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Date 11 August 2020

CUMBRIA POLICE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE

In line with the COVID-19 Government Guidelines The Police and Crime Commissioner's Public Accountability Conference will take place **remotely** by telephone conference on **Wednesday 19th August 2020, at 10.00am.**

The purpose of the Conference is to enable the Police and Crime Commissioner to hold the Chief Constable to account for operational performance.

If you would like to join the meeting as a member of the public or press, please contact Paula Coulter on paula.coulter@cumbria.police.uk you will then be provided with a copy of the dial in details. Following the meeting papers will be uploaded on to the Commissioner's website.

G Shearer
Chief Executive

Attendees:

Police & Crime Commissioner - Mr Peter McCall (Chair)
OPCC Chief Executive - Mrs Gill Shearer
Joint Chief Finance Officer - Mr Roger Marshall
Chief Constable - Mrs Michelle Skeer

AGENDA

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

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS AND EXCLUSION OF PRESS AND PUBLIC

To consider (i) any urgent items of business and (ii) whether the press and public should be excluded from the Meeting during consideration of any Agenda item where there is likely disclosure of information exempt under s.100A(4) and Part I Schedule A of the Local Government Act 1972 and the public interest in not disclosing outweighs any public interest in disclosure.

3. QUESTIONS FROM THE PUBLIC

An opportunity (not exceeding 20 minutes) to deal with any questions which have been provided in writing within at least three clear working days before the meeting date to the Chief Executive.

4. DISCLOSURE OF PERSONAL INTERESTS

Attendees are invited to disclose any personal/prejudicial interest, which they may have in any of the items on the Agenda. If the personal interest is a prejudicial interest, then the individual should not participate in a discussion of the matter and must withdraw from the room unless a dispensation has previously been obtained.

5. MINUTES OF MEETING

To receive and approve the minutes of the Public Accountability Conference held on the 25th June 2020

6. FINANCIAL SUMMARY 2020/21 – QUARTER 1 TO JUNE 2020

To receive and note the quarter one financial summary which incorporates the Commissioner's revenue budget, Constabulary revenue budget and capital monitoring report for the period up to 30 June 2020 (copy to follow).

7. TREASURY MANAGEMENT ACTIVITIES 2020/21 – QUARTER 1 TO JUNE 2020

To receive and note the Treasury Management Activities Report April to June 2020 (copy to follow).

**CUMBRIA POLICE & CRIME COMMISSIONER
PUBLIC ACCOUNTABILITY CONFERENCE**

Minutes of the Public Accountability Conference held on
Thursday 25th July remotely via Skype conference call at 14:00pm

PRESENT

Police & Crime Commissioner - Mr Peter McCall (Chair)

Also present:

Chief Constable (Michelle Skeer);
Deputy Chief Constable (Mark Webster)
Head of Marketing and Communications (Helen Lacey);
Joint Chief Finance Officer (Roger Marshall);
OPCC Chief Executive (Gill Shearer);
OPCC Deputy Chief Executive (Vivian Stafford);
OPCC Administration Assistant (Rebecca Collins) – minutes

In attendance:

Julie Norman
Pete McSweeney
Bill McEwan

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

In line with the COVID-19 Government guidelines the Public Accountability Conference was held remotely via Skype. The Commissioner welcomed everyone to the meeting and read out general 'housekeeping' etiquette.

001. APOLOGIES FOR ABSENCE

Apologies for absence were received from the Assistant Chief Constable (Andy Slattery); and the Deputy Chief Finance Officer (Michelle Bellis).

002. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received from members of the public prior to the meeting.

003. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC

There were no items of urgent business to be considered by the Committee.

004. DISCLOSURE OF PERSONAL INTERESTS

There were no disclosures of any personal interest relating to any item on the Agenda.

005. MINUTES

The Chair presented the minutes of the Public Accountability Conference held on the 20th May 2020, these had previously been circulated with the agenda. The minutes were agreed as an accurate record and signed by the Chair.

