescue, it enables them to have representation on their local FRA with voting rights, where the FRA agrees.

Under this Act the Police, Fire and Rescue and Emergency Ambulance Services are under a statutory duty to keep collaboration opportunities under review and to collaborate where it is in the interests of their efficiency or effectiveness.

The duty is broad and allows for local discretion as to how it is implemented so that local service leaders can decide on how best to collaborate for the benefit of their communities themselves.

The Act is not specific as to types of, or levels of, collaboration, nor indeed mandatory as to the PCC taking responsibility for Fire and Rescue services. It does, however, articulate that ‘the status quo’ is no longer acceptable and of the expectation of the ‘pace and ambition’ of collaboration to increase.

**The Shared vision for the Blue Light Collaboration:**

‘Working together for a safer Cumbria.’

**Joint Statement of Intent: Enhanced Collaboration**

Under the Policing and Crime Act 2017 a formal duty to collaborate to improve efficiency, effectiveness and community safety.

Unlike some areas of the country, we share coterminous boundaries, meaning that both the geographical area we cover and the communities we protect are the same. In addition, we are operating as part of an already excellent partnership within our local authority area. So the prevailing conditions are strong for ever-closer working. There are common themes in the respective organisation plans that support collaboration.

The public recognise the brand and role of the respective organisations.
Strategic Aims:-

The collaboration will ensure appropriate resources are available to deliver the strategic objectives.

- To establish a shared delivery structure and Vision to drive forward Emergency Service Collaboration in Cumbria at a faster pace.
- To further develop innovative and ambitious collaborative working between public sector services, including Blue Light, which is in the economic interests, improves efficiency and effectiveness and/or community safety in the County of Cumbria.
- To reduce and balance demand for all services.
- To make more effective use of Police/Fire Estate, vehicles and other assets. (Can also include other partners).
- To develop a strong programme management approach to ensure clear focus and delivery of objectives to make Cumbria even safer.
- To explore and develop options around performance measurement framework to support collaboration, to ensure efficient and effective evaluation, and support any future business case/review of options.
- Finance - To maximise any opportunities to bid for development funding/support, to monitor finance to ensure efficiency and budgetary benefits are captured for all organisations.

Strategic Priorities:-

- To develop operational Blue Light Collaboration at District level through Local Focus Hubs.
- To consider benefits of a shared tasking and coordination - daily and monthly partnership tasking and coordination, linking to the wider county partnerships CSPs, CRASH and Safer Cumbria.
- To explore options around shared mobile working initially for Police and CFRS, with a view to broadening.
- Joint Command and Control Centre – to be scoped and evaluated taking account of risks and benefits.
- Volunteers – to explore opportunity to develop a collaborated approach to volunteers in the County to support the vision.
- Premises/Estate Strategy - to consider any bases that could add value to the county community safety, visibility, and deployment and response times.
- To develop a structured engagement and Communication plan (external and internal).
- To continue the development of existing operational task level Blue Light initiatives (subject to evaluation and performance measurement).
- Workforce Development – there are broader collaboration discussions going on between Cumbria County Council and Cumbria Constabulary. Blue Light Collaboration offers opportunities for joint training, developing links to professional frameworks and staff development through secondments and exchanges.
- Contingency Planning, Local Resilience Forum and Event Planning – Whilst organisations have specific statutory responsibilities and roles, there are opportunities to improve effectiveness and efficiency in this area.
A work programme will be drawn up by the Programme Board and agreed at the Blue Light Executive Leaders Board.

**Delivery Structure:**

- The Delivery Structure and Terms of reference for the groups has been agreed by the Blue Light Executive Leaders Board at the meeting on 5th February 2018.

**Cumbria Blue Light Executive Leaders Board**
- Cumbria PCC
- Leader Cumbria County Council and/or Fire Portfolio Holder
- Chief Executive Cumbria County Council
- Head of Service North West Ambulance Service (NWAS)
- Chief Fire Officer Cumbria Fire and Rescue Service
- Chief Constable Cumbria Constabulary
- Chief Executive Cumbria OPCC

**Programme Board**
- Programme Manager
- Cumbria Fire and Rescue Service Senior Lead
- Cumbria Constabulary Senior Lead
- Option to include other partners/Stakeholders NWAS

**Work Streams/Working Group**
- Work Stream leads
It is acknowledged that there may be times when the respective organisations make different levels of savings in order to gain the overall advantages of collaboration.

However, overall a level of equity in where the benefits accrue is anticipated.

All parties acknowledge the Government’s proposals to encourage greater collaboration between the emergency services and believe stronger collaboration rather than integration, at this time, will deliver improved outcomes for the communities of Cumbria.

Nothing in this agreement precludes the parties from collaborating with other agencies.

The Cumbria Blue Light Executive Leaders Board will review progress under this agreement after 12 months.

Signatories and dated 29th May 2018

Peter McCall
Cumbria PCC

Janet Willis
Fire Portfolio Holder
Cumbria County Council

Steve Healey
Chief Fire Officer
Cumbria Fire and Rescue Service

Michelle Skeer
Chief Constable
Cumbria Constabulary

Peter Mulcahy
Head of Service for Cumbria and Lancashire
North West Ambulance Service
Key Strategic Objectives Cumbria Blue Light Collaboration – *all of which provide improved local community and road safety, as well as improved efficiency and effectiveness*

**Vision**

‘Working together for a safer Cumbria.’

- **Shared Command and Control Centre in Cumbria**
- **Resilience, Contingency Planning, LRF and Event Planning**
- **County level volunteer coordination to include Blue Light Services**
- **Greater use of Shared Premises/assets to improve community safety**
- **Workforce Development - links to Professional Frameworks and shared training**
- **To utilise District level Hub Model as foundation for operational Blue Light Collaboration and to develop a local and county level T&CG process to support (linking work CSPs, CRASH, Safer Cumbria.**
- **To develop existing operational Blue Light initiatives (subject to evaluation)**
- **Shared Mobility Opportunities**
  - Hand held, body & vehicle cam, video conferencing, triage
- **Links to national objectives, projects, opportunity shared procurement/back office locally, and funding support nationally. Both offer opportunities for greater efficiency and demand reduction.**

**Linking with performance Framework and consider links to academia to support, opportunities around National Funding Streams**
Executive Summary:
The attached report provides details of the provisional outturn on the Constabulary’s revenue budget for 2017/18. The figures quoted at this stage are reported as provisional as the final accounts are still subject to audit but it is not envisaged that there will be any significant changes.

The figures show net revenue expenditure on Constabulary controlled and managed budgets amounting to £111.602m which represents an underspend of £41k (0.04%) against the approved adjusted budget of £111.643m.

The underspend is made up of an overspend on expenditure budgets of £165k (0.14%) offset by additional income totalling £206k (3.25%).

The final underspend of £41k represents a movement of £1,049k compared to the overspend reported at the end of Quarter 3 at 31 December of £1,008k. It should however be noted that of this change, £293k relates to a change in accounting treatment in relation to the apprenticeship levy following recent advice/guidance from CIPFA and the external auditors. Without this adjustment, the Constabulary would be showing an overspend of £252k and the movement from December 2017 would reduce to £756k.

Recommendation:
The Police and Crime Panel are asked to note the Constabulary revenue budget provisional outturn for 2017/18.
1. Introduction and Background

1.1 The purpose of this report is to provide information on the provisional revenue outturn for 2017/18. Total net expenditure amounts to £111.602m which is £41k below the approved budget. This represents a movement of £1,049k when compared to the forecast overspend reported at the end of Quarter 3 of £1,008k.

1.2 The total budget is based on the funding arrangement between the Commissioner and the Chief Constable. This was approved and signed off by both the Chief Constable and Police & Crime Commissioner on 28 February 2017.

1.3 The approved funding amounted to £116.391m, which is made up of a net revenue budget of £111.607m plus a plant and equipment capital budget of £4.784m. This report deals solely with the revenue funding. The original approved funding has subsequently been amended by a number of budget adjustments. The revised net revenue budget stands at £111.643m.

2. Revenue Expenditure

The provisional outturn of net revenue expenditure for 2017/18 is £111.602m, which is £41k (0.04%) below the approved adjusted budget of £111.643m, which represents a movement of £1,049k compared to the overspend forecast as at 31 December 2017 (£1,008k). The provisional outturn is made up of an overspend on expenditure of £165k (0.14%) offset by additional income of £206k (3.25%).

2.1 The principal variances at the end of the financial year, together with comparatives as reported at December, are outlined in the table below:
A more detailed analysis of the figures in the above table is provided at Appendix A. Commentary on specific variances is provided in the paragraphs below.

2.2 The provisional outturn variance reported for 2017/18 is £1,049k different to the variance forecast as at the end of December (Qtr. 3). The main reasons for this difference will be explained in the remainder of Section 2 heading by heading.

The quarterly reported variances for 2017/18 together with the comparators for 2016/17 are summarised in the table below:

<table>
<thead>
<tr>
<th>Constabulary Reported Variance</th>
<th>(Under)/Overspend</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016/17 £000s</td>
</tr>
<tr>
<td>Quarter 1 to 30 June</td>
<td>1,110</td>
</tr>
<tr>
<td>Quarter 2 to 30 September</td>
<td>881</td>
</tr>
<tr>
<td>Quarter 3 to 31 December</td>
<td>1,079</td>
</tr>
<tr>
<td>Quarter 4 to 31 March</td>
<td>1,129</td>
</tr>
</tbody>
</table>
2.3 Police Officer Pay, Allowances and Overtime came in over budget by £1,400k (£1,458k as at December).

Of the total overspend approximately £256k (£263k as at December) relates to the effect of the September 2017 non-consolidated 1% pay award for officers.

The cumulative effect of changes in the number and profile of officer recruitment and leavers against the original workforce plan have given rise to additional expenditure of £1,000k (£896k as at December). These changes include:

- A number of temporary increases in higher ranks (Sergeants, Inspectors, Chief Inspectors and higher ranks).
- Fewer than originally planned retirements and other leavers during 2017/18 (10.9 FTE).
- More than originally planned transferees into the organisation (12.0 FTE).
- More than originally planned new recruits into the organisation (15.00 FTE).
- Increased Employers National Insurance contributions related to the overspend on Police Overtime.
- Starting 2017/18 with fewer officers than originally planned (-3.5 FTE).
- Changes in hours and net movements of seconded officers and career breaks (-6.55 FTE).

The above in year changes to WFP reflect the conscious decision to recruit police officers up to the establishment when the formula funding outlook for the next year or two became more positive. Previously the plan had been to reduce officer numbers on the assumption that formula funding was to reduce. The change between December and March is principally due to changes in the work force plan from the December position.

Appendix B provides more detailed analysis in relation to police officer pay budgets and outturn for 2017/18.

Police Overtime out-turn shows an overspend of £173k (£265k as at December) and has two principal explanations.

- Non-public holiday overtime has exceeded the budget by £218k (£309k as at December). This arises principally from additional expenditure in Territorial Policing (£231k). Expenditure on overtime has increased mainly due to the implementation of enhanced patrols to provide public reassurance following the terrorist incidents in Manchester and London during summer 2017 as well as more general staff shortages within Territorial Policing Command. The reduction in the final quarter reflects the pro-active action taken to reduce overtime expenditure.
• Public holiday payments came in under budget by £45k (£44k as at December). Of this £41k relates to Territorial Policing Command and can be related to the number of officers being below strength.

Finally, Police Officer Pensions provisional out-turn shows an underspend of £30k (£64k as at December). This is a result of fewer than expected ill health retirements during the year partially offset by higher than expected Injury Allowance payments, due to one off backdated payments following appeal.

2.4 PCSO Pay, Allowances and Overtime came in under budget by £61k (£51k as at December).

The provisional underspend is as a result of the following changes to the workforce plan for PCSOs:

• Maternity -£13k
• Changes in hours -£4k
• Starting 2017/18 with 4.4 FTE fewer PCSOs than originally planned -£90k
• Fewer starters x 10 FTE -£108k
• Offset by fewer leavers x 9.8 FTE +£136k, the effect of the September 2017 non-consolidated 1% pay award for staff £14k and additional PCSO overtime £3k.

2.5 Police Staff Pay & Allowances came in under budget by £642k (£405k as at December).

The underspend has arisen through a combination of circumstances.

• Starting the year below the originally budgeted number of FTE £161k.
• Leavers / Starters and Vacancies during 2017/18 £145k (£53k as at December).
• ICT Restructure £292k (£207k as at December).
• FMIT posts £164k (£144k as at December).
• Changes in hours and regrades £27k (£24k as at December).

The above underspends are partially offset by the following overspends.

• Effect of the September 2017 non-consolidated 1% pay award for staff £93k.
• Funding of additional posts £70k (£70k as at December).
• Other £3k (£21k as at December).
Police Staff Overtime provisional out-turn shows an underspend by £20k (£1k overspend as at December). The forecast underspend arises principally from reduced expenditure in Territorial Policing (£25k) and Corporate Support (£11k). These reductions are offset by overspending in Crime Command (£10k).

Appendix C provides more detailed analysis in relation to police staff pay budgets and outturn for 2017/18.

2.6 Other Employee Expenditure came in under budget by £96k (£196k overspend as at December).

The primary reasons for the underspend are as follows:

- Training and Conference Fees £337k (£4k overspend as at December). This largest part of this variance (£293k) relates to a late change in accounting treatment in respect of the apprenticeship levy following guidance/advice from the external auditors and CIPFA. The Constabulary will now recognise only that proportion of the apprenticeship levy that is non recoverable in relation to employees living outside England and the amount drawn down to pay for training associated with apprentices. The balance £293k in 2017/18 will be pre-paid and held on the balance sheet until it is utilised for training. Other Training underspends across the Constabulary amount to £40k.

- Agency Staff £35k (£12k as at December).

These underspends are offset somewhat by the following overspends:

- Redundancy and Actuarial Strain £212k (£181k as at December). These relate to termination costs as a result of Constabulary decisions for which there is no budget provision.

- Staff & Officer Recruitment Costs £60k (£48k as at December). The overspend can be attributed to spend on external assessment centres and other costs of recruitment in light of the large number of new recruits required during 2017/18 and relocation costs.

- Staff Welfare Costs £4k (£16k as at December).

2.7 Transport related expenditure came in under budget by £151k (£90k as at December).

The main reasons for the underspend are as follows:
• Vehicle Fuel £143k underspend (£114k as at December). The underspend can be attributed to a combination of slightly lower starting point for fuel prices at the beginning of the year, price fluctuations throughout the year and lower overall anticipated mileage.

• Vehicle Repair, Maintenance & Other £56k underspend (£21k as at December). The underspend is due to reduced expenditure on tyres, parts and self-insurance repairs.

These underspends are offset somewhat by overspends on Car Hire, Car Allowances & Travel £36k (£29k as at December) due to increased activity and Transport Other £13k (£15k as at December).

2.8 Supplies & Services related expenditure came in under budget by £257k (£72k as at December).

The primary underspends are as follows:

• Communications & Computing £199k (£139k as at December). Computer Software Maintenance £306k underspend due in the main to the delay of the annual penetration testing work, licensing reviews, contracts cancelled/removed. Computer & Printer Consumables £27k. Postage & Courier services £8k. These underspends are offset by overspends on Telephone Charges £69k (mobile charges); Airwave £19k (additional purchases); Networks £46k (Firewall & Private Circuits) and Website Running Costs £7k.

• Police Doctors & Surgeons £43k (£43k as at December). Custody Medical Contract £50k one off credit (EPA Mobilisation).

• Custody Costs £39k (£41k as at December). Appropriate Adults Services £20k, Consumables, Laundry etc. £20k.

• Forensic Costs £62k (£49k as at December). Submissions actively managed. In addition the level of submissions over the last quarter was reduced due to issues with supplier.

• Reduction in audit fees £15k (£15k as at December). This made up of a rebate in respect of external audit contracts (£7k) and reduced internal audit activity (£9k).

• Contingency £137k (£137k as at December). The contingency was included in the budget to cushion against potential price rises as a result of Brexit and the impact of the weakening of the pound against the dollar (in particular in relation to ICT pricing in dollars), this was ultimately not required 2017/18.

• Efficiency Savings £12k (£24k as at December).

The above underspends are offset by overspends on the following budgets:
• Confiscated Animals £54k (£80k as at December). The cost of kennelling / dealing with confiscated animals.

• Consultants £27k (£64k as at December). UKAS Accreditation £20k, staff engagement surveys £5k etc.

• Office Equipment, Furniture & Materials £33k (£46k as at December). Includes £14k re new franking machines, furniture £33k offset by underspends on publications £10k.

• Subscriptions £40k (£40k as at December). Copyright licenses £20k, Social Media Licenses £15k.

• Catering £26k (£32k as at December) overspend, of this sum £7k relates to increased expenditure in relation to the in house canteen provision, which is offset by increased income (see 2.10 below), the remaining £19k is as a result of increased expenditure on catering for meetings etc. Chief Officers will recall that the decision was taken to bring catering in-house from September 2017. It was always anticipated that there would be a cost associated with this service, compared to the previous arrangement whereby the supplier provided catering services at a nil cost. The additional cost was estimated to be £22k for a full year and £15k in this first part year where some additional set up costs were envisaged. At the end of March, the net cost over the 4 canteen facilities was £11k, providing an underspend of £4k compared to the anticipated cost.

• Other overspends on Supplies & Services:
  • Witness Intermediaries £37k (£25k as at December).
  • Consultants £27k (£64k as at December)
  • Accommodation & Subsistence £0k (£24k as at December).
  • Operational Equipment £5k (£16k as at December).
  • Clothing & Uniform £7k (£8k as at December).
  • Investigative Expenses £12k (£29k as at December).
  • Interpreters & Translators £9k (£19k as at December).

2.9 Third Party related expenditure came in under budget by £28k (£10k overspend as at December).

The primary reasons for the underspend are as follows:

• Payments in respect of the Police National Computer / Database £53k (£53k as at December). This is due to changes to the national products we are asked to support.