RESOLVED, that, the

- (i) Minutes of the Public Accountability Conference held on the 20th May 2020 be confirmed as a correct record and signed by the Chair;

007. DECISION 012-2020 – EFFECTIVENESS OF THE ARRANGEMENTS FOR AUDIT 2019/20 EFFECTIVENESS OF ARRANGEMENTS FOR AUDIT

The Report was presented by the Assistant Chief Constable which provided details of the effectiveness of the arrangements for audit (Item 07a) and the effectiveness of the Joint Audit Committee (Item 07b). Both reports are provided for the Commissioner as part of a review of the overall contribution these functions make towards the arrangements for governance.

007. (A) A REPORT OF THE JOINT CHIEF FINANCE OFFICER ON THE EFFECTIVENESS OF ARRANGEMENTS FOR AUDIT.

Assurances in respect of the arrangements for audit are part of a robust governance framework. They support the Commissioner in placing reliance on the opinion of the Group Audit Manager (Head of Internal Audit) and support the Joint Audit Committee in placing reliance on the work and reports of the internal auditors. An effective internal audit service is also a characteristic within the seven principles of the CIPFA 2016 Good Governance Framework.

The Chartered Institute of Public Finance and Accountancy (CIPFA) defines the system of Internal Audit as the entirety of the arrangements for audit put in place by the entity, including the activities of any oversight committee. This report sets out an overall judgment, based on

that review. The review comprises the arrangements for internal audit, detailed within this report and the arrangements for the Joint Audit Committee.

Section 2 deals with arrangements for internal audit. IA are reviewed on the basis of compliance with Public Sector Internal Audit Standards PSIAS. The head of internal audit has included within her annual report a statement of conformance with the standards.

As part of the requirements for governance, internal audit have a Quality Assurance and Improvement Programme (QAIP) and this provides reasonable assurance that internal audit is performing its work in accordance with the internal audit charter. The QAIP and Internal Audit Charter were reviewed by members at the March meeting.

The review of internal audit against the PSIAS provides the primary source of assurance. Further assurance of the effectiveness of internal audit was previously taken from the opinion provided by the external auditors.

Section 3 of the report deals with the effectiveness of arrangements for an audit committee. These have been assessed by reviewing the arrangements for the Joint Audit Committee against the assessment criteria and checklist provided by CIPFA in its 2018 updated publication "audit committees, Practical Guidance for Local Authorities and Police". The guidance document provides a detailed regulatory framework against which the work and activity of the committee, in addition to the overall arrangements, can be assessed and consideration given to areas for improvement and development. The key messages arising from the review are that:

- The Committee has continued to build on the firm foundations put in place at the inception of the OPCC, expanding and refining its remit in the light of changing circumstances and emerging trends.
- Members are recruited appropriately and the range of skills has been strengthened through recent appointments.
- The Committee's remit complies with best practice.
- The Committee is supported by key members of the OPCC and Chief Constable's management teams at all Committee meetings to ensure that members are appropriately informed when considering the issues.
- Audit Committee members have carried out their duties diligently, achieving 95% attendance, have made a valued contribution to governance arrangements and have taken action on specific issues.
- Members have continued to increase their formal and informal training and development activities.

The overall conclusion and assessment from the review is that the Joint Audit Committee is effective in its operation. The review has demonstrated that within the areas of the self-assessment the Committee can evidence substantial support, influence and persuasion in carrying out its functions. These are the elements defined by CIPFA as being evidence of effectiveness. Against the self-assessment checklist the committee achieves a consistent grade of the maximum score of 5 across all areas. The full report of the review of effectiveness is included on the agenda to this meeting.

007. (B) REVIEW OF EFFECTIVENESS OF THE JOINT AUDIT COMMITTEE

As part of the overall arrangement for governance an annual review of the effectiveness of this committee is undertaken.

The Committee continues to strive for improvements across all areas of its activities. The Committee has identified three priority areas within its wider programme where in 2020/21 it will seek to have impact: These priorities are included in an action plan and comprise efforts to:

- Support and monitor the OPCC and Constabulary plans to address the increasingly stringent funding environment.
- Support and challenge any new governance arrangements, for example, from restructuring and capacity reviews, greater collaboration with other organisations or joint working on delivery of service.
- Consider the impact of new developments such as Operation Uplift, COVID19 on internal and external audit work programmes to ensure they remain relevant.