• Collaboration Payments £33k (£15k overspend as at December). TITAN Collaboration payments £44k offset by additional spend on regional collaborations £11k (Pensions Board, ANPR, Firearms and ESN collaborations).

These underspends are offset by overspends on the following areas:
• Mutual aid from other forces £25k (£18k as at December). Includes use of drugs dogs at Kendal Calling and police horses at CUFC matches.

• Other payments £35k (£31k as at December) NPCC payments re Op Elter £35k.

2.10 Recovery of income has exceeded the budget by £206k (£38k as at December).

The main areas of over recovery of income are:

• Mutual Aid income £168k (£66k as at December). Income from mutual aid to offset plain time costs and other overheads.

• Other Reimbursements – Inter Force £64k (£0k as at December). Income from Northumbria (transformation funding) in relation to the specialist safeguarding team that has been incorporated into the control room to focus on domestic violence.

• Reimbursed Services £70k (£64k as at December). Reimbursement of staff costs re work done for the National Crime Agency.

• Costs Awarded to Police £28k (£20k as at December).

• Warrant Officer Income £10k (£7k as at December).

• Rental income £40k (£48k as at December) in respect of rental of Barrow Market Street prior to disposal and the HQ mast to EE.

• Proceeds of Crime Income £22k (£11k under recovery as at December). Final quarter income was higher than expected.

• Vehicle Recovery Income £21k (£18k as at December).

This over recovery of income is offset somewhat by the following areas of under recovery of income:

• Abnormal Loads £125k (£91k as at December). The under recovery relates to a number of special policing services events being delayed beyond 2017/18.

• Other Specialist Policing Services Income £9k (£5k as at December).

• General Trading Income £81k (£76k as at December) includes Insurance Income, Estates Management Fees and other reimbursements.

• Sale of Assets & Goods £6k (£21k as at December) includes Sale of Vehicles and Canteen income. Of this sum, £12k relates to increased income in relation to the in-house canteen provision which offsets the increased spend of £7k as outlined in 2.8 above.
3. **Summary Financial Statements**

3.1 The full financial position as at 31 March 2018 is presented for Police and crime Panel Members at Appendix D, within the summary financial statements.

4. **Supplementary Information**

4.1 Appendices to this report are provided as follows:

- Appendix A – Constabulary Revenue Budget monitoring as at the end of 2017/18.
- Appendix B – Police Officer Pay Further Analysis.
- Appendix C – Police Staff Pay Further Analysis.
## Appendix A

### The Chief Constable for Cumbria Constabulary

#### Revenue Budget Monitoring Full Year 2017/18

<table>
<thead>
<tr>
<th>Description</th>
<th>Base Budget</th>
<th>Revised Budget</th>
<th>Provisional Outturn</th>
<th>Provisional (Under)/Overspend 2017/18</th>
<th>Provisional (Under)/Overspend 2017/18</th>
<th>Forecast (Under) / Overspend DEC-17 to ADJ-18</th>
<th>Change DEC-17 to ADJ-18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017/18</td>
<td>2017/18</td>
<td>2017/18</td>
<td>2017/18</td>
<td>2017/18</td>
<td>Tel</td>
<td>£</td>
</tr>
<tr>
<td><strong>Constabulary Funding</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tel</td>
<td>£</td>
</tr>
<tr>
<td>Police Officers</td>
<td>77,868,264</td>
<td>78,703,526</td>
<td>80,103,615</td>
<td>1,400,089</td>
<td>1.78%</td>
<td>1,458,332</td>
<td>(58,243)</td>
</tr>
<tr>
<td>Police Community Support Officers</td>
<td>3,070,990</td>
<td>3,070,990</td>
<td>3,010,030</td>
<td>(60,960)</td>
<td>-1.99%</td>
<td>(51,042)</td>
<td>(9,918)</td>
</tr>
<tr>
<td>Police Staff</td>
<td>19,999,852</td>
<td>20,186,071</td>
<td>19,544,176</td>
<td>(641,895)</td>
<td>-3.18%</td>
<td>(404,804)</td>
<td>(237,092)</td>
</tr>
<tr>
<td>Other Employee Budgets</td>
<td>1,636,769</td>
<td>2,112,397</td>
<td>2,015,915</td>
<td>(96,482)</td>
<td>-4.57%</td>
<td>195,889</td>
<td>(292,371)</td>
</tr>
<tr>
<td>Transport Related Expenditure</td>
<td>2,221,995</td>
<td>2,156,714</td>
<td>2,006,303</td>
<td>(150,411)</td>
<td>-6.97%</td>
<td>(89,952)</td>
<td>(60,460)</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>9,292,698</td>
<td>9,545,068</td>
<td>9,288,472</td>
<td>(256,597)</td>
<td>-2.69%</td>
<td>(71,831)</td>
<td>(184,766)</td>
</tr>
<tr>
<td>Third Party Related Expenses</td>
<td>2,198,592</td>
<td>2,211,597</td>
<td>2,183,718</td>
<td>(27,879)</td>
<td>-1.26%</td>
<td>10,033</td>
<td>(37,912)</td>
</tr>
<tr>
<td><strong>Total Constabulary Funding</strong></td>
<td><strong>116,289,161</strong></td>
<td><strong>117,986,363</strong></td>
<td><strong>118,152,229</strong></td>
<td><strong>165,865</strong></td>
<td><strong>0.14%</strong></td>
<td><strong>1,046,626</strong></td>
<td>(880,761)</td>
</tr>
<tr>
<td>Income</td>
<td>(4,682,310)</td>
<td>(6,343,855)</td>
<td>(6,549,859)</td>
<td>(206,004)</td>
<td>3.25%</td>
<td>(38,321)</td>
<td>(167,683)</td>
</tr>
<tr>
<td><strong>Total Constabulary Funding Net of Income</strong></td>
<td><strong>111,606,851</strong></td>
<td><strong>111,642,508</strong></td>
<td><strong>111,602,370</strong></td>
<td><strong>(40,138)</strong></td>
<td><strong>-0.04%</strong></td>
<td><strong>1,008,306</strong></td>
<td>(1,048,444)</td>
</tr>
</tbody>
</table>
## Police Officer Pay

The table below provides a greater level of detail of the final year-end figures.

<table>
<thead>
<tr>
<th>Description</th>
<th>Revised Budget 2017/18</th>
<th>Provisional Outturn 2017/18</th>
<th>Provisional (Under)/Overspend £000</th>
<th>Projected DEC-17</th>
<th>Change DEC-17 to YR-End £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police Officer Pay</td>
<td>41,883</td>
<td>40,221</td>
<td>(1,662)</td>
<td>(1,640)</td>
<td>(22)</td>
</tr>
<tr>
<td>Police Officer National Insurance</td>
<td>4,906</td>
<td>4,814</td>
<td>(92)</td>
<td>(210)</td>
<td>118</td>
</tr>
<tr>
<td>Police Officer Employers Pension Contributions</td>
<td>29,337</td>
<td>29,115</td>
<td>(222)</td>
<td>(223)</td>
<td>1</td>
</tr>
<tr>
<td>Police Officer Contribution to Pension Fund</td>
<td>1,133</td>
<td>1,102</td>
<td>(31)</td>
<td>(47)</td>
<td>17</td>
</tr>
<tr>
<td>Police Officer Allowances &amp; Other Payments</td>
<td>1,514</td>
<td>1,775</td>
<td>261</td>
<td>277</td>
<td>(16)</td>
</tr>
<tr>
<td>Police Officer Overtime</td>
<td>1,299</td>
<td>1,517</td>
<td>218</td>
<td>309</td>
<td>(91)</td>
</tr>
<tr>
<td>Police Officer Overtime - Public Holiday</td>
<td>652</td>
<td>607</td>
<td>(45)</td>
<td>(44)</td>
<td>(1)</td>
</tr>
<tr>
<td>Police Officer Turnover</td>
<td>(3,002)</td>
<td>0</td>
<td>3,002</td>
<td>3,002</td>
<td>0</td>
</tr>
<tr>
<td>Police Officer Ill Health &amp; Injury Pensions</td>
<td>982</td>
<td>952</td>
<td>(30)</td>
<td>34</td>
<td>(64)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>78,704</strong></td>
<td><strong>80,104</strong></td>
<td><strong>1,400</strong></td>
<td><strong>1,458</strong></td>
<td><strong>(58)</strong></td>
</tr>
</tbody>
</table>

This chart shows how the police officer pay forecast has changed on a quarterly basis. The large increase in forecast between Quarter 1 and 2 reflects the decision taken to increase the number of police officer intakes in light of the change in assumptions in relation to formula funding for the next two years.

This chart illustrates the actual WFP compared with the original WFP budget and budgeted establishment. Where the actual WFP (red line) falls below the original WFP budget (green line) an underspend will result, where the workforce plan rises above the original budget line an overspend will result. Although we began the year with actual officer numbers below the originally budgeted figures it was decided to increase recruitment during the year, this has resulted in an increase in expenditure above the budgeted figure for 2017/18.
## Police Staff Pay

The table below provides a greater level of detail of the final year-end figures.

<table>
<thead>
<tr>
<th>Description</th>
<th>Revised Budget 2017/18 £000</th>
<th>Provisional Outturn 2017/18 £000</th>
<th>Provisional (Under)/Overspend £000</th>
<th>Projected Variance DEC-17 £</th>
<th>Change DEC-17 to YR-End £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Staff Pay</td>
<td>16,295</td>
<td>15,244</td>
<td>(1,051)</td>
<td>(860)</td>
<td>(191)</td>
</tr>
<tr>
<td>Police Staff National Insurance</td>
<td>1,521</td>
<td>1,459</td>
<td>(62)</td>
<td>(49)</td>
<td>(13)</td>
</tr>
<tr>
<td>Police Staff Pensions</td>
<td>2,415</td>
<td>2,302</td>
<td>(113)</td>
<td>(85)</td>
<td>(29)</td>
</tr>
<tr>
<td>Police Staff Allowances &amp; Other Payments</td>
<td>176</td>
<td>284</td>
<td>108</td>
<td>92</td>
<td>16</td>
</tr>
<tr>
<td>Police Staff Overtime</td>
<td>214</td>
<td>215</td>
<td>1</td>
<td>19</td>
<td>(18)</td>
</tr>
<tr>
<td>Police Staff Overtime - Public Holiday</td>
<td>62</td>
<td>42</td>
<td>(20)</td>
<td>(18)</td>
<td>(3)</td>
</tr>
<tr>
<td>Police Staff Turnover</td>
<td>(497)</td>
<td>0</td>
<td>497</td>
<td>497</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>20,186</td>
<td>19,544</td>
<td>(642)</td>
<td>(405)</td>
<td>(237)</td>
</tr>
</tbody>
</table>

The change in forecast quarter by quarter reflects changes in the WFP and a change in assumptions in relation to when vacant posts will be filled. One of the main influencing factors in 2017/18 has been in relation to the ICT review and the delay in implementation (compared to original budget) and the difficulty experienced in filling some posts.

The chart above illustrates the actual WFP compared with the original WFP budget and budgeted establishment. Where the actual WFP (red line) falls below the original WFP budget (green line) an underspend will result, where the workforce plan rises above the original budget line an overspend will result. The increase in budgeted establishment in September reflects the original planned start date for the revised ICT structure, the actual implementation was subsequently phased in from December 2017.
Introduction

I am pleased to introduce the Summary Statement of Accounts for the 2017/18 financial year. The Police and Crime Commissioner for Cumbria (the Commissioner) has also produced group accounts, which consolidate the single entity statements of the Chief Constable and the Commissioner. The accounts are published in accordance with the Accounts and Audit Regulations 2015.

The summary statement provides a high level overview of net spending during the year and shows the overall financial position of the Chief Constable as at 31 March 2018. The reporting format is specifically designed to meet the requirements of the Code of Practice on Local Authority Accounting. The presentational format is designed to make for easier reading by those who access the document through the Chief Constable’s website: www.cumbria.police.uk.

This is the third year that the statement has incorporated a narrative statement, which has replaced the Chief Finance Officer introduction. The narrative statement provides a simplified summary of the financial statements with expanded information on the objectives, activities, performance and future financial prospects of the Constabulary. This aims to give the reader greater understanding of the context in which the financial statements are set. The Commissioner’s consolidated financial statements showing the group position can be accessed from the Commissioner’s website: https://cumbria-pcc.gov.uk/

Statutory Framework

The Chief Constable was established as a statutory entity under the Police Reform and Social Responsibility Act 2011 (PRSRA 2011). The PRSRA 2011 provides that there will be a Police and Crime Commissioner for each police area with responsibility for ensuring the maintenance of the police force for the area, securing that the police force is efficient and effective and holding the Chief Constable to account. The Commissioner has wider responsibilities than those solely relating to the police force. These include responsibility for the delivery of community safety and crime reduction, the enhancement of the delivery of criminal justice in their area and providing support to victims.

The PRSRA 2011 established the Chief Constable as a separate statutory entity, distinct from the Commissioner and with operational independence. The Chief Constable is responsible for maintaining the Queen’s peace and the exercise of police powers. The Chief Constable is accountable to the Commissioner for leadership of the force, the delivery of efficient and effective policing and the management of resources and expenditure for the police force.

The PRSRA 2011 sets out the statutory financial framework for the Commissioner and Chief Constable. The legislation provides for the Secretary of State to issue a financial code of practice in relation to the proper administration of financial affairs. The Home Office, under the legislation, issues a Financial
framework further setting out the financial relationships and requirements for the Commissioner and Chief Constable.

This financial framework provides that the Commissioner receives all funding, including government grants, council tax income and other sources of income related to policing and crime reduction. All funding for the Chief Constable must come from the Commissioner. This, in addition to the powers of the Commissioner to set the strategic direction for policing and appoint and dismiss the Chief Constable, creates a subsidiary relationship between the Commissioner and the Chief Constable. As such, the Commissioner must publish a set of group consolidated accounts in addition to single entity accounts. The Chief Constable must publish single entity accounts and provide information to the Commissioner to support the publication of group accounts.

**Organisational Structure**

The Chief Constable is supported by a Deputy Chief Constable and Assistant Chief Constable who are responsible for a portfolio of functions within the organisation.

Operational policing is split into two commands which report to the Assistant Chief Constable. The Territorial Policing command is responsible for neighbourhood policing, response, management of calls for service and criminal justice. Territorial policing is structured in three geographic areas, which are supported by shared specialist policing resources such as roads policing, dogs and firearms.

The Crime Command is responsible for investigating crime and includes specialist units for gathering intelligence, major crime investigation, countering serious and organised crime, public protection and scientific support.

There are also two support directorates both of which report to the Deputy Chief Constable. The Corporate Support Directorate includes finance, people, estates, fleet, learning & development, ICT and central services. In overall terms, the Corporate Support directorate aims to provide cohesive and integrated support for operational policing.

The Corporate Improvement Directorate includes a number of corporate functions including strategic development, business improvement unit, marketing and communications and responsibility for coordinating the Constabulary’s change programme. Legal Services is a small specialist function, which operates independently from the main directorate structure and provides legal advice to the Chief Constable and Commissioner.
**Strategic Objectives**

For 2017/18, the Chief Constable determined the strategic direction for the Constabulary, which is ‘Keeping Cumbria Safe’. Following consultation with a range of stakeholders, the annual review of the Constabulary’s Strategic Assessment (based on operational intelligence), performance results, recommendations from independent inspections and audits and a review of the organisation’s strategic risks, the Chief Constable developed the ‘BIG 6’ priorities for reducing ‘threat, risk and harm’ and tackling our communities’ concerns as follows:

- Engaging with communities and engaging with partners.
- Preventing crime, road casualties and anti-social behaviour.
- Managing offenders.
- Managing calls for service.
- Protecting vulnerable people and communities.
- Investigating crime, caring for victims and bringing offenders to justice.

The Commissioner approved these key objectives and incorporated them into his Police & Crime Plan to complement his aims.

**Chief Constable’s Report**

In terms of crime and disorder, Cumbria remains one of the safest places to live, work and visit in England and Wales. Levels of anti-social behavior in particular have shown a marked decline within the county over recent years. The public of Cumbria remain...
Chief Constable for Cumbria Constabulary
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overwhelmingly supportive of the service we provide as demonstrated by consistently high user satisfaction levels.

Nevertheless, there are no grounds for complacency. Over the past couple of years, there has been a noticeable shift in the profile of offences being recorded by police, with an increase in the complexity of crime, which in turn requires more resources to investigate. To ensure that we understand and can respond effectively in an ever changing world we continually review our demand.

The rapid advances in digital technology is a double edged sword allowing policing systems and processes to be developed and made more effective, but it also a facilitator of crime and requires new skillsets from policing if it is to be countered effectively. In relation to digital innovation in policing Cumbria is recognised nationally as being at the leading edge in rolling out mobile technology to its officers and staff with the objective of improving their productivity.

Each year the Constabulary is inspected and graded as part of a regime known as PEEL (Police Efficiency, Effectiveness and Legitimacy). In 2017/18, the Constabulary were graded good in respect of all three elements. We will continue to work with HMICFRS to address the small number of areas, which were identified as areas for improvement.

Our financial position looks brighter. The combination of the Government’s decision to maintain police grant for 2018/19 and 2019/20 in conjunction with the increased flexibility afforded to Police and Crime Commissioner’s and the decision to defer any changes to the police funding formula until at least 2020/21 allows us to plan for the future with a greater degree of financial assurance. Nevertheless, there is still a need for the Constabulary to operate as efficiently as possible and deliver savings to balance the budget over the medium term.

In order to plan for an uncertain future I have established a Cumbria 2025 Plan, which seeks to bring together business and change planning into a single cohesive plan, which is aligned to the national policing vision. This will continue to be developed during 2018/19 under the leadership of the Deputy Chief Constable.

In summary, despite the challenges, I have established an effective working relationship with the Commissioner and look forward to continuing to work with partners across the county to deliver on our core mission of Keeping Cumbria Safe.

2017/18 Grant Settlement and Budget

Under the provisions of the Police and Social Responsibility Act 2011, the Commissioner receives external funding, principally in the form of central government grants and council tax. The Commissioner is responsible for setting the budget and maintaining the force through the provision of funding to the Chief Constable. Details of the 2017/18 grant settlement, the Commissioner’s overall budget and the level of Council Tax levied are provided in the Commissioner’s combined financial statements.

Of critical importance was the Chancellor’s decision in the Comprehensive Spending Review of 2015 to add policing to those services which are protected from
worst effects of funding reductions, as the Government continues to address the national budget deficit. As a consequence of this decision, Cumbria received a relatively favourable grant settlement in 2017/18, despite this, the allocation of formula grant of £58.710m represented a reduction of £0.833m compared with the previous year. When this was consolidated with a 1.91% increase in council tax precept agreed by the Commissioner there was an overall increase in funding of £0.5m, which contributed to offsetting the impact of pay rises and inflation on the cost of providing policing services.

Business Activity

In addition to the day to day work of Protecting the People of Cumbria, the Constabulary, through its change programme and business strategies, has sought to identify savings and innovative ways to increase the productivity of its officers and staff. During 2017/18, the following changes have been made to enhance services:

- Undertook extensive demand analysis for operational staff and a ‘day in the life’ study for sergeants with the aim of understanding the workload and pressures faced by officers and improving working practices.
- Strengthened arrangements for crime recording including the development of a crime management action plan and training for 900 officers.
- Procured and commenced implementation of the ‘SAFE’ command and control system, which will deliver significant benefits within the Constabulary’s control room.
- Continued the implementation of the action plan for the Command and Control Room with the aim of improving response 999 and 101 response.
- Piloted the implementation of ‘Local Focus Hubs’, which will bring together neighbourhood policing, problem solving and community safety functions and provide collaborative opportunities with other agencies in a one stop shop.
- Implemented crime hubs, which have increased capacity and resilience by bring together crime investigation and public protection functions.
- Rolled out the first phase of the replacement crime intelligence system ‘Red Sigma’.

Performance

Summary Budget and Outturn

The Chief Constable’s budget amounting to £111.6m is based upon the funding agreement with the Commissioner.

The table below shows the summary budget for 2017/18 as set on 22 February 2017, the revised budget (taking into account budget changes made during the year) and the provisional outturn position (subject to audit).
The presentation above is as the figures are reported throughout the year in the management accounts. At the year-end a number of technical accounting adjustments (required by proper accounting practice) are made. For this reason, the outturn in the table above will not reconcile directly to the summary Comprehensive Income and Expenditure Statement.

The budget is predominantly made up of funding for employee costs, amounting in total to £102.58m, which is broken down into Police Officers £77.87m, PCSO’s £3.07m, Police Staff £20.00m and other employee costs of £1.64m. The remainder of the budget relates to non-staff costs including, transport costs of £2.22m and supplies/other costs of £11.49m. Income of £4.68m, which is generated through policing activities, is also shown within the Chief Constable’s budget.

<table>
<thead>
<tr>
<th>Summary Budget &amp; Provisional Outturn</th>
<th>Base Budget 2017/18 £000s</th>
<th>Revised Budget 2017/18 £000s</th>
<th>Provisional Outturn 2017/18 £000s</th>
<th>(Under)/Overspend 2017/18 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Officers</td>
<td>77,868</td>
<td>78,704</td>
<td>80,104</td>
<td>1,400</td>
</tr>
<tr>
<td>PCSOs</td>
<td>3,070</td>
<td>3,071</td>
<td>3,010</td>
<td>(61)</td>
</tr>
<tr>
<td>Police Staff</td>
<td>20,000</td>
<td>20,186</td>
<td>19,544</td>
<td>(642)</td>
</tr>
<tr>
<td>Other Employee</td>
<td>1,637</td>
<td>2,112</td>
<td>2,016</td>
<td>(96)</td>
</tr>
<tr>
<td>Transport</td>
<td>2,222</td>
<td>2,157</td>
<td>2,006</td>
<td>(151)</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>9,293</td>
<td>9,545</td>
<td>9,288</td>
<td>(257)</td>
</tr>
<tr>
<td>Third party Related</td>
<td>2,199</td>
<td>2,212</td>
<td>2,184</td>
<td>(28)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>116,289</strong></td>
<td><strong>117,987</strong></td>
<td><strong>118,152</strong></td>
<td><strong>165</strong></td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td>(4,682)</td>
<td>(6,344)</td>
<td>(6,550)</td>
<td>(206)</td>
</tr>
<tr>
<td><strong>Total Constabulary</strong></td>
<td><strong>111,607</strong></td>
<td><strong>111,643</strong></td>
<td><strong>111,602</strong></td>
<td>(41)</td>
</tr>
</tbody>
</table>

In-Year Financial Performance

**Revenue Expenditure:** The Chief Constable’s outturn position for 2017/18, compared to the revised budget is an underspend of £0.041m.

During the year the police pay budget, in particular, came under significant pressure through a combination of:

- Maintaining police officer numbers in the context of the decision to defer the implementation of a new police funding formula.
- The award nationally of a 1% bonus over and above the Government’s public sector pay cap of 1% pay increases, which had been budgeted.
- Provision of additional overtime partially to provide public re-assurance following the terrorist attacks in London and Manchester.

Interim forecasts during the financial year indicated that the Constabulary could be overspent by around £1m, principally due to the additional cost of police pay.

In the event, a combination of pro-active management of budgets, difficulties in recruiting to some specialist police staff posts and a change in the accounting treatment of the Government’s apprenticeship levy meant the Constabulary’s overall expenditure came in very close to budget.

**Capital Expenditure:** Under the terms of the funding arrangement between the Commissioner and the Chief Constable, all non-current assets are under the control of the Commissioner. Details of capital expenditure and funding in relation to the acquisition and enhancement of assets, which amounted to £5.254m.
in 2017/18 are shown in the financial statements of the Commissioner. The principal component of this expenditure was £3.2m on ICT related schemes, including £1.9m on a new command and control system, which will be further developed in 2018/19. A further £1.6m was expended on the cyclical replacement of the vehicle fleet. The remaining capital expenditure largely related to enhancement of the estate. Overall capital expenditure was lower than budgeted, however, this was largely attributable to slippage on the construction of a new Eden Deployment Centre, which is commencing in early 2018/19.

Organisational Performance

The Constabulary operates a comprehensive framework of performance measures to ensure it is meeting its objectives and support the Commissioner in delivering his Police and Crime Plan. The following section provides a summary of performance in relation to crime, incidents and other outcomes for 2017/18.

- Crime increased by 3,098 offences, which represented a 12% increase, but was largely attributable to improved crime reporting and recording.
- Violent crime has increased by 28% (2,032 offences). This mirrors the national picture where 42 out of 43 forces are reporting an increase, and again reflects improved crime recording practices. We remain lower than average for violent crime per head of population compared with a group of similar forces.
- We set out to increase reporting of rape and sex offences and this increased by 31% (319 offences). Of our rape cases 193 (45.5%) are historic of which 122 involved victims who were children at the time the offence took place.
- Overall theft offences have increased by 2% (175 offences). This includes increases in theft from a person (+1 offence), shoplifting (+30 offences), burglary (+59 offences) offset by a slight reduction in motor vehicle thefts (-2 offences).
- We perform better than our Most Similar Forces Group average and have the 3rd lowest volume of crime nationally.
- We have delivered a further 8.5% reduction in Anti-Social Behaviour, which has reduced to 11,247 incidents over the year.

- Domestic abuse incidents increased by 188 or 2.7% indicating greater public confidence in reporting.
- Cumbria performed significantly better than North West region and national averages for guilty pleas at first hearing and effective trials – and we exceed the targets set for us.
- We perform well for user satisfaction with 88% of people using our services being satisfied with the overall experience.
- 83% of people in Cumbria say they have confidence in their police service, which is 4% better than the national average.
The table below summarises the Constabulary’s performance indicators.

<table>
<thead>
<tr>
<th>Number of Crimes 2017/18</th>
<th>% Change from previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Crime</td>
<td>28,526</td>
</tr>
<tr>
<td>Violence against the person</td>
<td>9,306</td>
</tr>
<tr>
<td>Homicide</td>
<td>3</td>
</tr>
<tr>
<td>Violence with injury</td>
<td>3,999</td>
</tr>
<tr>
<td>Assault - cause serious harm</td>
<td>119</td>
</tr>
<tr>
<td>Assault with injury</td>
<td>3,809</td>
</tr>
<tr>
<td>Other violence with injury</td>
<td>31</td>
</tr>
<tr>
<td>Violence without injury</td>
<td>5,344</td>
</tr>
<tr>
<td>Assault without injury</td>
<td>3,644</td>
</tr>
<tr>
<td>Assault without injury on a Constable</td>
<td>217</td>
</tr>
<tr>
<td>Harassment</td>
<td>1,228</td>
</tr>
<tr>
<td>Other violence without injury</td>
<td>255</td>
</tr>
<tr>
<td>Rape and sexual offences</td>
<td>1,337</td>
</tr>
<tr>
<td>Robbery</td>
<td>95</td>
</tr>
<tr>
<td>Theft offences</td>
<td>9,220</td>
</tr>
<tr>
<td>Burglary</td>
<td>2,062</td>
</tr>
<tr>
<td>Vehicle offences</td>
<td>1,170</td>
</tr>
<tr>
<td>Criminal damage and arson offences</td>
<td>5,140</td>
</tr>
<tr>
<td>Drugs offences</td>
<td>852</td>
</tr>
<tr>
<td>Public order offences</td>
<td>1,762</td>
</tr>
</tbody>
</table>

During 2017/18, all forces were subject to a PEEL (Police Effectiveness Efficiency and Legitimacy) inspection by Her Majesty’s Inspector of Constabulary Fire and Rescue Services (HMICFRS). Cumbria was rated as good for all aspects of efficiency, effectiveness and legitimacy. Areas inspected included:

- Preventing crime and tackling anti-social behavior.
- Crime investigation and reducing re-offending.
- Protecting vulnerable people.
- Tackling serious and organised crime.
- Use or resources.
- Planning future demand.
- Treating people it serves fairly.
- Ethical behavior of the workforce
- Treating the workforce with fairness and respect.

In addition, the Constabulary received positive feedback from HMICFRS in relation to two thematic inspections during the year in relation to child protection and modern slavery.

**People**

The Constabulary recognises that its workforce is its most important asset and that maintaining healthy, engaged and motivated officers and staff is critical to the delivery of effective services.

During 2017/18, the Constabulary built on the People Strategy established in 2016/17, which brings together the key themes of:

- health, safety and well-being
- workforce planning, recruitment and talent management
- employee relations
- reward and recognition
- managing workforce change
- learning and development

Initiatives under the People Strategy in 2017/18 included development of talent management processes to better recognise and reward staff for their work and the promotion of citizens in policing, with particular emphasis on engagement with young people through the mini police.

At the 31st March 2018 the Constabulary employed:

- 1106 Officers
- 97 PCSOs
- 586 Police staff

(all expressed in full time equivalents)

During 2017/18, a strategic decision was taken to maintain the officer establishment at 1,125 FTE in the context of the announcement of a delay in
implementing a new police funding formula. Originally, flexibility had been built into the workforce plan in preparation for the introduction of formula changes in 2018/19, which could have impacted adversely on the Constabulary’s resources. Over 2017/18 the numbers of officers and PCSOs were maintained close to the establishment. Police staff vacancies were higher than anticipated, with particular difficulties in recruiting to specialist ICT roles. The budget for 2018/19 includes provision for 25 additional officers to work in local policing roles. The numbers of PCSO and police staff posts are expected to be broadly maintained during the forthcoming year.

The table below provides a breakdown of the Constabulary workforce (expressed in full time equivalents (FTE)) by gender.

<table>
<thead>
<tr>
<th>Actual Employees as at 31 March 2018</th>
<th>Male FTE</th>
<th>Female FTE</th>
<th>Total FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors/Chief Officers</td>
<td>6.5</td>
<td>2.0</td>
<td>8.5</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>9.0</td>
<td>6.0</td>
<td>15.0</td>
</tr>
<tr>
<td>All Other Employees</td>
<td>934.4</td>
<td>831.3</td>
<td>1,765.7</td>
</tr>
<tr>
<td>Total CC Employees</td>
<td>949.9</td>
<td>839.3</td>
<td>1,789.2</td>
</tr>
</tbody>
</table>

During 2017/18, the percentage of contracted hours lost due to sickness was 3.56% for officers and 3.06% for staff, both of which exceed the Constabulary’s target of 3%, but have reduced from 2016/17. An attendance action plan is in place with a wide range of actions to pro-actively manage sickness.

A Wellbeing Strategy has been put in place, with the aim of promoting and encouraging health and wellbeing at work. Work on promoting and improving well-being during 2017/18 included the:

- Provision of a psychological screening programme to identify mental health issues for staff in stressful roles at an early stage.
- Roll-out of trained well-being advocates to signpost help and support staff,
- A repeat of the staff well-being survey in conjunction with Durham University.

The Constabulary is committed to promoting a workforce which reflects our communities and a culture that respects and celebrates all aspects of diversity. Achieving this aim will also lead to a working environment that is free from discrimination, harassment, bullying and victimisation. The Constabulary’s diversity strategy has three objectives:

1) To provide an equitable, responsive and appropriate service to all communities in Cumbria, encouraging and supporting the reporting of crime, appropriate use of services and promotion of health and well-being.

2) To engage with communities and stakeholders internally and externally, improving communication and building confidence and trust in the public sector in Cumbria, to ensure that all communities have a voice. Embedding equality into everyday business and processes to ensure all staff contribute to meeting these objectives.

3) Building an inclusive and supportive working environment that encourages development, progression and retention of staff. Creating a culture where all staff feel valued and where people want to work.

Whilst Cumbria generally has a low level of hate crime compared to other forces both nationally and in the north west, the latest figures for hate crime show an
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annual increase of 103 crimes, which represents an increase of 32.7%., This indicates that the public have increased confidence in reporting such crimes.

The Constabulary recognises the importance of developing the skills and knowledge of its workforce. The Constabulary’s has an annual training plan, which aims to ensure that officers, PCSOs and staff are equipped with the requisite skills to perform their role, including mandatory accreditation for specialist responsibilities. During 2017/18, particular training resource was directed to:

- Crime recording.
- Vulnerability
- Stop and search for sergeants.
- File quality and disclosure.
- Development of a leadership and skills course for sergeants.

The training plan was delivered through a strategic training collaboration with Lancashire Police, which has delivered benefits through increased capacity to deliver training and cost reductions.

Sustainability

Sustainability is at the heart of the Constabulary’s approach to change and business improvement, with the focus on streamlining processes and emphasising quality by putting in systems to get things right first time. In addition, the Constabulary’s Demand Strategy delivers sustainability by looking at how demand can be managed down through preventative and collaborative working with other public agencies.

A cultural survey of all officers and staff, undertaken in partnership with academia, has identified areas that the Constabulary can focus on to build the resilience of its workforce and will be developed through the People Strategy.

In relation to the Commissioner’s estate sustainability is promoted both in day to day management of the assets and in new capital developments. The capital programme promotes sustainability within design and strives to better the requirements of the current building regulations by 10%. Specific holistic design targets are set, encouraging use of natural ventilation and sustainable renewable technology where possible. Where applicable BREEAM energy efficiency targets of a minimum of very good are set.

Procurement of sustainable goods and services is encouraged with targets set for local labour and supply of materials. Tender evaluation considers whole life costing, including running costs for the life of the building and a sustainability / environmental assessment.
Other measures to improve energy efficiency include:

- Regular monitoring of consumption.
- A force wide building management system which is used to monitor and control mechanical building services.
- A programme of introducing low energy technology, including LED lighting and low emission air conditioning across the estate.
- Use of video conferencing to reduce travel between sites.

For many years the Constabulary has operated a recycling policy.

The Constabulary operates a diesel fleet with this strategy being continually reviewed as technology advances. The use of electric vehicles has been trialed and will continue to be monitored as this technology develops. The fleet includes vehicles of many different types, which are required to perform a number of roles. Each role has specific targets for omissions and the purchasing criteria for new vehicles dictates that they must be within these limits. Vehicles are purchased on a national framework, which includes sustainability and environmental criteria. The maintenance of vehicles is carried out at garages located strategically throughout the county, reducing downtime and transportation. Parts are bought locally and make use of the wider local supply chain where possible.

Staff are encouraged to make use of public transport via travel plans and promote car sharing and supporting cycle to work schemes.

The Financial Statements

This section of the financial summary provides an explanation of the various parts of the financial statement. The aim of the financial statements are to demonstrate to the reader the overall financial position of the Chief Constable at the end of the financial year, together with the cost of the services provided during the year and the financing of that expenditure.

The key financial statements are:

- The Comprehensive Income and Expenditure Statement (CIES)
- The Movement in Reserves Statement (MiRS)
- The Balance Sheet (BS)
- The Cash Flow Statement (CFS)
- The Police Officer Pension Fund Accounts

Comprehensive Income and Expenditure Statement

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices, rather than the amount to be funded from taxation. The Chief Constable prepares this statement in accordance with the expenditure analysis as prescribed by Code of Practice on Local Authority Accounting issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The CIES is shown on page 25 of the full statement of accounts.
The table below sets out a summary CIES statement.