The committee achieves a consistent grade of 5 across all areas of the assessment against the Core Functions and a grade 5 assessment against the Wider Functions of Ethical Values and Treasury Management. Independence and Accountability and Membership and Effectiveness both score a grade 5, being evidenced as fully compliant with best practice requirements.

The committee achieves a consistent grade of 5 in all 10 areas of the assessment against the Core Functions and a grade 5 assessment against the Wider Functions of Ethical Values and Treasury Management. Independence and Accountability score a grade 5 and Membership and Effectiveness also score a grade 5. Following a request from the committee in previous years, the report for 2019/20 includes statements from the Commissioner and Chief Constable on page 6.

The report includes in the appendices A-F a summary of committee activities by meeting and on a terms of reference assurance basis, a schedule of committee attendance, role profiles and the CIPFA good practice check list.

The Commissioner was asked to:

Effectiveness of Arrangements for Audit:

- The Commissioner is asked to consider this report and:
- Determine whether he is satisfied with the effectiveness of Internal Audit for the year to 31 March 2019 and to the date of this meeting, taking into account the views of the Joint Audit Committee, and
- Consider any areas where the Commissioner might wish to see improvements or changes in 2019/20.

Review of Effectiveness of the Joint Audit Committee:

- The Commissioner is asked to consider this report and:
- Determine whether he is satisfied with the effectiveness of the Joint Audit Committee for the year to 31 March 2019 and to the date of this meeting, and
- Consider any areas where the Commissioner might wish to see improvements or changes in 2019/20.

Following a discussion, the presentation was noted and the recommendations as detailed within the report were all approved.

RESOLVED, THAT,

- (i) The presentation be noted; and
- (ii) All Recommendations were approved as set out within the detail of the report;

006. PERFORMANCE PRESENTATION

The Deputy Chief Constable explained the purpose of this report was to provide information to the public that shows performance in the context of the demand the police service deals with; the productivity of the officers and staff; and the outcomes that are delivered.

The Commissioner sought assurance that the Constabulary are focusing resources and time in the right areas and through the right activity. This approach will provide a more qualitative framework that will give a richer understanding of performance which focuses on demand, productivity and outcomes.

The period covered by the report is the rolling 12 months to the end of March 2020. It was noted that Covid-19 will have an impact of performance.

A presentation had been previously circulated and was also displayed on screen to all in attendance. The presentation will be uploaded to the Police & Crime Commissioners website for reference following the meeting.

The Deputy Chief Constable gave an overview of the presentation pausing for questions and comments throughout.

A discussion took place around incidents that had occurred during in 2019 – 2020. Communications received by the Constabulary were highlighted as follows:-

- 394,499 contacts into the Command and Control Room
 - 65,127 Emergency calls
 - 287,192 Non-emergency calls
 - +101 emails and forms

173,554 Emergency and non-emergency calls answered by officers in Command and Control Room.

- 42,180 101 emails and forms into CCR dealt with by officers in CCR
- 66,711 incidents attended dispatched by Comms operators (police staff)
- 38,199 crimes recorded and investigated by police officers
- 9,073 individuals arrested, individuals brought into custody
- 14,566 cases processed by police officers with some administration done by police staff

The Commissioner questioned how the 394,499 funnels down to 14,566, The Deputy Chief Constable explained that not all calls that come through to the 101 system are in the right place, a number of these calls need a service but are unsure what service they need. The best way to solve this is through education from ourselves and other services who offer help. We do this through our website, social media and automated messages before getting through to the 101 line. This will be explained in more depth later on in this presentation.

A slide around Responding to the public and the incoming demand was shown on screen and read through by the DCC explaining the complexity of demand that the Constabulary faces continues to evolve. The number of non-emergency and 999 calls are expected to remain the same over the next four years, with online and digital contacts increasing as modern technology is implemented in the Constabulary and the public use of digital access increases.