<table>
<thead>
<tr>
<th>Summary CIES</th>
<th>Gross Expenditure 2017/18 £000s</th>
<th>Gross Income 2017/18 £000s</th>
<th>Net Expenditure 2017/18 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Police Services</td>
<td>99,634</td>
<td>(355)</td>
<td>99,279</td>
</tr>
<tr>
<td>Funding Provided by PCC to CC</td>
<td>0</td>
<td>(105,851)</td>
<td>(105,851)</td>
</tr>
<tr>
<td>Cost of Services</td>
<td>99,634</td>
<td>(106,206)</td>
<td>(6,572)</td>
</tr>
<tr>
<td>Financing Costs and Investment Income (surplus)/deficit on the provision of services</td>
<td>37,304</td>
<td>(3,328)</td>
<td>33,976</td>
</tr>
<tr>
<td>Other comprehensive income and expenditure</td>
<td>136,938</td>
<td>(109,534)</td>
<td>27,404</td>
</tr>
<tr>
<td>Total Comprehensive income and expenditure</td>
<td></td>
<td>(88,822)</td>
<td>(61,418)</td>
</tr>
</tbody>
</table>

The statement shows that the gross cost of providing policing services amounted to £99.634m in 2017/18. This figure included the costs of neighbourhood policing, incident response, crime investigation, roads policing, communication with the public, criminal justice arrangements and a range of support services.

In addition, the CIES also records a number of technical adjustments including ‘financing costs & investment income’ £33.976m and ‘other comprehensive income & expenditure’ net income of £88.822m. These adjustments principally relate to changes to future pensions obligations over the year based on proper accounting practices. The overall effect of the cost of providing services and the pensions adjustment is to produce an accounting surplus of £61.418m for the year, which largely impacts on unusable pensions reserves. The analysis on page 6 of this summary, based on the management accounts, shows an underspend of £0.041m.

An Income and Expenditure analysis that sets out what those costs are (e.g. staffing, transport etc.) is provided in the note 6 to the statement of accounts on page 34.

**Movement in Reserves Statement**

This statement shows the different reserves held by the Chief Constable analysed into ‘Usable Reserves’, which can be applied to fund expenditure and other ‘Unusable Reserves’, which are principally accounting adjustments. It shows the opening balance on each reserve at the start of the year, movements in year and the closing balance.

The Chief Constable’s statement of movements in reserves is shown on page 26 in the full statement of accounts.

The table below sets out a summary movement in reserves statement.

<table>
<thead>
<tr>
<th>Summary Movement in Reserves</th>
<th>Balance 31/03/2017 £000s</th>
<th>Movements 2017/18 £000s</th>
<th>Balance 31/03/2018 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Pensions Reserve</td>
<td>(1,243,120)</td>
<td>55,450</td>
<td>(1,187,670)</td>
</tr>
<tr>
<td>LGPS Pensions Reserve</td>
<td>(45,878)</td>
<td>5,869</td>
<td>(40,009)</td>
</tr>
<tr>
<td>Accumulated Absences Reserve</td>
<td>(2,849)</td>
<td>99</td>
<td>(2,750)</td>
</tr>
<tr>
<td>Total Reserves</td>
<td>(1,291,847)</td>
<td>61,418</td>
<td>(1,230,429)</td>
</tr>
</tbody>
</table>

The reserves shown above on the Chief Constable’s movement in reserves statement are all classed as ‘unusable’ and provide a mechanism through which accounting adjustments can be made to present the accounts in accordance with proper accounting practices, whilst allowing the statutory amounts required to be charged for council tax purposes.

The Chief Constable’s movements in reserves statement principally records the Chief Constable’s negative reserves in relation to the Police and Local Government Pension Schemes, reflecting the requirement to record pension assets and liabilities as they are earned rather than when they become due for payment. During
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2017/18, the overall negative balance on both the police and local government pensions schemes have reduced, largely as a result of changes to actuarial assumptions.

All usable reserves are controlled by the Commissioner and are recorded in the balance sheet of the Commissioner, who formally recognises the need to provide contingencies to meet unplanned and planned expenditure in the future. The Commissioner’s usable reserves include a general reserve of £3.0m to meet unplanned risks and earmarked reserves of £19.9m for specific revenue and capital purposes. During 2017/18, a total of £1.4m has been drawn down from the Commissioner’s earmarked reserves to fund revenue and planned capital expenditure in the year.

The Balance Sheet

The Balance Sheet shows the value as at the balance sheet date (31 March 2018) of the Chief Constable’s assets and liabilities.

The table below sets out the summary balance sheet for the Chief Constable.

<table>
<thead>
<tr>
<th>Summary Balance Sheet</th>
<th>Balance 31/03/2017 £000s</th>
<th>Balance 31/03/2018 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>11,338</td>
<td>14,690</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(12,852)</td>
<td>(16,042)</td>
</tr>
<tr>
<td>Long Term Liabilities</td>
<td>(1,290,333)</td>
<td>(1,229,077)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>(1,291,847)</td>
<td>(1,230,429)</td>
</tr>
<tr>
<td>Unusable Reserves</td>
<td>(1,291,847)</td>
<td>(1,230,429)</td>
</tr>
<tr>
<td>Total reserves</td>
<td>(1,291,847)</td>
<td>(1,230,429)</td>
</tr>
</tbody>
</table>

The Chief Constable’s current assets (£14.7m) are comprised of the Chief Constable’s share of short-term debtors and the balance of funding between the Commissioner and the Chief Constable. Current liabilities (£16.0m) reflect amounts owed by the Chief Constable. They include the Chief Constable’s share of short-term creditors and the balance of funding between the Chief Constable and the Commissioner. Long-term liabilities (£1,229m) represent the Chief Constable’s share of the pensions deficit together with a small number of provisions to meet future liabilities. The net assets (assets less liabilities) are matched on the balance sheet by the Chief Constable’s reserves. The balance sheet reserves reflect the position at year end and therefore match the final position shown in the movement in reserves statement. The balance sheet is shown on page 27 in the full statement of accounts.

The Chief Constable’s 2017/18 balance sheet shows a combined pensions deficit of £1,228m (£1,289m in 2016/17) for the LGPS and the Police Pension Scheme to which its employees and former employees belong. However, statutory arrangements for funding the deficit, through increased contributions over a period designed to balance the pensions account and central government funding mean that the financial position of the Chief Constable remains healthy.

The Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Chief Constable during the reporting period. Under the terms of the funding arrangement between the Commissioner and the Chief Constable, all cash and cash equivalents are held by the Commissioner and as such, the Chief Constables cash flow statement simply reflects the surplus or deficit from the provision of services less adjustments for non-cash movements. The statement is shown on page 28 of the full statement of accounts.
The table below provides a summary of the cash flow statement:

<table>
<thead>
<tr>
<th>Summary Cash Flow Statement</th>
<th>Cash flows 2016/17 £000s</th>
<th>Cash flows 2017/18 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents 1 April</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net (Surplus)/Deficit on the provision of services</td>
<td>23,572</td>
<td>27,404</td>
</tr>
<tr>
<td>Adjustments for non-cash movements</td>
<td>(23,572)</td>
<td>(27,404)</td>
</tr>
<tr>
<td>Net cash flows from operating activities</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents 31 March</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

A summary of the pension fund is shown below.

<table>
<thead>
<tr>
<th>Summary Police Pension Fund</th>
<th>Pension Fund A/C 2016/17 £000s</th>
<th>Pension Fund A/C 2017/18 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions - Employer</td>
<td>(8,133)</td>
<td>(8,194)</td>
</tr>
<tr>
<td>Contributions - Officers</td>
<td>(5,179)</td>
<td>(5,185)</td>
</tr>
<tr>
<td>Contributions - Other</td>
<td>(419)</td>
<td>(357)</td>
</tr>
<tr>
<td>Benefits Payable</td>
<td>32,390</td>
<td>35,724</td>
</tr>
<tr>
<td>Other Payments</td>
<td>27</td>
<td>32</td>
</tr>
<tr>
<td>Net Amount Payable</td>
<td>18,686</td>
<td>22,020</td>
</tr>
<tr>
<td>Contribution from Home Office</td>
<td>(17,590)</td>
<td>(20,918)</td>
</tr>
<tr>
<td>Additional Funding Payable by the Constabulary (2.9%)</td>
<td>(1,096)</td>
<td>(1,102)</td>
</tr>
<tr>
<td>Net Amount Payable</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Police Officer Pension Fund Account

This statement sets out the transactions on the Police Officer pension fund account for the year. The statement records all of the contributions that have been made to the pension fund during the year. These are primarily contributions from employees and the Constabulary as employer. Contribution rates are set nationally by the Home Office. There are also small amounts of other contributions, either from officers joining the scheme in the year and transferring in existing pensions benefits or additional contributions from the employer to cover the cost of ill-health retirements.

The fund also records the benefits paid out of the fund to its members. Any difference between the contributions received into the fund and amount paid out is met by government grant, paid through the Commissioner. This means that the police pension fund always balances to nil.

The statement identifies contributions made in 2017/18 totaling £13.74m. The pension benefits that are payable from the fund, together with other payments amounted to £35.76m. The balance between contributions and pensions’ benefits paid of £20.92m has been funded by the Home Office. The full pensions fund accounts and note can be found on pages 50-51 of the full statement of accounts.

Supporting Information to the Financial Statements

The key financial statements are supplemented by an explanation of the accounting polices used in preparing the statements which are shown alongside the relevant note in the accounts or in Annex A where they are generic to the accounts as a whole. They also contain a comprehensive set of notes that explain in more detail a number of entries in the primary financial
The Financial Outlook

The financial statements provide a breakdown of net spending during the year with the balance sheet showing the strong overall financial position of the Commissioner and Chief Constable as at 31 March 2018. This has primarily arisen as a result of positive action on behalf of the Constabulary to reduce costs in the context of potential future reductions in government funding. A reserves policy has been developed, which seeks to balance pro-actively utilising reserves to support current policing services with maintaining reserves at a level that provides some financial resilience.

Looking forward, the 2018/19 grant settlement was better than anticipated:

- Preserving formula grant at its 2017/18 level for both 2018/19 and 2019/20.
- Giving commissioner’s the flexibility to increase council tax levels by a maximum of £12 pa for a band D property, which will apply for 2018/19 and 2019/20.
- Delaying any changes to the Police Funding Formula to the next comprehensive spending review in 2020/21.

Following public consultation the Commissioner set the council tax precept for 2018/19 at the maximum level, which represented an increase of 5.42%. Whilst the increase in funding is welcome, it does not represent a real increase in resources as both pay and prices are forecast to increase at 2% over the duration of the medium term financial forecast to 2021/22, following the removal of the Government’s public sector pay cap of 1%.

The Constabulary’s budget is set in the context of a four year medium term financial forecast (MTFF) to 2021/22, which assumes continuing funding restraints and cost pressures arising from the implementation of new technology including the new Emergency Services Network, proposed professionalisation of police training and pensions changes. Based on the MTFF, savings will be required to balance the budget from 2020/21, which will rise to £3.7m by 2021/22.

The Commissioner and Chief Constable recognise that, having already delivered £25m of savings since 2010, future savings will be hard won. They continue to work to towards developing and implementing organisational changes that will seek to address the future gap between expenditure and income and consider the level of savings highlighted in the MTFF to be achievable.

In light of the financial outlook above and in the context of the MTFF and savings plans, the Chief Constable and the Chief Finance Officer have reviewed
Chief Constable for Cumbria Constabulary
Summary Statement of Accounts 2017/18

the going concern position of the Constabulary and have concluded that it is appropriate to produce the Chief Constable’s accounts on a going concern basis.

Risks

The primary focus of the Constabulary’s strategic risk register is closely aligned with the financial challenges faced by the Constabulary outlined above and the consequential impact of implementing change across the organisation.

The Constabulary’s highest scoring strategic risk relates to the potential reduction in service delivery, safety and ultimately public confidence, which could result from a significant loss of funding through the new police funding formula or increase in costs as a result of removal of the public sector pay cap. A separate, but associated risk in relation to the capacity to deliver Vision 2025 is also included on the risk register.

The threat to performance and additional cost implications of implementing the Emergency Services Network, which is a national system to replace the force’s radio communications, continues to be recognised in the risk register and is likely to remain until the project is implemented.

Other strategic risks recognise the potential impact of constant change on performance across the organisation, the continued challenge of answering 999 and non emergency calls within a reasonable time period and the increasing threats from acts of terrorism and digital crime.

Wherever possible the Constabulary actively mitigates and manages its strategic risks.

Change Programme

The Constabulary’s change programme remains pivotal in identifying and delivering potential savings and now forms an integral part of the Cumbria 2025 vision project to ensure that a holistic approach to service delivery linked to changing service demand is adopted.

Planned work streams to generate savings include:

- Realising benefits from investments in digital technology to improve the efficiency of both operational and business systems and processes.
- Extending the concept of consolidation of operational resources into hubs, including locality based multi-agency working, with the aim of improving productivity and capacity.
- Realising workforce efficiencies.
- Exploiting opportunities for collaboration with other partners.
Chief Constable for Cumbria Constabulary
Summary Statement of Accounts 2017/18

Acknowledgements

The financial statements were originally authorised for issue by me as Joint Chief Finance Officer, on 24 May 2018. Following completion of the audit, they were re-authorised by me on 19 July 2018 and were formally approved by the Chief Constable on 19 July 2018.

In closing, it is appropriate to acknowledge the dedication and professionalism of Michelle Bellis Deputy Chief Finance Officer, Lorraine Holme, and the wider finance team in again achieving the closure of accounts and the publication of these statements against challenging deadlines and complex changes in the financial reporting standards.

Roger Marshall
Joint Chief Finance Officer

The accounts present a true and fair view of the position of the Chief Constable for Cumbria Constabulary as at 31 March 2018 and its income and expenditure for the year there ended.

Roger Marshall CPFA
Joint Chief Finance Officer
Date: 19 July 2018

Michelle Skeer QPM
The Chief Constable for Cumbria Constabulary
Date: 19 July 2018
Executive Summary:

The attached report provides details of the provisional outturn on the Commissioner’s revenue budget for 2017/18. The figures quoted at this stage are provisional as the final accounts are still subject to audit, but it is not envisaged that there will be any significant changes.

Recommendation:

The Police and Crime Panel are asked to note the Quarter 4 Provisional Outturn position of the revenue budget for 2017/18.
1. **Purpose of the Report**

1.1. The purpose of this report is to provide information on the provisional revenue outturn for 2017/18. Total net expenditure amounts to £96,421m compared to an approved budget of £96,178m. This is a net variance of £0.243m (0.25%), and comprises £233k over recovery of Income and £476k overspend on expenditure. The variance represents an underspend of £41k in relation to funding provided to the Constabulary and an overspend of £284k on budgets managed by the OPCC. The forecast variation of £0.243m represents a reduction in the forecast overspend of £805k compared to the £1.048m reported as at 31 December 2017.

2. **Revenue Expenditure**

2.1. The provisional outturn for net expenditure, after taking account of movements to and from earmarked reserves, amounts to £96,421m, and is £0.243m (0.25%) over the approved budget of £96,178m. The forecast overspend position is made up of an overspend of £0.284m in respect of budgets controlled by the Commissioner (made up of a net overspend on expenditure of £0.312m offset by the over recovery of grant and investment income of £0.016m and additional drawdown from reserves £0.012m).

2.2. The principal variances at the end of the financial year are outlined in the table below with comparative figures reported as at December 2017:

<table>
<thead>
<tr>
<th>Description</th>
<th>Revised Budget</th>
<th>Provisional Outturn</th>
<th>Provisional (Under)/Overspend 2017/18</th>
<th>Provisional (Under)/Overspend 2017/18 %</th>
<th>Forecast Change in DEC-17 to ADJ-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Police and Crime Commissioner</td>
<td>784</td>
<td>756</td>
<td>(28)</td>
<td>-3.57%</td>
<td>(23) (5)</td>
</tr>
<tr>
<td>Other PCC Budgets</td>
<td>(14,817)</td>
<td>(14,493)</td>
<td>324</td>
<td>-2.19%</td>
<td>63 261</td>
</tr>
<tr>
<td>Movements To / (From) Reserves</td>
<td>(1,432)</td>
<td>(1,444)</td>
<td>(12)</td>
<td>0.84%</td>
<td>0 (12)</td>
</tr>
<tr>
<td><strong>Total OPCC Budgets</strong></td>
<td>(15,465)</td>
<td>(15,181)</td>
<td>284</td>
<td>-1.84%</td>
<td>40 244</td>
</tr>
<tr>
<td>Funding Provided to the Constabulary</td>
<td>111,643</td>
<td>111,602</td>
<td>(41)</td>
<td>-0.04%</td>
<td>1,008 (1,049)</td>
</tr>
<tr>
<td><strong>Net Expenditure</strong></td>
<td>96,178</td>
<td>96,421</td>
<td>243</td>
<td>0.25%</td>
<td>1,048 (805)</td>
</tr>
<tr>
<td>External Funding</td>
<td>(96,178)</td>
<td>(96,178)</td>
<td>0</td>
<td>0.00%</td>
<td>0 0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0</td>
<td>243</td>
<td>243</td>
<td>1,048</td>
<td>(805)</td>
</tr>
</tbody>
</table>

A more detailed analysis of the figures in the above table (not rounded) is provided at Appendix A. Commentary on specific variances is provided in the paragraphs below.
2.3. The budget for the Office of the Police and Crime Commissioner came in under budget by £28k or 3.57% (previously £23k or 2.93% at December). The underspend is largely as a result of underspends on staffing as a result of maternity leave and restructure of the OPCC management team.

2.4. The Other PCC Controlled Budgets came in over budget by £324k or 2.19% (previously over budget by £63k or 0.39% at December). The net overspend is made up of overspends on the following expenditure lines:

- An increased contribution at year end to the Constabulary balance sheet provision in respect of legal claims of a net £281k.
- Increased estates costs £62k. Including additional spend on repairs and maintenance and utilities.

These underspends are being partially offset by underspends on the following budget lines. Significantly:

- A reduction in the cost of insurance premiums and broker fees £6k as a result in the re-tender of insurance contracts in November 2017.
- A slight increase in the amount of investment income received in the year £15k.

2.5. The Commissioner provides funding to the Chief Constable to operate the Constabulary under the terms of a funding arrangement. The Chief Constable has reported a provisional outturn position of an underspend against this budget of £0.041m or 0.04% (£1.008m 0.90% at December). The forecast underspend is made up of an overspend on expenditure budgets of £0.165m (previously £1.046m at December) offset by over recovery of income of £0.206m (previously £0.038m at December). The underspend at the year-end is made up of savings on staff pay, a change in accounting treatment in respect of the apprenticeship levy, training costs, fuel and information communication technology together with over recovery of income in respect of reimbursements for services provided to other public bodies and police forces. This is partially offset by additional expenditure on police pay (changes to workforce plan, 1% non-consolidated pay award). The Chief Constable has provided a separate report elsewhere on this agenda which provides a specific update regarding funding provided to the Constabulary.

2.6. The combined provisional outturn position is for an overspend of £0.243m. The Commissioner approved the funding of this balance by way of drawdown from specific earmarked reserves.
2.7. The Commissioner maintains the police property act fund. This fund has been accumulated over a period of time as a result of the disposal of property coming into the possession of the police under the Police Property Act 1987 and the Powers of Criminal Courts Act 1973. On a quarterly basis community groups or individuals can submit applications for funding to the Commissioner, the proposals should support priorities within the Commissioner’s Police and Crime Plan, have an impact on community safety and crime reduction or contribute to the delivery of the Constabulary youth strategy (e.g. diversionary activities for young people). At 31 March 2018, the fund amounted to £64k. During 2017/18 awards to successful applicants totalling £58k were made. Details of these can be found on the Commissioner’s website https://cumbria-pcc.gov.uk/what-we-do/funding/property-fund/

3. Financial Statements

3.1. The full financial position as at 31 March 2018 is presented for Police and Crime Panel members at Appendix B, within the financial statements narrative report.
## Revenue Budget Monitoring 2017/18 – Provisional Outturn

### Description

<table>
<thead>
<tr>
<th>Description</th>
<th>Revised Budget</th>
<th>Provisional Forecast</th>
<th>Change in Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revised</td>
<td>Forecast DEC-17 to ADJ-18</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provisional Outturn</td>
<td>(Under)/Overspend (Under)/Overspend</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Under)/Overspend</td>
<td>Outturn</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2017/18</td>
<td>2017/18</td>
<td>2017/18</td>
</tr>
<tr>
<td>Office of the Police and Crime Commissioner</td>
<td>784,260</td>
<td>756,647</td>
<td>(27,613)</td>
</tr>
<tr>
<td>Other PCC Budgets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioned Services Budget</td>
<td>3,609,736</td>
<td>3,609,736</td>
<td>0</td>
</tr>
<tr>
<td>Sexual Assault Support Services</td>
<td>196,800</td>
<td>196,800</td>
<td>0</td>
</tr>
<tr>
<td>Estates</td>
<td>3,853,496</td>
<td>3,915,870</td>
<td>62,375</td>
</tr>
<tr>
<td>Insurances</td>
<td>530,694</td>
<td>523,978</td>
<td>(6,716)</td>
</tr>
<tr>
<td>LGPS Past Service Cost</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Provisions for Insurance &amp; Legal Liabilities</td>
<td>145,000</td>
<td>426,000</td>
<td>281,000</td>
</tr>
<tr>
<td>Technical Accounting</td>
<td>352,796</td>
<td>354,544</td>
<td>1,748</td>
</tr>
<tr>
<td>Capital Financing</td>
<td>6,296,074</td>
<td>6,296,096</td>
<td>22</td>
</tr>
<tr>
<td>Grants &amp; Contributions</td>
<td>(29,725,022)</td>
<td>(29,726,079)</td>
<td>(157)</td>
</tr>
<tr>
<td>Interest/Investment Income</td>
<td>(75,000)</td>
<td>(89,964)</td>
<td>(14,964)</td>
</tr>
<tr>
<td></td>
<td>(14,816,326)</td>
<td>(14,493,018)</td>
<td>323,308</td>
</tr>
<tr>
<td>Total Police &amp; Crime Commissioner Directly Controlled</td>
<td>(14,032,066)</td>
<td>(13,736,371)</td>
<td>295,695</td>
</tr>
<tr>
<td>Constabulary Funding</td>
<td>117,986,363</td>
<td>118,152,229</td>
<td>165,865</td>
</tr>
<tr>
<td>Constabulary Income</td>
<td>(6,343,855)</td>
<td>(6,549,859)</td>
<td>(206,004)</td>
</tr>
<tr>
<td>Total Constabulary Funding</td>
<td>111,642,508</td>
<td>111,602,370</td>
<td>(40,138)</td>
</tr>
<tr>
<td>Total Approved Budget</td>
<td>96,610,442</td>
<td>97,865,998</td>
<td>255,557</td>
</tr>
<tr>
<td>Transfers To/(From) Earmarked Revenue Reserves</td>
<td>3,291,101</td>
<td>3,291,101</td>
<td>(1)</td>
</tr>
<tr>
<td>Transfers To/(From) Capital Reserves</td>
<td>(4,723,132)</td>
<td>(4,723,132)</td>
<td>0</td>
</tr>
<tr>
<td>Transfers To/(From) General Revenue Reserves</td>
<td>0</td>
<td>(12,300)</td>
<td>(12,300)</td>
</tr>
<tr>
<td>Aggregated External Financing</td>
<td>(96,178,411)</td>
<td>(96,178,411)</td>
<td>0</td>
</tr>
<tr>
<td>Net Requirement</td>
<td>0</td>
<td>243,256</td>
<td>243,256</td>
</tr>
</tbody>
</table>
Introduction

I am pleased to introduce the Summary Statement of Accounts for the 2017/18 financial year. This summary document sets out the consolidated version of the financial position of both the Police and Crime Commissioner for Cumbria and the consolidated group position, incorporating the statements of the Chief Constable for Cumbria Constabulary. The financial information set out in the summary statement of accounts is taken from the full financial statements which are published in accordance with the Accounts and Audit Regulations 2015.

This summary statement of accounts is taken from the Joint Chief Finance Officer’s Narrative Report to the full financial statement of accounts. Its purpose is to offer readers a guide to the most significant matters reported in our statement of accounts. It sets out our overall financial position and a series of mini statements summarising and explaining the primary financial statements. It includes information on our performance and value for money. A commentary is also provided to set out the major influences impacting our income and expenditure in the current and future financial years.

By providing this information we aim to support our readers with an understandable and informative narrative on those matters most significant to our financial position and our financial and non-financial performance. This narrative report is provided as part of the overall publication of the financial statements and also as a standalone report. It can be accessed through the Commissioner’s website: www.cumbria-pcc.gov.uk together with the single entity statements of the Chief Constable.

Statutory Framework

The Police and Crime Commissioner was established as a statutory entity under the Police Reform and Social Responsibility Act 2011 (PRSRA 2011). The PRSRA 2011 provides that there will be a Police and Crime Commissioner for each police area with responsibility for ensuring the maintenance of the police force for the area, securing that the police force is efficient and effective and holding the Chief Constable to account. The Commissioner has wider responsibilities than those solely relating to the police force. These include responsibility for the delivery of community safety and crime reduction, the enhancement of the delivery of criminal justice in their area and providing support to victims.

The PRSRA 2011 also established the Chief Constable as a separate statutory entity, distinct from the Commissioner and with operational independence. The Chief Constable is responsible for maintaining the Queen’s peace and the exercise of police powers. The Chief Constable is accountable to the Commissioner for leadership of the force, the delivery of efficient and effective policing and the management of resources and expenditure.

The PRSRA 2011 sets out the statutory financial framework for the Commissioner and Chief Constable. The legislation provides for the Secretary of State to issue a financial code of practice in relation to the proper administration of financial affairs. The Home Office under the legislation issues a Financial Management Code of Practice for the Police Forces of England and Wales. The Code supports the statutory framework further setting out the financial
relationships and requirements for the Commissioner and Chief Constable.

This financial framework provides that the Commissioner receives all funding, including government grants, council tax income and other sources of income related to policing and crime reduction. The Commissioner decides the budget, allocating assets and funds to the Chief Constable. This, in addition to the powers of the Commissioner to set the strategic direction for policing and appoint and dismiss the Chief Constable, creates a subsidiary relationship between the Commissioner and the Chief Constable. As such, the Commissioner must publish a set of group accounts in addition to single entity accounts. The Chief Constable must publish single entity accounts and provide information to the Commissioner to support the publication of the group accounts.

Our Organisation

The Police and Crime Commissioner is supported by an office of 10.1 fte staff, this includes two statutory officers.

The Chief Constable is accountable to the Commissioner and has responsibilities to support the Commissioner in the delivery of the strategy and objectives set out in the Police and Crime Plan. Both entities have appointed a Joint Audit and Standards Committee and a Joint Ethics and Integrity Panel. The Committee and Panel comprise independent members to oversee arrangements for governance, including financial reporting and the arrangements for integrity and ethical behaviour. Four Custody Visiting Panels fulfil the statutory requirement for independent review of custody. Membership of the panels at the end of 2017/18 were: Barrow 9; Kendal 9, North Cumbria 12 and West Cumbria 8.

Our Goals

The Commissioner sets the strategic direction for policing and wider interventions within the Police and Crime Plan. The vision for our plan is that Cumbria remains a safe place to work and visit, where the public has a say in policing and organisations and community groups work together to address the causes of crime, as well as the consequences. Key priorities include keeping crime at low levels, reducing the impact of anti-social behaviour, bringing criminals to justice and reducing the harm caused by hate crime, domestic abuse and sexual abuse.

We work to achieve this by holding the Chief Constable to account for the delivery of effective policing and by commissioning a range of activity and interventions with the Constabulary and our wider partners. The Police and Crime Commissioner launched his new Police and Crime Plan ‘Making Cumbria Even Safer’ in November 2016 setting out our future strategy and goals.
Our People

Our people are the most important resource we have in achieving our goals. Our values commit to having an empowered staff who are high performing, professional and have high levels of satisfaction in their roles. The Commissioner’s Office and Constabulary perform well in relation to the gender diversity of the workforce. At Chief Officer Level, excluding the elected Police and Crime Commissioner, 33% of the single entity Chief Officers are female as are 100% of senior managers. A breakdown by gender of the number of men and women across the organisation at the end of the financial year and the number of men and women who were managers is set out below.

<table>
<thead>
<tr>
<th>Actual Employees as at 31 March 2018</th>
<th>PCC Single Entity</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male FTE</td>
<td>Female FTE</td>
</tr>
<tr>
<td>PCC Single Entity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Officers</td>
<td>0.5</td>
<td>1.0</td>
</tr>
<tr>
<td>Senior Management</td>
<td>0.0</td>
<td>1.0</td>
</tr>
<tr>
<td>All Other Employees</td>
<td>1.0</td>
<td>6.6</td>
</tr>
<tr>
<td>Total PCC Employees</td>
<td>1.5</td>
<td>8.6</td>
</tr>
</tbody>
</table>

The Commissioner has been able to further embed his Police and Crime Plan with the support of the Constabulary and partners. This has helped establish effective relationships with key local government, criminal justice, health and third sector partners to develop initiatives and commission activities to reduce crime, support victims and enhance community safety and criminal justice.

The Police and Crime Plan contains the police and crime objectives, which all contribute toward achieving the Commissioner’s overall aim ‘to make Cumbria an even safer place’. Objectives are monitored through a performance framework and Public Accountability Conferences; a public meeting where the Commissioner holds the Chief Constable to account.

The Commissioner has continued to provide a range of services for victims and specific services for victims of sexual violence, domestic violence and perpetrator programmes.

The Commissioner has well established financial and governance frameworks necessary to fulfil statutory, regulatory and best practice requirements, supported by the relevant professional bodies for local government and policing. This benefits from continuous development to ensure the office continues to meet the highest standards.

Public consultation and engagement are paramount to the Commissioner as he is the ‘voice’ for the people of Cumbria for policing. A wide range of diverse opportunities are available for the public to speak directly to the Commissioner, which is facilitated by the
The Commissioner being out in the community. This is further supported by the public contacting the Commissioner by email and letter, with more than 282 people contacting the Commissioner in this way during 2017/18; a figure that is increasing year on year. This information is used to influence decisions made by the Commissioner and improve policing services such as 101, local anti-social behaviour and driving issues.

The Commissioner undertook a successful public consultation for the increase in the council tax precept for 2018/19, with a high number of respondents and the support for his proposals compared to previous years. In total 1,500 people took part and 72% supported the increase in council tax precept. As a result of the public consultation and the views of the Chief Constable and Police and Crime Panel, the Commissioner took the decision to increase council tax precept by £11.97 for a Band D property, which equated to an increase of 5.42%.

The Commissioner continues to hold the Chief Constable to account at bi-monthly Public Accountability Conferences and weekly 1-2-1s with the Chief Constable focusing on performance in terms of crime and anti-social behaviour.

This is further supported by the independent inspectorate; Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), external and internal auditors to assist in his scrutiny of governance, finance, risks and internal control. In conjunction with the Constabulary the Commissioner also operates a Joint Audit and Standards Committee and an Ethics and Integrity Panel.

The Commissioner’s staff embrace the fast moving pace of the Office and this is evident for the work that is on-going in relation to Bluelight collaboration and other commissioning developments. The Office is well placed to deal with the new challenges for 2018/19 with responsibility for appeals expected to transfer to the Commissioner from early 2019 and further develop the public facing responsibility of the Commissioner.

Finance Review

2017/18 Grant Settlement and Budget

The Commissioner set a combined net revenue budget of £96.178m for 2017/18 on 22 February 2017. Funding of this amount came from the Police Grant settlement (£58.710m) and income from Council Tax (£37.468m). The budget increased the Council Tax precept by 1.91%, taking the Commissioner’s proportion of the band D equivalent tax to £220.77 per annum. The effect of the increase is to support the medium term financial forecast and mitigate the impact of the £0.833m reduction in Police Grant compared to 2016/17. The budget provided funding for the Chief Constable of £111.607m comprising a £116.289m expenditure budget to support policing and an income budget of £4.682m. The Commissioner’s budget provided £2.234m for Commissioned Services, to provide funding for partnership working across the Commissioner’s wider community safety, crime reduction and victim support responsibilities.
The capital budget was set at £6.521m. Capital expenditure is made up broadly of expenditure on assets that have a useful life of beyond one year. Approximately 40% of the programme related to investment in ICT including the provision of mobile devices, with the remainder being made up estates improvements and the cyclical replacement of fleet vehicles. The budget was funded from capital grants (£1.8m), direct contributions from revenue (£1.6m) and capital reserves (£3.1m). The capital budget was subsequently revised upwards to £9.1m reflecting the effect of the 2016/17 capital outturn position.

The table below shows the summary revenue budget for 2017/18 as set on 22 February 2017, the revised budget (taking into account budget changes made during the year) and the provisional outturn position (subject to audit). The presentation below is as the figures are reported throughout the year in the management accounts. At the year-end a number of technical accounting adjustments (required by proper accounting practice) are made. For this reason, the outturn in the table below will not reconcile directly to the Summary Comprehensive Income and Expenditure statement on page 7. References to the PCC relate to the Police and Crime Commissioner.

<table>
<thead>
<tr>
<th>Summary Budget &amp; Provisional Outturn</th>
<th>Base Budget 2017/18 £000s</th>
<th>Revised Budget 2017/18 £000s</th>
<th>Provisional Outturn 2017/18 £000s</th>
<th>(Under)/Overspend £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constabulary Budget</td>
<td>111,607</td>
<td>111,643</td>
<td>111,602</td>
<td>(41)</td>
</tr>
<tr>
<td>Office of the PCC</td>
<td>780</td>
<td>784</td>
<td>757</td>
<td>(27)</td>
</tr>
<tr>
<td>Other PCC budgets</td>
<td>12,882</td>
<td>14,909</td>
<td>15,233</td>
<td>324</td>
</tr>
<tr>
<td>Grants/Contributions</td>
<td>(27,511)</td>
<td>(29,726)</td>
<td>(29,726)</td>
<td>0</td>
</tr>
<tr>
<td>To/(From) Reserves</td>
<td>(1,580)</td>
<td>(1,432)</td>
<td>(1,688)</td>
<td>(256)</td>
</tr>
<tr>
<td>Net Expenditure</td>
<td>96,178</td>
<td>96,178</td>
<td>96,178</td>
<td>0</td>
</tr>
<tr>
<td>Government Grants</td>
<td>(58,710)</td>
<td>(58,710)</td>
<td>(58,710)</td>
<td>0</td>
</tr>
<tr>
<td>Council Tax</td>
<td>(37,468)</td>
<td>(37,468)</td>
<td>(37,468)</td>
<td>0</td>
</tr>
<tr>
<td>Total External Funding</td>
<td>(96,178)</td>
<td>(96,178)</td>
<td>(96,178)</td>
<td>0</td>
</tr>
</tbody>
</table>

The Constabulary gross expenditure budget is made up of funding for employee costs (£104.0m; of which Police Officers comprise £78.7m), transport costs of £2.2m and supplies/other costs of £11.8m. The Commissioner’s budgets comprise the costs of running his office (£0.784m) and the net position on a range of other costs. These include estates costs (£3.92m for premises used by the Constabulary and Commissioner), Commissioned Services (£3.81m to deliver the Police and Crime Plan) and budgets to finance capital expenditure and the costs of technical accounting adjustments (£6.65m). PCC other budgets also include the costs of insurance and past pension costs. Overall a net contribution from reserves of £1.69m was made in the year to fund expenditure.