Call Management & Resolution (CMR) police officers deal with 70% of all the calls into the Constabulary setting out the following percentages:

- 73% of all calls are non-emergency calls
- 17% of all calls are emergency calls
- 27% of callers chose an extension or a department to speak to
- Emails and online forms account for 10% of all demand
- Emergency call demand has increased by 7.9% compared to previous year
- Non-emergency calls into CMR have decreased by 10% over the past year

The DCC went on to explain emergency calls have increased nationally over the last few years, there is various different demand analysis with no certain issue showing through, this does increase demand on the force significantly.

A slide around responding to the public, calls for service 999 and 101 performance was presented and talked through by DCC Webster.

The data in the graph within the report showed the period for the full year 2019/20 and the figures show the results of data extracted from two different systems.

In mid-June, the Constabulary implemented one new call handling and incident management system to replace the old telephony and many other systems in the Command and Control Room. The new system took time to settle in and, as is the case when new systems are put in, it took some time to resolve initial technical problems and it also takes time for people who use the system to get used to it. All in attendance agreed with the complexity the changing technology within the system.

Reiterating that answering emergency calls is always their priority and the performance figures show that over the past 12 months they are answering 98% of our 999 calls, the current median average answering time for emergency calls is 3 seconds and this is being sustained.

For 101 into the CMR, the average call answering time over the past 12 months is 10 minutes and this has been affected significantly by the introduction of the new system and staff having to change how they operate in the CMR. Explaining they do understand with frustrations around 101 waiting times.

There were around 69,000 abandoned 101 calls into CMR over the past 12 months. Explaining a call can be abandoned at any point in the process and all of this data is now being captured. This change will result in a higher abandoned number of calls being shown compared to how it was previously recorded. The average time people wait before abandoning a 101 call is around 2 minutes. It should be noted that this is not always a negative as callers may choose to end the call (or abandon the call) for a whole host of reasons including domestic reasons, interruptions or their query has been answered by the recorded messages on the system.

The average length of a call after it has been answered is around 5 minutes and this has remained consistent over the past 12 months.

The Constabulary are currently undertaking a range of activities to improve processes and response to the public including a detailed and independent review of the processes, workflow and roles and structures within the Command and Control Room. Initial results have been fed back to the Chief Inspector and the full report will be available shortly for action to be taken, this was slowed down by Covid-19.

DCC Webster talked through the slide showing a graph on the trend for 101 call answering from 18th June 2019.

The chart showed the median average call answering time for each day since the introduction of the new system and the trend line indicates a continual improvement for call answering over the time period.

The daily call answering times fluctuate significantly and are impacted by a number of variables that are demand driven. The trend lines provide an opportunity to understand the direction of travel for call answering. The black line on the chart includes all data and does show the impact of Covid 19, explaining although the direction of travel for reduced times is the same in both cases.

A slide in relation to responding to the public and what happens to the calls answered by CMR stated advice was provided by police officers speaking directly to the members of the public who called the Constabulary for help on over 49,000 occasions in the past year. It was noted that some advice being given by the Constabulary could be being given by other services for example, noise nuisance and council problems. The largest category was where an incident or crime is recorded, others include hanging up or a fault on the system or closure classed as unknown on the system.

The Commissioner asked what we were doing to rectify the number of calls coming through that could be handled by other services. DCC Webster explained they are proactively encouraging other services and agencies to get the information out there on what they can be

contacted for, understanding the key is to getting the information out there on who to ring and for what purpose.

In regards to responding to the public a slide was produced by DCC Webster explaining the inner ring on both of the charts represent 2017, middle ring 2018 and the outer ring shows 2019 and that the figures and percentages on both charts are for the whole financial year.

Overall incidents have remained in the mid to high 90k range over this period, peaking at 99,993 in 2018. Going on to saying the data also shows that whilst the volume of incidents have reduced by over two thousand since 2017, the number of certain types and categories of incidents that have increased are those which take much longer to deal with giving an example that the number of crime incidents has increased by 7% which reflects both real increases and significantly improved crime recording, crime incidents take the longest time to resolve taking on average, twice as long as public safety. ASB and traffic incidents have reduced by 4% and 2 % respectively and these incidents take the least time to resolve on average only around 2 hours. Public safety incidents, which includes concern for welfare such as missing persons have broadly stayed around 36% of all incidents. Covid 19 related incidents have driven some late increases in ASB, public safety and welfare incidents. There were 287 in March. These were made up of 203 Covid-19 related and 84 Covid-19 risk.