In-Year Financial Performance

Revenue Expenditure: The out-turn position for 2017/18 is an overspend of £0.256m. The overall overspend is made up of an underspend of £0.025m on
the core budgets of the Commissioner and Constabulary plus a one off contribution of £0.281m to a legal provision in relation to ongoing legal cases. The core underspend equates to 0.02% of the revised net budget of £96.178m, which is comfortably within the target for the revenue expenditure to be within 1% of the budget at out-turn. During 2017/18 the Constabulary’s pay budget experienced pressure due to a combination of a higher than anticipated pay award, maintaining officer numbers and increased overtime to provide public re-assurance following the terrorist incidents in Manchester and London. However, this was offset by underspending elsewhere within the Constabulary budget. In relation to the Commissioner’s budgets premises costs were slightly above budget, due, in part, to fire safety checks following the Grenfell Tower disaster. However, this was offset by savings in the Office of the Commissioner, as a result of staff re-structuring including the move to a shared Chief Finance Officer with the Constabulary.

Budget forecasts during the year indicated that the Constabulary budget could be overspent by £1m. However, in the final quarter of the year a combination of pro-active work to manage the budget, additional income receipts and a change in accounting treatment in relation to the apprenticeship levy meant that the Constabulary came in just under budget at the year end.

The overall over-spend has been met from a budget support reserve, which was set aside for this purpose. Detailed outturn reports which explain the full range of variances can be found on the budget and finance section of the Commissioner’s website.

The Commissioner maintains the Police Property Act Fund. The fund has been accumulated over a period of time as a result of the disposal of property coming into the possession of the police under the Police Property Act 1987 and the Powers of the Criminal Courts Act 1973. Community groups and individuals can submit applications for funding on a quarterly basis. During 2017/18 awards totaling £58k were made. As at 31 March 2018 the Police Property Act fund balance stood at £64k.

The 2017/18 Capital Expenditure Outturn amounted to £5.3m against a revised budget of £9.1m. During the year Cumbria has delivered the first phase of its new crime system ‘Red Sigma’ and begun a project to replace its Command and Control systems. Work on delivering mobile working solutions for officers and staff in roles, which are required to operate at multiple locations, has continued. Other capital expenditure has been incurred in upgrading flood defences at the HQ site and the cyclical replacement of vehicles and ICT equipment. Planning work has also taken place for the construction of a replacement deployment centre for the Eden area.

The variance between actual expenditure and the revised budget is £4.4m (45%), which is significantly outside the 8% target for variations in capital expenditure. Whilst actual performance has fallen substantially short of target, this has been for a number of reasons, which were largely outside of the control of
staff working directly on schemes. The largest elements of slippage relate to a small delay in commencing construction of the Eden Deployment Centre, which has begun in early 2018/19 and supplier delays for fleet vehicles due to heavy demand for vehicles purchased from national contracts.

The Financial Statements

This section of the narrative report provides an explanation of the various parts of the financial statements alongside a high-level summary and narrative on the financial position. The aim of the statements are to demonstrate to the reader the overall financial position of the Commissioner at the end of the financial year, together with the cost of the services provided during the year and the financing of that expenditure. The reporting format is specifically designed to meet the requirements of the Code of Practice on Local Authority Accounting. A series of notes are provided to assist readers in their understanding of the statement, whilst the presentational format is designed to make for easier reading by those who access the document through the Commissioner’s website. The key financial statements are:

- The Comprehensive Income and Expenditure Statement (CIES)
- The Movement in Reserves Statement (MiRS)
- The Balance Sheet (BS)
- The Cash Flow Statement (CFS)
- The Police Officer Pension Fund Accounts

Comprehensive Income and Expenditure Statement

The Comprehensive Income and Expenditure Statement (CIES) shows the cost of policing and other services provided in the year and the income from government grants and council tax that fund those services. The CIES is shown on page 30 of the full statement of accounts. An expenditure and income analysis that sets out what those costs are (e.g. staffing, transport etc.) is provided in note 6 on page 49.

The table below sets out a summary CIES statement.

<table>
<thead>
<tr>
<th>Summary CIES</th>
<th>Gross Expenditure 2017/18 £000s</th>
<th>Gross Income 2017/18 £000s</th>
<th>Net Expenditure 2017/18 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Police Services</td>
<td>104,646</td>
<td>(9,935)</td>
<td>94,711</td>
</tr>
<tr>
<td>Cost of Services</td>
<td>104,646</td>
<td>(9,935)</td>
<td>94,711</td>
</tr>
<tr>
<td>Other operating expenditure</td>
<td>20,917</td>
<td>(20,657)</td>
<td>260</td>
</tr>
<tr>
<td>Financing Costs and Investment Income</td>
<td>38,051</td>
<td>(3,515)</td>
<td>34,536</td>
</tr>
<tr>
<td>Council tax and grant income</td>
<td>0</td>
<td>(101,824)</td>
<td>(101,824)</td>
</tr>
<tr>
<td>(surplus)/deficit on the provision of services</td>
<td>163,614</td>
<td>(135,931)</td>
<td>27,683</td>
</tr>
<tr>
<td>Other comprehensive income and expenditure</td>
<td>(89,206)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Comprehensive income and expenditure</td>
<td></td>
<td></td>
<td>(61,523)</td>
</tr>
</tbody>
</table>

The statement shows that the net cost of providing services in the year amounted to £94.711m, which is predominantly the costs of policing.

In addition to showing the cost of services, the CIES also sets out net financing costs of £34.536m. The most significant element of financing costs comprise pension charges (£34.007m). These charges are calculated in accordance with generally accepted accounting practices and do not all need to be funded in the 2017/18 financial year. Financing costs also include the costs of borrowing (capital financing).
These costs are extremely low other than those that fund the Workington PFI building. This is because the capital programme is funded internally using cash reserves to reduce investment risk and reflect the relatively low interest rates available on investing such balances. At the end of the financial year £17.979m (inclusive of PFI contract) of the capital programme is funded by the use of cash backed internal reserves rather than borrowing from the open market. At some point in the future, due to a planned reduction in reserves, the Commissioner will need to consider external borrowing.

Showing expenditure and income within this statement in accordance with generally accepted accounting practices results in expenditure exceeding income (a deficit on the provision of services) by £27.683m. A further accounting adjustment of £89.206m income through the ‘other comprehensive income and expenditure’ line results in an overall position on the statement of a surplus of £61.523m. This is an accounting surplus that is taken to Unusable Reserves. Page 5 of this summary sets out the out-turn position based on the management accounts, and excluding the technical accounting entries required for the CI&ES. The management accounts show an overspend of £0.256m against the 2017/18 budget.

**Movement in Reserves Statement**

This statement shows the different reserves held by the Commissioner. These are analysed into ‘Usable Reserves’ and ‘Unusable Reserves’. Usable reserves can be used to fund expenditure. They may help to pay for future costs or reduce the amount we need to raise in council tax to meet our expenses. Unusable Reserves are principally technical accounting adjustments. The Movement in Reserves Statement shows the opening balance on all reserves at the start of the year, movements in year and the closing balance. The Movement in Reserves statement is shown on pages 32-33 in the full statement of accounts. The table below sets out a summary movement in reserves statement.

<table>
<thead>
<tr>
<th>Summary Movement in Reserves</th>
<th>Balance 31/03/2017 £000s</th>
<th>Movements 2017/18 £000s</th>
<th>Balance 31/03/2018 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Fund</td>
<td>3,000</td>
<td>0</td>
<td>3,000</td>
</tr>
<tr>
<td>Earmarked Revenue Reserves</td>
<td>3,435</td>
<td>3,606</td>
<td>7,041</td>
</tr>
<tr>
<td>Earmarked Capital Reserves</td>
<td>17,829</td>
<td>(4,975)</td>
<td>12,854</td>
</tr>
<tr>
<td>Capital Receipts</td>
<td>926</td>
<td>523</td>
<td>1,449</td>
</tr>
<tr>
<td>Capital Grants Unapplied</td>
<td>5,417</td>
<td>364</td>
<td>5,781</td>
</tr>
<tr>
<td>Total Usable Reserves</td>
<td>30,607</td>
<td>(482)</td>
<td>30,125</td>
</tr>
<tr>
<td>Unusable Reserves</td>
<td>(1,246,608)</td>
<td>62,005</td>
<td>(1,184,603)</td>
</tr>
<tr>
<td>Total Reserves</td>
<td>(1,216,001)</td>
<td>61,523</td>
<td>(1,154,478)</td>
</tr>
</tbody>
</table>

Movements in usable reserves for 2017/18 show a net balance of £0.482m. This is the cumulative position recording the amounts we have drawn down from specific (earmarked) reserves to help fund expenditure during the year. There are separate accounts to record our receipt and use of income from the sale of property and government grants for capital expenditure. Capital receipts amount to £0.523m and were received following the sale of Barrow Police Station and one police house. Capital grants amounting to £0.364m were received during the year and will in the future be applied to finance capital expenditure.

At the end of the year, the Police Fund at 31 March 2018 stands at £3.0m and provides for unplanned
financial risks. Earmarked revenue reserves are £7,041m. These reserves provide for a number of specific operational contingencies, one off budget/project costs and funding to meet future liabilities in respect of insurances and the PFI contract. The most substantial area of reserves at £12,854m are now those set aside to fund the capital programme, all of which is planned to be fully applied by 2022/23. Further detail on earmarked reserves is provided within note 8 to the statement of accounts on pages 54-55.

At the 31st March 2018 we have negative unusable reserves of £1,185m. Unusable reserves provide a mechanism through which transactions are entered into the accounts in accordance with accounting standards. They also provide the means to manage differences in the timing and calculation of those transactions and the actual expenditure or income we need to charge to our accounts. For example, our properties are regularly re-valued. When this happens any increase in their value is shown in a revaluation reserve. The reserve 'records' the additional income we may receive when the property is sold, but it is 'unusable' until we decide to dispose of the property and achieve a sale. When we sell, the revaluation reserve will be reduced by any increase in value that was recorded before sale. The actual income we receive will be shown in our usable capital receipts reserve, where it can be used to fund new capital expenditure. The balance on our unusable reserves reflects the position following the required accounting transactions. The cumulative position for unusable reserves includes reserves of:

- £46,478m in respect of the revaluation reserve and capital adjustment account, recording accounting transactions for our capital assets.
- -£1,229m in respect of negative pensions reserves.

The pensions reserves record accounting transactions for the Police and Local Government Pension Schemes. The change in the balance on this reserve in 2017/18 is positive and is as a result of changes in actuarial assumptions that have had a negative impact on scheme liabilities.

The Balance Sheet

The Balance Sheet shows the value as at the balance sheet date (31 March 2018) of the Commissioner’s assets and liabilities. The balance sheet is shown on page 34 in the full statement of accounts. The table below sets out a summary balance sheet.

<table>
<thead>
<tr>
<th>Summary Balance Sheet</th>
<th>Balance 31/03/2017 £000s</th>
<th>Balance 31/03/2018 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant &amp; equipment</td>
<td>62,325</td>
<td>61,494</td>
</tr>
<tr>
<td>Long Term Assets</td>
<td>2,377</td>
<td>2,003</td>
</tr>
<tr>
<td>Current assets</td>
<td>26,827</td>
<td>30,993</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>(11,052)</td>
<td>(14,048)</td>
</tr>
<tr>
<td>Long Term Liabilities</td>
<td>(1,296,478)</td>
<td>(1,234,920)</td>
</tr>
<tr>
<td>Net Assets</td>
<td>(1,216,001)</td>
<td>(1,154,478)</td>
</tr>
<tr>
<td>Usable reserves</td>
<td>30,607</td>
<td>30,125</td>
</tr>
<tr>
<td>Unusable Reserves</td>
<td>(1,246,608)</td>
<td>(1,184,603)</td>
</tr>
<tr>
<td>Total reserves</td>
<td>(1,216,001)</td>
<td>(1,154,478)</td>
</tr>
</tbody>
</table>

The balance sheets shows property, plant and equipment assets, which include the Commissioner’s estate, fleet of vehicles and ICT/communications equipment, with a value of £61,494m. Of this, land and buildings comprise £51,077m. Long terms assets are comprised of intangible assets £2,003m. Current
assets are principally made up of investments (£12.082m), debtors (£13.944m) and cash (£3.774m) and have a total value of £30.993m. Investments are made in accordance with the Commissioner’s treasury management strategy and support the management of reserves and cash flows. Debtors’ balances are primarily made up of institutional debtors, for example central government, and prepayments. This means that the risk of not receiving the debt remains low. The Commissioner has a good collection record in respect of debtor invoices raised for services provided. During 2017/18 19 sundry debtor invoices totaling £2,555 were authorised to be written off as not collectable. The Bad Debt Provision stands at £2,839 against the future risk that not all outstanding invoices will prove to be 100% collectable. The Commissioner’s debtors include a share of the debtors recorded by the 6 Cumbrian District Council’s in respect of council tax. This debt amounts to £1.971m and is reduced by the Commissioner’s share of their respective bad debt provisions of £0.868m. See note 14 to the statement of accounts (Page 69).

Balance sheet liabilities are amounts owed by the Commissioner. They include creditors, PFI debt, pensions and finance lease liabilities. They are split between short term (current) and long term liabilities, the current liabilities being those amounts due to be paid within 1 year. The most significant element of current liabilities are short term creditors which total £13.906m. The combined short and long term liability on the PFI scheme amount to £4.887m at 31st March 2018. Long term liabilities are the most significant figure on the balance sheet, showing a balance of £1,235m (£1,296m in 2016/17). The main element of this amount is a pension’s deficit of £1,229m (£1,290m in 2016/17) for the Local Government Pension Scheme (LGPS) and the Police Pension Scheme. However, this deficit will be funded over a number of years, with financial support from Central Government, meaning that the financial position of the Commissioner remains healthy.

The Cash Flow Statement

The Cash Flow Statement shows the changes in cash held in bank accounts and changes in Money Market funds. Money Market funds are an alternative way of depositing cash to earn interest. The cash can be withdrawn from the fund without having to give notice and they are therefore referred to as cash equivalents.

The statement shows how the Commissioner generates and uses cash and cash equivalents. Cash flows are classified within the cash flow statement as arising from operating activity, investing activity and financing activity. The statement is shown on pages 35-36 of the full statement of accounts. The table below sets out a summary cash flow statement.

<table>
<thead>
<tr>
<th>Summary Cash Flow Statement</th>
<th>Cash flows 2016/17 £000s</th>
<th>Cash flows 2017/18 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents 1 April</td>
<td>(3,303)</td>
<td>(3,044)</td>
</tr>
<tr>
<td>Net cash flow from:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating activity</td>
<td>(2,303)</td>
<td>(7,248)</td>
</tr>
<tr>
<td>Investing activity</td>
<td>(548)</td>
<td>6,393</td>
</tr>
<tr>
<td>Financing activity</td>
<td>3,110</td>
<td>125</td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents 31 March, made up of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Accounts</td>
<td>(2,040)</td>
<td>(2,069)</td>
</tr>
<tr>
<td>Money Market Funds</td>
<td>(1,004)</td>
<td>(1,705)</td>
</tr>
</tbody>
</table>
The Police and Crime Commissioner for Cumbria
Summary Statement of Accounts 2017/18

The table shows a cash inflow of £7.248m from operating activity. This is the net of our cash income including government grants, council tax and charges for services, less how much cash has been paid out, for example for salaries and goods that have been purchased. Cash flows from investing activity show an outflow of £6.393m and primarily represents the net balance of investment deposits less the amount of cash received when the investment comes to the end of its term. Investment activity provides a way to manage resources that will be used to fund future expenditure, earning interest on any balances. Investment activity also includes cash flows from the purchase and sale of capital assets (e.g. property). Cash flows arising from financing activities show a net cash outflow of £0.125m, this being amount of cash used in relation to financing and borrowing. The Commissioner has no borrowing other than that which relates to finance leases and the PFI agreement. An amount of £125k was paid to reduce those debts during the year.

The Commissioner’s cash flow statement shows an overall balance of £3.774m, compared to £3.044m in 2016/17, reflecting an increase in cash and cash equivalents of £0.730m over the year. At the end of the year £1.705m of the Commissioner’s cash deposits was held in money market funds and £2.069m in banks.

**Police Officer Pension Fund Account**

This statement sets out the transactions on the police officer pension fund account for the year. The statement records all the contributions that have been made during the year to the pension fund. These are primarily contributions from employees and the Constabulary as employer. Contribution rates are set nationally by the Home Office. There are also small amounts of other contributions. These are either transferred contributions, where members join the Constabulary and pension scheme during the year, through transfer from another police force, and transfer in their existing pension benefits. Other contributions also include additional payments made by the employer to cover the cost of ill-health retirements. The fund records the pensions (benefits) that are paid out of the fund to its members. Any difference between the contributions received into the fund and the amount being paid out is met by government grant. This means the police pension fund always balances to nil.

<table>
<thead>
<tr>
<th>Summary Police Pension Fund</th>
<th>Pension Fund A/C 2016/17 £000s</th>
<th>Pension Fund A/C 2017/18 £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions - Employer</td>
<td>(8,133)</td>
<td>(8,194)</td>
</tr>
<tr>
<td>Contributions - Officers</td>
<td>(5,179)</td>
<td>(5,185)</td>
</tr>
<tr>
<td>Contributions - Other</td>
<td>(419)</td>
<td>(357)</td>
</tr>
<tr>
<td>Benefits Payable</td>
<td>32,390</td>
<td>35,724</td>
</tr>
<tr>
<td>Other Payments</td>
<td>27</td>
<td>32</td>
</tr>
<tr>
<td><strong>Net Amount Payable</strong></td>
<td><strong>18,686</strong></td>
<td><strong>22,020</strong></td>
</tr>
<tr>
<td>Contribution from Home Office</td>
<td>(17,590)</td>
<td>(20,918)</td>
</tr>
<tr>
<td>Additional Funding Payable by the Police and Crime Commissioner (2.9%)</td>
<td>(1,096)</td>
<td>(1,102)</td>
</tr>
<tr>
<td><strong>Net Amount Payable</strong></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

The statement identifies contributions into the fund of £8.194m from the Constabulary (employer) and £5.185m from police officers. Employer contribution rates in 2017/18 were maintained at 21.3%. In total £35.724m of pensions have been paid out of the fund.
The Police and Crime Commissioner for Cumbria
Summary Statement of Accounts 2017/18

The balance between contributions and those pensions’ benefits of £22.020m has been funded by Home Office Grant of £20.918m and additional contributions from the Commissioner of £1.102m. The full police officer pension fund account is shown on pages 94 to 95 of the financial statements accompanied with a page of explanatory notes.

Supporting Information to the Financial Statements

The key financial statements are supplemented by an explanation of the accounting policies used in preparing the statements. They also contain a comprehensive set of notes that explain in more detail a number of entries in the primary financial statements. A glossary of terms provides an explanation of the various technical accounting terms and abbreviations. The statements are published alongside the Annual Governance Statement for the Police and Crime Commissioner and the Chief Constable in accordance with the 2015 Accounts and Audit (England) Regulations.

Business Review

During 2017/18 the Commissioner has continued a number of programmes and initiatives working with the Constabulary and wider partners to deliver the key priorities within the Police and Crime Plan. This work has included ‘The Bridgeway’ Sexual Assault Support Service, which brings together a number of newly commissioned services (forensic-medical, counselling) and a new integrated Independent Domestic and Sexual Abuse Crisis Support Service, which will operate across the county proving support to high risk victims of domestic abuse and victims of rape and serious sexual assault. Since its launch the Bridgeway has provided support to over 400 victims and survivors of sexual assault.

In relation to the provision of wider victim support services, the OPCC commissioned Victim Support to develop and implement a bespoke Quality Framework and conduct an audit to monitor compliance with the Victims Code in Cumbria. The Quality Assessment Framework is now being adopted in other areas of the country and is seen as best practice in improving the delivery of victim services.

The OPCC has also commissioned programmes to work with perpetrators of domestic abuse, ‘Turning the Spotlight’ on domestic abuse and ‘Step-Up’ which focus on reducing incidents of domestic abuse by working with perpetrators and victims providing a holistic support service for the whole family. The ‘Turning the Spotlight’ programme has received over 400 referrals since its implementation in 2015. Between April 2017 and March 2018, 72 referrals were received by the Step-up programme which aims to change behaviours and reduce domestic abuse incidents perpetrated by adolescents and children on parents and/or carers. Other perpetrator projects include ‘The Well’ which provides support to ex-offenders and veterans to take control of their recovery from substance abuse, by working on a targeted approach aimed at reducing offending and re-offending using peer champions with lived experiences. Over 300 ex-offenders have been supported directly and a further 700 indirectly through The Well’s Mutual Aid Facilitation Project.
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The Petal’s programme, being delivered by Women’s Community Matters, was launched in April 2017. This initiative provides an 8-week one to one support package that works with women who have experienced and perpetrated abuse and those at risk of offending. During the financial year 2017/18 over 50 women have been referred on to the Petals Programme.

There has been a number of new commissioning activities in 2017/18. Principal amongst these was the commissioning and delivery of the ‘Get Safe Online project’ offering a comprehensive programme of online safety and awareness training over the next three years. Over 400 people have attended the sessions across Cumbria. To support the reducing the harm caused by hate crime, the OPCC has commissioned initiatives including a DVD on Mate Crime. Carlisle MENCAP were funded to design, produce and deliver a DVD on ‘Mate Crime’ designed to empower disabled people to come forward and report if they have been a victim of, or witness incidents of hate crime. On the 20th March 2018 PCC, Home Office representatives joined Carlisle MENCAP to launch the DVD. The ‘Feel the Hate’ theatre production, which was delivered across secondary schools in Cumbria in 2017/18 has been re-commissioned for 2018/19 following its success. The production focuses on raising awareness around the impacts of hate crime. This is being delivered alongside a 1 year pilot of interventions aimed at reducing hate based incidents. The Value, Attitudes and Behaviours programme will work with offenders and perpetrators aged 18 years and above who have committed a hate-based incident and will focus on changing behaviours and attitudes. Remedi have been commissioned to deliver restorative practices across Cumbria by giving victims the chance to decide how offenders should pay a consequence for the crime they have committed. This includes the chance for the victim to meet with offender. To date over 80 victims were supported by Remedi, 96% of victims who received a service indicated they felt safer and/or at least satisfied with the service they have received.

Prevention work has been a key theme for partnership activity. For young people a Child Sexual Exploitation ‘Be SAVY’ Programme delivered by Brathay Trust is a 6-month intervention programme with weekly sessions for participants aged between 12 to 17 years having been assessed as vulnerable to child sexual exploitation. 82% of those who engaged in the programme reported they were more able to recognise a healthy relationship. During 2017/18 the return of the ‘Chelsea’s Choice’ theatre production which educates young people to the risks of CSE, has reached over 6,000 students each year. Of students who saw the production 99% reported they had a better understanding of CSE and grooming. Funding has been provided to Skelton Brownies working in partnership with Barnardos to deliver child sexual exploitation awareness raising sessions to Girl Guiding, Brownies and Scout leaders across Cumbria. The training has enabled these groups to engage with in excess of 4,000 girls and boys aged 8 to 15 years from diverse socio-economic backgrounds.
A significant priority for the Commissioner is the continued support provided to the Constabulary to manage demands for service. Following a successful funding bid to the Home Office in 2016/17, the OPCC, Police and partner agency worked collaboratively to establish a Mental Health Crisis Assessment Centre which provides 24/7 multi-agency support and assistance to people at the point mental health crisis by providing a place of safety. 944 referrals have been received onto the services, resulting in a 28% reduction in the use of Custody as a place of safety.

Multi-agency partnership activity which included; the establishment of Cumbria’s first Youth Commission, has enabled young people the opportunity to work alongside the Police and Crime Commissioner to address and develop solutions to issues important to or impacting on them. The Youth Commission are working with several partner agencies to address issues highlighted in the Youth Commission’s 1st Annual report from 2016/17. A number of grants have been made available for community groups, including several youth groups, for initiatives and innovative schemes, which support the objectives of the Police and Crime Plan including preventing and reducing the harm caused by anti-social behaviour. The Commissioner has also sought to engage with young people and encourage citizens in policing through the launch of mini police in Cumbria.

In fulfilment of the new statutory requirement for the Commissioner to collaborate on the delivery of emergency services, during 2017/18 the Commissioner undertook an options appraisal exercise to determine the approach to ‘Bluelight’ collaboration. Following the conclusion of this work and consultation with significant stakeholders, it was decided that for the moment a collaborative model of service delivery would be adopted. Under this approach existing management arrangements will be maintained. In order to progress collaboration in respect of Bluelight services in 2017/18, the Commissioner appointed a Blue light Collaboration Manager, whose role is to work with emergency services partners including the Constabulary to develop more co-operative and efficient ways of working between the police and fire service.

Our key events diary sets out the significant activities that have shaped our work over the year, proving an overview of what we have delivered and achieved.

Key Events

April 2017

- Independent Custody Visitors attend the ICV Annual Conference.
- Dignity in Dementia programme funded by PCC wins NHS Northern Lights Dementia Award.
- PCC launches Community Awards Scheme to recognise the outstanding work carried out by people within Cumbria from a voluntary or professional capacity.
- PCC awards ‘Turning the Spotlight’ on Domestic Abuse Intervention Project to Victim Support following a competitive tender exercise.
- 7 Projects are awarded funding from the PCC’s Community Fund

May 2017

- PCC attends the launch of the Cinnamon Network aimed at helping vulnerable people within Cumbria.
- PCC attends launch of the Triple A project ‘All About Autism’ the training film for police officer
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- aims to raise awareness and promote an understanding of autism.
  - Chelsea’s Choice returns to Cumbria to raise awareness of child sexual exploitation.

June 2017

- Get Safe Online project is launched, offering a comprehensive programme of online safety and awareness training over the next three years.
- Get Safe Online Community Event held during Cumberland Show.
- 14 projects are awarded funding from the PCC’s Property Fund for June 2017.
- PCC attended the Pubwatch Star Awards highlighting the exceptional work being undertaken to address the issue of violence and ASB linked to night-time economy.
- Cumbria Independent Custody Visitors join peers across the North West and take part in co-ordinated custody visits to mark Volunteers Week.

July 2017

- Recruitment begins for additional volunteers for PCC’s Independent Custody Visitor Scheme
- PCC announces the winners of the Community Awards for North, South and West Cumbria.

August 2017

- PCC holds 8 autumn public surgeries across the Cumbria.
- Get Safe Online Business Event was held aimed at raising awareness of the risks of online safety to businesses in Cumbria.

September 2017

- PCC attends Cumbria Pride Event in Carlisle
- PCC publishes his first Annual Report
- Get Safe Online Community event held during Westmorland Show
- 5 projects are awarded funding from the PCC Property Fund for September 2017
- PCC in partnership with Safer Cumbria held Domestic Abuse and Sexual Violence Support Service consultation.
- PCC reduces staff costs by combining existing roles of two senior members of staff to cover Chief Executive Post.

October 2017

- Launch of Gateway 4 Women Centre in Carlisle offering a holistic approach to women’s health and well-being.
- PCC funds theatre production ‘Feel the Hate’ aimed at raising awareness of hate crime.
- Funds North Cumbria Girlguiding and Barnardos to deliver a training programme aimed at preventing child sexual exploitation.
- PCC supports world Mental Health Day
- PCC appoints BlueLight Collaboration Manager to coordinate the collaboration between Police and Fire Service.

November 2017

- PCC joins staff and volunteers in the second phase of training in preparation for the delivery of ‘Turning the Spotlight’ on Domestic Abuse programme.
- PCC visits Garden Life, the project funded through the Commissioners Community Fund aims to help reduce youth offender behaviour and youth re-offending.
- PCC attends Brathay Trust to support the OPCC funded ‘Be SAVY’ project to help safeguard youngsters who are at risk of being sexually exploited.
- PCC launches consultation on Council Tax Precept.
- PCC announces Grants are available from Cumbria Victims Charitable Trust.

December 2017

- Cumbria Youth Commission presents their 1st year findings and recommendations to the PCC and Multi-Agency Forum.
- 5 Projects are awarded funding from the PCC’s Property Fund for December 2017.

January 2018

- PCC launches second consultation on Council Tax Precept
- PCC in partnership with Young Cumbria announces recruitment drive to find additional young people to join the Cumbria Youth Commission.

February 2018

- Michele Skeer is appointed as new Chief Constable
- PCC agrees Police Budget for 2018/19
- PCC joins MENCAP to celebrate their 50th Anniversary.
March 2018
- PCC and Cumbria Constabulary launch ‘Mini Police’
- MENCAP launches ‘Mate Crime’ DVD funded by PCC the DVD aims to raise awareness of this type of hate crime.
- 7 Projects are awarded funding from the PCCs Property Fund for March 2018.

April 2018
- PCC launches Chelsea’s Choice theatre production for a third year aimed at raising awareness of child sexual exploitation to students. Over 5400 students saw the play last year and 99% said they had a better understanding of CSE and grooming.
- Independent Custody Visitors attend ICV Annual Conference

May 2018
- PCC launches a new Integrated Independent Domestic and Sexual Abuse Crisis Support Service which will operate across the county providing support to high risk victims of domestic abuse, rape and serious sexual assault.
- Work commences on the construction of the new £4.6m Eden Police Deployment Centre.

Performance Report

We measure our performance across a number of key themes reflecting the priorities in the Police and Crime Plan. These are Effective Policing, Community Safety, Criminal Justice, Customer/Victim Satisfaction and Finance & Value for Money.

Effective Policing
- Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Police Effectiveness Efficiency and Legitimacy (PEEL) Inspections: The PEEL Inspections judge the efficiency, effectiveness and legitimacy of the Constabulary in keeping people safe and reducing crime. For 2017 HMICFRS determined that the judgement for Cumbria Constabulary was ‘good’ in all aspects of effectiveness, efficiency and legitimacy. The Chief Constable reports to the Police and Crime Commissioner on how the Constabulary will tackle any areas requiring improvement and her response to HMICFRS recommendations.
- For 2017/18 overall crime increased by 12.4%, which equates to an increase of 3,144 crimes over the 12 month period to 31st March 2018. Cumbria is not alone in this trend with all forces nationally with the exception of the City of London reporting an increase. The increase is largely attributable to improved crime reporting. Based on figures to December 2017 Cumbria continues to maintain the third lowest level of reported crime in the whole country.
- Violence against the person offences have increased by 28.2% over the year. Whilst all categories of violent crime showed an increase with the exception of homicides, the largest increases were seen in the less serious violence without injury category. Again, improved standards of crime reporting and recording are the principal reasons for the increase. Cumbria is the 2nd lowest force nationally for volume of crimes.

Community Safety
- Antisocial behaviour has continued to fall, and has seen a 8.5% reduction compared to the same period last year; this includes a 9.5% reduction in youth anti-social behaviour. Nationally, Cumbria has the lowest number of incidents (excluding City of London).
Hate crimes and incidents continue to be closely monitored. During 2017/18, the number of incidents rose by 32.7%. The Constabulary and partners continue to work to encourage reporting of hate crime. Based on the latest data to 2016/17 Cumbria remains one of the lowest forces for hate crimes both nationally and in the North West region.

Work has also targeted increased reporting for sexual and domestic violence. During the year reported incidents of domestic abuse have increased by 2.6% and there has been a 32.2% increase in sexual offences.

**Criminal Justice**

- All recorded offences are assigned an outcome based on a national framework for crime. Crime outcomes are classed as positive where the offender is either charged or summoned, receives an out of court disposal or where the Crown Prosecution Service (CPS) or police determine it is not in the public interest to prosecute. In all cases the crime outcome represents positive police activity in detecting the crime. Positive crime outcome performance is 24.3% for 2017/18.
- Cumbria conviction rates for Magistrates Court cases for the quarter to December 2017 equated to 91.6%, which is ranked 1st nationally amongst 42 forces. Crown Court convictions for the same period equated to 85.3%, Cumbria is ranked 10th out of 42 forces.

**Customer and Victim Satisfaction**

- Performance in customer and victim satisfaction is measured through regular independent surveys following police contact. This is supplemented by the process for police complaints that includes independent sampling of complaint files and scrutiny of local to national comparatives against complaints upheld.
- The latest satisfaction figures for the overall service experience (which includes criteria such as ‘making contact’, ‘action taken’, treatment by staff’) remain high at 87.8%, which compares to 88.1% in 2016/17.
- When allegations are made against the police, those resolved locally perform well against national comparative timescales.

**Finance & Value for Money**

- We measure our performance against targets for achieving financial outturn within a percentage of the net budget. For 2017/18 this was set at 1% for the revenue budget and 8% for the capital budget.
- Actual performance for revenue (excluding the one off contribution to provisions) was 0.2%, achieving well within the target.
- Capital outturn was 42% below budget, falling significantly outside target. Whilst this was a disappointing result, the year-end position was expected and was impacted by business decisions and circumstances largely beyond the control of the departments delivering the capital programme. Stretch targets will continue to be set for capital expenditure going forward as a recognised area for performance improvement.
- In previous years the budget for the Commissioner and Office of the Police and Crime Commissioner was benchmarked against HMIC Value for Money profiles. Following the inclusion of fire and rescue
services under the remit of HMIC, costs for police and crime commissioners are no longer included in the VFM comparators. It has therefore not been possible to undertake a Value for Money analysis for the Office of the Police and Crime Commissioner for 2017/18.

- Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2017 PEEL inspection assessed the Constabulary as good in respect of efficiency.
- Outcomes against wider performance measures that indicate the effectiveness of activity and interventions are strong against the priority areas of keeping crime at low levels, reducing anti-social behaviour, bringing criminals to justice and increasing reporting of hate crime and domestic and sexual abuse.
- Collectively, these indicators provide assurance of Value for Money in respect of the 2017/18 financial year.

The Future Outlook

Following his election in 2016, Peter McCall the Police and Crime Commissioner for Cumbria launched his Police and Crime Plan covering the period to 2020. The Plan’s key theme is ‘Making Cumbria Even Safer’ and sets the strategic direction for policing and wider aims for enhancing community safety, criminal justice and supporting victims.

The overall financial position remains strong, which is reflected in the Medium Term Financial Forecast, which sets out the revenue budget position until 2021/22 and a capital programme, which is fully funded over the same period and will support delivery of the 2016-2020 Police and Crime Plan. The current financial position has primarily arisen as a result of positive action on behalf of the Constabulary to reduce costs in the context of reductions in government funding since 2010. This has enabled reserves to be maintained at a level that balances financial resilience and supports continued investment.

The Medium Term Financial Strategy and 2018/19 budget was approved in the context of the Government’s undertaking to protect police grants in cash terms for two years to 2019/20 and affording Commissioner’s increased flexibility to raise council tax over the same period. However, the greater certainty with respect to funding is accompanied by increasing cost pressures following the Government’s decision to remove the public sector pay cap and the economic uncertainty regarding Brexit. Training and pension costs are also expected to rise over the short to medium term.

Against this background the 2018/19 budget resources an establishment of 1147 Police Officers, an increase of 25 and a maintenance of Police, Community Support Officers at 95. The budget also supports the roll out of body worn video for all officers, which is expected to provide improved evidence to support criminal justice. The budget provides £116.902m funding for the Chief Constable to deliver policing for Cumbria. The longer term 10 year capital programme commits to £59.5m investment across the estate, fleet and ICT.
The accounts present a true and fair view of the position of the Police and Crime Commissioner for Cumbria Single Entity and Group Accounts as at 31 March 2018 and its income and expenditure for the year there ended.