Over the past 3 years incidents relating to domestic abuse, have broadly remained at 7% of all incidents, and is the same for vulnerability and alcohol related incidents showing mental health incidents are at around 5% of their demand.

The number of incidents categorised as emergencies has increased by 4% over the three years, priority incidents remain at around 30% of demand and the shift has been to try and move towards more appointments which suit the caller and this is demonstrated in the increase of appointments to 8% of all calls from 4% in 2017/18.

Overall explaining that they are dealing with more emergency and priority incidents than previously, and the crime related and public safety incidents take up around 90% of time compared to 74% of time in 2016 and, 69% of time in 2014.

Managing demand in to Constabulary has become increasingly complex and takes more time to deal with.

DCC Webster stated it should be noted that 38% of all incidents are dealt with at first point of contact in the CCR without deployment and that the Control Room officers also record 40% of all crimes.

A discussion took place around the response to public priorities which were drug dealing, antisocial behaviour and antisocial driving behaviour. DCC Webster gave an examples of the work the Constabulary have been carrying out on each of the priorities:

- Antisocial driving behaviour

An operation set up to deal with dangerous driving and drivers behaving antisocially leading to problems in their communities. The CROs have been coordinating and targeting individuals who key offenders are causing issues at specific locations. Across the county so far, identified 34 individuals who are engaged with as part of the operation, with 23 of them to date having received a letter, or been stopped, warned or prosecuted. These

include 7 drug dealers, many drug drivers, one DA prolific offender and driving without a licence, or driving without insurance.

- Drug Dealing

Ongoing drugs operations and successful prosecutions with an individual who had drugs with a potential street value of more than £100,000 stashed at his home has been jailed for six years and a father and son County lines operation ending in jail time.

- Antisocial behaviour

District Judge Chalk authorised a second premises closure following a successful application by Cumbria Police at Carlisle Magistrates. The closure was in relation to an address in Workington that had caused significant detriment to the local community for a number of months following disorder, offensive and criminal behaviour on the premises and serious nuisance to the public. The premises is closed to all for three months. Any persons entering will be subject to arrest and possible conviction with a sentence of up to 6 months imprisonment under Section 80 of the Anti-Social Behaviour Crime & Policing Act 2014. This being the second such order in the last week to combat disruptive tenants who cause misery to the local community and they are pleased that the courts have seen fit to order the closure.

The Commissioner put forward a question around what feedback the public or reporter get. DCC Webster explained they recognise the importance of feedback even if it does not turn out the way they expected. Feedback and information is key to install confidence in the public that we are doing something. Explaining they try and publicise as much good work that is going on as they can.

A slide was presented illustrating the current demand within crime and investigations showing the three main reasons for increases in police recorded crime are:

- Continuing improvements to recording processes and practices (most impact- violence without injury categories, public order & other sexual offences)
- More victims reporting crime (all sex offences, domestic abuse, hate crime)
- Genuine increases in crime (more proactive work on e.g. drugs)

Stating last year all crime increased by 4% compared to the previous year to 38,199 recorded crimes, there were increases for recorded crime in the following categories:

- Arson and criminal damage up by 2%
- Burglary 8% increase. Breakdown: Residential +14%, Business and Community -3%
- Violence against the person 12% increase. Breakdown: With Injury -2%, Without Injury +8%, Stalking and Harassment +39%
- Public order offences 28% increase

These all follow a national trend but the impact of Covid 19 on recorded crime has been significant even though the impact is only applicable for one month in March 2020.