Roger Marshall CPFA
Joint Chief Finance Officer
Date: 19 July 2018

Peter McCall
Police and Crime Commissioner
Date: 19 July 2018.
Review of the Role of the Joint Chief Finance Officer

Joint Report by the Police and Crime Commissioner and Chief Constable

1. Introduction and Background

1.1. In May 2017, following a re-structure within the Office of the Police and Crime Commissioner (OPCC), the Commissioner and Chief Constable jointly proposed that they would appoint a Joint Chief Finance Officer who would serve both the Office of the Police and Crime Commissioner and the Constabulary. Although this arrangement has been adopted successfully in other areas both the Police and Crime Panel and Joint Audit and Standards Committee raised concerns particularly regarding potential conflicts of interest. Subsequently it was agreed to go ahead with the proposal, appointing the Chief Constable’s Chief Finance Officer to the role. However, a number of safeguards were put in place in the event that a conflict of interest arose and it was also agreed that the role and associated operation of the finance team would be reviewed after a year. This report provides the results of the review process.

2. The Operation of the Joint Chief Finance Officer.

2.1. The shared Chief Finance Officer between the Office of the Police and Crime Commissioner and Constabulary has now been operating for a full financial year. A shared Deputy Chief Finance Officer and supporting finance team has operated since the inception of Police and Crime Commissioners. The review of the shared CFO is in two parts, firstly drawing on work to assess the role of the CFO against CIPFA best practice, which is part of the normal governance framework and then providing the views of key stakeholders.
2.2. At the November meeting of the Joint Audit and Standards Committee a report was presented evaluating the Joint Chief Finance Officer against CIPFA guidance on the role of the CFO. The results of the internal assessment provided assurance that the OPCC and Constabulary were 100% compliant with the five core principles of the CIPFA role. There have been no significant changes to the CFO arrangements since the report was produced, which would indicate that there is no longer full compliance.

2.3. In relation to the views of key stakeholders these are outlined in the following paragraphs:

2.3.1. The Police and Crime Commissioner - In creating a single CFO post for the Constabulary and the OPCC I had two aims namely to reduce administrative cost and, more importantly, to improve efficiency and coherence in senior financial management and decision making. There was always of course an element of risk in making the change to a single finance focus and some concerns that there may be conflicts of interest for the incumbent CFO trying to serve both the OPCC and the Constabulary. In my view, and this is now borne out by recent strong audit reports that these risks have not materialised and our financial management and planning is as strong, and I would contend stronger, than ever.

2.3.2. Across the strategic management of the Force including the OPCC we now have a much more coherent and responsive finance management focus. There have been no conflicts of interest and I am very clear that it is a responsibility of both the Chief Constable and I as PCC that we should address any issues of difference at our level and that the advice and guidance of the CFO is independent specialist advice - if there are differences therefore it is for the Chief Constable and I to resolve them. As it is, we have not had a single occasion when any significant difference has arisen and I do not believe that the single CFO has had an occasion when he has been conflicted in terms of the advice he is required to give. I would go further and suggest that because the CFO is advising both partners we are able to arrive more coherently and corporately at decisions much more rapidly than hitherto, bureaucracy has reduced without any compromise to the integrity of proper accounting process.

2.3.3. The saving of salary for a second CFO are self-evident and are a significant saving to the taxpayer meaning that more cash can be spent on front line policing. Given the above I am convinced that the move to rationalise our financial management by the creation of a single CFO post remains a positive step and has improved senior decision making for both the Constabulary and the OPCC.
2.3.4. The Chief Constable - I believe the joint CFO post is working really well along with the deputy CFO post and the team servicing both organisations. In fact, I believe the changes have simplified and streamlined the overall process, enhancing governance and assurance. I also don’t feel that the joint post is conflicted in anyway as we do endeavour to be open and transparent between the two organisations in any case, working on a no surprises basis. I feel that the Joint CFO has managed to straddle the two organisations very effectively without being compromised professionally.

2.3.5. The Joint Chief Finance Officer – To date I have been very comfortable with the operation of the shared CFO role. I have not felt that there have been any conflicts of interest in the first year of operation. I believe that the advice I give is objective. I have tested this with myself at various junctures and have concluded that my advice is invariably the same to both parties. The second criteria to consider is how the streamlined management arrangements have impacted on the wider finance function. The finance function remains very busy. Both the Deputy Chief Finance Officer and myself undoubtedly definitely experience pinch points on occasion, generally associated with fitting the delivery of key financial products such as the budget and annual governance statements alongside a heavy schedule of meetings for both organisations. On balance, I do not think these peaks of work are principally attributable to the move to a shared CFO, but more to the dynamic environment which represents policing in the 21st century. I will continue to closely monitor the workload and well-being of the finance team as part of my statutory responsibility to ensure an adequately resourced finance function.

2.3.6. The Head of Internal Audit - Controls are in place to mitigate risks should a conflict of interest arise in the Joint Chief Finance Officer role. These are documented in guidance and procedures. Our work has not identified any such conflicts since the Joint Chief Finance Officer post was created.

2.3.7. External Audit – the views of external audit will be communicated at the meeting of the Joint Audit and Standards Committee.
3. Conclusions

3.1. Based on the views of the stakeholders outlined in the report, the Joint Chief Finance Officer arrangement appears to be working well and has the support of both the Police and Crime Commissioner and the Chief Constable.

4. Recommendations

4.1. Members of the Police and Crime Panel are asked to consider this report and determine any comments or recommendations they might wish to make to the Commissioner and Chief Constable.

Peter McCall
Police and Crime Commissioner

Michelle Skeer
Chief Constable

Human Rights Implications: None Identified

Race Equality / Diversity Implications: None Identified

Personnel Implications: None Identified

Financial Implications: None Identified

Risk Management Implications:
It is critical that the arrangements for the finance function and Chief Finance Officer operate effectively to ensure high standards of financial management.

Contact points for additional information
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CUMBRIA POLICE AND CRIME PANEL

Meeting date: 24 July 2018

From: Monitoring Officer (Cumbria County Council)

COMPLIMENTS AND COMPLAINTS

1.0 EXECUTIVE SUMMARY

1.1 This report advises members of any complaints received in accordance with the Panel’s complaints procedure. The report outlines where appropriate, what, if any, action has been taken in respect of the complaints.

1.2 This report also records any compliments received.

2.0 RECOMMENDATION

2.1 Members are asked to note the report.

2.2 Members are asked, if appropriate, to recommend any further course of action.

3.0 BACKGROUND

3.1 At the meeting on 17 December 2012 the Panel agreed to adopt a complaints procedure to consider non-criminal complaints in relation to the Police and Crime Commissioner or other office holders.

3.2 The Procedure

3.2.1 The Procedure states the Monitoring Officer of Cumbria County Council would consider all non-criminal complaints regarding both quality of service and conduct, and act to broker local resolutions to resolve the complaints and resolve relationships.

3.2.2 The Panel would then receive a monitoring report regarding complaints against the Police and Crime Commissioner at each meeting. This would detail the number of quality of service and conduct complaints and state whether local resolution has been agreed. In addition this report would outline the number of compliments received.
4.0 DETAILS OF COMPLAINTS RECEIVED

4.1 As detailed at paragraph 4.1 of the previous report to the Panel, dated 13 March 2018, there was one ongoing complaint. Since that report, a further three complaints have been received.

4.2 In relation to the ongoing report, the Deputy Monitoring Officer proposed an informal resolution which was acceptable to the Commissioner. Unfortunately, the complainant has not accepted this proposal at the date of this report. Although attempts to assuage the complainant’s concerns continue, it will be necessary before the next report to bring the matter to a conclusion.

4.3 The first of the further complaints received has now been resolved. There had been an exchange of number of letters sent between the Commissioner and this particular complainant prior to the Commissioner attending the complainant in a surgery. During the surgery, the Commissioner agreed to write a further letter to the complainant subsequent to the surgery. The complaint was that the Commissioner had not written this letter. As part of an agreed resolution to the complaint, the Commissioner has now written to the complainant and the complaint is resolved.

4.4 The second of the further complaints received is ongoing, although progress has been made in reaching a resolution. The complaint is that the Commissioner, in correspondence with the complainant, has taken the view that the background factual context does not give rise to any criminal matters. In an attempt to resolve this complaint, the Commissioner has provided the complainant with his reasoning behind his view. The complainant, in response, has raised a number of issues. Of those, it has been agreed with the complainant that one of those issues merits further consideration by the Commissioner in an attempt to finally resolve this complaint. The Commissioner is, at the date of this report, giving that consideration.

4.5 The final further complaint received has not yet been referred to the Commissioner, as attempts are still being made to define exactly what is the complaint, and whether or not it is within the Panel’s remit.
5.0 **DETAILS OF COMPLIMENTS RECEIVED**

5.1 The Monitoring Officer has not been made aware of any compliments that have been received during the relevant period.

Iolanda Puzio  
Monitoring Officer, Cumbria County Council  

12 July 2018

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**APPENDICES**

*None*

**BACKGROUND PAPERS**

*No background papers*

Contact: Ben Spencer  
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Telephone: 07919 297914
CUMBRIA POLICE AND CRIME PANEL

Meeting date: 24 July 2018

From: Senior Manager – Policy and Scrutiny

PANEL UPDATE REPORT

1.0 PURPOSE OF THE REPORT

1.1 This report updates the Police and Crime Panel on:

- Key issues and developments that have occurred since the last meeting on the 13th March 2018 including:
  - Progress on actions agreed at the March Panel meeting.
  - National policy developments.
  - The Panel’s work programme.

2.0 ISSUES FOR THE PANEL

2.1 Note the range of activity set out in the report and highlight, if required, issues that they would like more information on.

2.2 Note the work programme provided in Appendix 1 and provide suggestions for future topics or items for consideration by the Panel.

3.0 BACKGROUND

Progress on actions agreed at the March Panel Meeting:

3.1 At the March meeting Panel agreed to set up a small working group to co-ordinate the review of the PCPs current complaints procedures. The group has met twice and begun the drafting of a new protocol. The draft documents will be circulated to all Panel Members in due course with the intention to agree the new procedures at the Panel meeting in October.

3.2 On 11th July, the LGA hosted a PCP Workshop session, which addressed recent Home Office changes to police complaints process, Panel’s experiences of fire governance changes, scrutiny tips as well as feedback from PCCs. A briefing will be provided for the Panel which will include how the outcomes of the session can assist the Panel’s current and future work programme.
3.3 The PCP website is continuing to be updated. Information from the old website is in the process of being transferred to a staging server where new content and function will be added. The new website is expected to go live in the next 2 months and will be more easily accessible by officers to enable more regular updating and input of additional material.

4.0 **HORIZON SCANNING**

*This section of the report provides members with an overview of some of the key issues with implications for policing and community safety in the near future.*

**RECOMMENDATION**

4.1 The Panel is asked to consider the content of this section of the report, and highlight, if required, issues that they would like more information on.

4.2 Outlined below are what could be considered key issues that are of particular importance to the Police and Crime Panel, these are:

- Announcement of PCCs taking over Fire and Rescue Services
- Domestic Abuse Bill Consultation
- Serious Violence Strategy
- Refreshed Contest Strategy
- Police Super-Complaints

**Announcement of PCCs taking over FRSs**

4.3 The Secretary of State recently announced that five PCCs, West Mercia, Staffordshire, Cambridgeshire, Northamptonshire and North Yorkshire, will take on the governance of their Fire and Rescue Service. These PCCs will join Essex, who became the country’s first Police, Fire and Crime Commissioner (PFCC) in October 2017.

4.4 In their proposals, each PCC identified a number of collaborative opportunities through the new governance structure. These include shared estate and back office functions and closer alignment on prevention and resource deployment.

4.5 CIPFA carried out each independent assessment, and sought the views of the local police force, fire and rescue service and local authorities. The Home Secretary was satisfied the proposals demonstrated that a transfer of governance would be in the interests of the local economy, efficiency and effectiveness, without having an adverse effect upon public safety.
4.6 In West Mercia, Staffordshire and Cambridgeshire, the respective Fire and Rescue services have opted to legally challenge the decision.

4.7 The Home Office have also announced that they will bring forward legislation which will enable PCCs in areas with Combined Fire Authorities to be represented on their local Fire and Rescue Authority, subject to the consent of the FRA.

4.8 Also, as part of the fire reform agenda, the Home Office have announced that a Fire Standards Board will be created to ensure that professional standards are nationally coordinated for fire and rescue services.

**Domestic Abuse Bill consultation**

4.9 Between March and May, the government opened a consultation on the Domestic Abuse Bill. The bill proposes to create a Domestic Abuse Commissioner to hold the government to account on domestic violence and abuse issues. It also proposes the creation of a statutory aggravating factor in sentencing when domestic abuse involves a child. The government is expected to respond to consultation responses by autumn.

4.10 New Domestic Abuse Protection Orders would be created under the Bill, better protecting victims against further abuse by enabling courts to impose a range of conditions on abusers. The bill also addresses a sustainable funding model for refuges, announces funding for victims of domestic and recognises economic abuse as a type of domestic abuse for the first time.

4.11 The Association of PCCs (APCC) responded to the consultation by saying that it imperative that PCCs have strong powers to be able to monitor the provision of domestic abuse services.

4.12 In June, the government released the Female Offenders Strategy, which considers the underlying causes of offending and reoffending. Within the strategy, the government says that criminalising vulnerable individuals has broader negative social impacts. It therefore places an emphasis on good community management as opposed to short custodial sentences.

4.13 The government commits in the strategy to invest £5 million of cross-government funding over two years in community provision for women and develop a pilot for ‘residential women’s centres’ in at least five sites across England and Wales.

4.14 To support this activity, the government will issue guidance for the police on working with vulnerable women in partnership with the National Police Chiefs Council and provide guidance on the development of whole system approaches to address the needs of female offenders.
4.15 By the end of the year, the government will publish the *National Concordat on Female Offenders* which will set out how local partners and services should be working together to identify and respond to the often complex needs of women as they journey through the criminal justice system.

4.16 The government have stated that they would like local agencies and PCCs work with them to invest in women’s centres and other women-specific services. The government is considering whether additional powers and responsibilities may help PCCs to drive improved outcomes in this area.

**Serious Violence Strategy**

4.17 In April 2018, the government launched the Serious Violence Strategy, which represents a significant programme of work involving a range of government departments and partners, in the public, voluntary and private sectors as a result of recent increases in homicides, gun crime and knife crime.

4.18 The strategy is framed on four key themes; tackling county lines and misuse of drugs, supporting communities and partnership, early intervention and prevention and an effective law enforcement response.

4.19 The Home Office will support and promote the effective use of Community Safety Partnerships (CSPs) to deliver multi-agency plans to tackle serious violence in communities. This will involve support for CSPs to host conferences to bring partnerships together to share best practice and innovation.

4.20 An Early Intervention Youth Fund will be establishing, which will mean £11m will be available over the next two years to prevent often hard to reach young people from becoming involved in serious violence. PCCs with CSPs will be able to bid for funding for young and community groups who support early intervention and prevention activity with children and young people.

4.21 As there are strong links between policing and public health, the government will support PCCs and Directors of Public Health to work as closely together as possible.

4.22 The Home Office has established a new cross-sector Serious Violence Taskforce which will include key representatives from national and local government, PCCs and key delivery partners including health, education and industry representatives.

**Refreshed Contest Strategy**

4.23 In June 2018, the Home Office released a refreshed Contest Strategy, which is the framework which enables an organised approach towards countering all forms of terrorism.
4.24 The refreshed strategy reflects the findings of a fundamental review of all aspects of counter-terrorism. The four ‘P’ work strands, Prevent, Pursue, Protect and Prepare, remain as this has been found to be an effective way to organise counter-terrorism actions.

4.25 There is however a change within this framework, which includes the sharing of information more widely, and supporting more interventions with individuals who are being groomed or incited to commit or support acts of terrorism. The refreshed approach will also mean a more integrated relationship with local councils, security forces, the private sector and strengthening the resilience of local communities to terrorism.

4.26 The strategy announces the intention to bring new legislation before Parliament which will seek to enable earlier disruption using investigations, longer prison sentences and a stronger management of terrorist offenders following their release.

4.27 The government will be rolling out a multi-agency collaborative pilot in West Midlands, London and Manchester, which will trial methods to enable earlier intervention through data sharing and a greater understanding of the threat posed by terrorism.

**Police Super-Complaints**

4.28 The government have announced several organisations who are able to raise issues on behalf of the public about patterns or trends in policing that are, or appear to be, significantly harming the interests of the public.

4.29 These 15 bodies include the Centre for Women’s Justice, the Children’s Commissioner for England, Criminal Justice Alliance and Liberty.

**5.0 CONCLUSION**

5.1 The Police and Crime Panel are invited to consider those issues that have been highlighted in this report, and consider whether they would like more detailed reporting from the PCC in future on any of these topics, or any other topics they consider pertinent and their impact on Cumbria.

Tim Gale  
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APPENDICES

Appendix 1: Police and Crime Panel Work Programme

BACKGROUND PAPERS

None

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## Police and Crime Panel Work Programme

<table>
<thead>
<tr>
<th>Forthcoming PCP Items at Panel Meetings</th>
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| Police and Crime Plan:                 | • Objective 2: A Visible and Effective Police Presence (Cyber Proficiency)  
  • Objective 6: Focus our Police on Online and Sexual Crime (CSE)      | To consider update reports from the OPCC.                                  | July 2018     |
| Blue Light Collaboration               |                                                                        | To consider update reports from the OPCC.                                  | July 2018     |
| Commissioners Annual Report            |                                                                        | To consider update reports from the OPCC.                                  | July 2018     |
| Evaluation of Joint Chief Finance Officer Post |                                                          | To consider update reports from the OPCC.                                  | July 2018     |
| Police and Crime Plan                  | • Objective 5: Always put Victims First  
  • Objective 3: Tackle Crime and Antisocial Behaviour                  | To consider update reports from the OPCC.                                  | October 2018  |
| Police and Crime Plan                  | • Objective 1: Your Priorities for Cumbria  
  • Objective 2: A Visible and Effective Police Presence                 | To consider update reports from the OPCC.                                  | January 2019  |