The Impact of COVID - 19 on 2019/2020 recorded crime was explained so far as things will change come the 4th,

However, due to Covid 19 in March crime started to reduce outside of these bounds and this trend has continued. The main crimes that are affected are those that you would have expected because of lockdown and people not being out and about:

- Criminal damage
- Sex offences
- Theft especially shoplifting
- Vehicle offences
- Violence against the person

Noting that the Impact of COVID - 19 on 2019/2020 recorded crime was explained so far as things will change come the 4th.

DCC Webster presented the National comparison data to December 2019 recorded crime volumes showing:

- 3rd lowest level of all recorded crime in England and Wales
- 6th lowest level for violence against the person and 5th lowest for violence without injury
- 7th lowest for sex offences
- 9th lowest for public order
- 3rd lowest for theft and also for shoplifting
- 3rd lowest for drugs offences

The Commissioner congratulated on all the hard work he knows the constabulary are putting in to achieve these percentages.

DCC Webster then moved onto a slide containing the figures for Crime. Open investigations as of 10 June 2020 showed that there were 3,596 investigations ongoing which are being managed by officers across the Constabulary, 44% of these were violence against the person, 13% were sex offences and 10% are public order offences. Outstanding theft offences have reduced compared to the report in December reducing by 4%. Explaining the changes to public order and theft offences reflect the impact of Covid 19 on crimes

DCC Webster explained the current crime and investigation outcomes. The two largest types of outcome are where the victim does not support action or withdraws from the process (30%) and, where the investigation is complete but no suspect has been identified (28%).

Overall last year 17% of crimes are resolved with a positive outcome and some category of sanction which compares favourably nationally and the rate has been improving since November as initiatives take effect. England and Wales have 13% Positive Outcome data to December 2019.

Crime Command continues to take the lead in improving investigative quality across the Constabulary, with accreditation as a key part of this, maintaining mandatory portfolios via CPD is crucial to ensure compliance, knowledge, skills and wellbeing. This is part of the Investigative Quality Plan, which the Constabulary will continue to progress. Major crime demand is low and whilst it is expected to increase, changes to the Force Major Incident Team and CASTs will address this.

The Constabulary will, therefore:

- Continue to improve investigative skills using thematic leads to develop and deliver a plan for Continuous Professional Development across Crime Command.
- Continue to progress its implementation of ISO Accreditation in all its forensics departments
- Re-prioritise resources to undertake future demand in DFU and DMIU work, to meet the demand
- Continue delivery of the Investigative Quality Plan, including effectively monitoring the use of Released Under Investigation

DCC Webster presented a graph with the current crime outcomes national comparison, showing that they are better than the rest of the forces in England and Wales.

A discussion took place around the demand on protecting vulnerable people explaining resources are being reallocated to CASTs to ensure that the most skilled people are dealing with the complex cases and in addition, the Constabulary is implementing a range of ways to ensure that forecasted demand can be met.

Annual Domestic Abuse Development days are up and running with CPS as outlined however the last one due on the 6th May 2020 was rearranged due to COVID 19.

The new risk assessment model known as the Spousal Assault Risk Assessment (SARA) and also the Stalking Assessment Model (SAM) will predominantly be used in the adaptation of serious and violence DA perpetrators to MOSOVO. The national project is coming to an end and the Constabulary will seek to adopt this approach to other interventions to reduce demand. The pilot has been completed and it is awaiting national evaluation, which has been delayed (Should have been completed in April 2020). Once the evaluation is completed we will receive the findings via a national report and take action accordingly

Looking to establish a partnership with the University of Central Lancashire to understand the demand created by 'repeat repeats', those instances where DA is reported on more than two occasions in the same 12 month period. This research seeks to establish what interventions work, those which could be used around low and medium risk that are not covered by more intensive interventions already in place. This work will help the Constabulary to both meet and reduce demand in the future. The project will last until the end of 2019. This will be subject to analysis and evaluation over the next 12-18 months. The research has been completed and the findings have been shared across the partnership in regards to implementing improvements to the repeat DA picture.

Stating the importance of continued robust measurements of performance on child safeguarding and child abuse through The Cumbria Safeguarding Children's Partnership (CSCP) (formerly LSCB) the formal governance process has continued via the CSCP Quality Assurance Groups (QAGS) which feeds to the strategic oversight group of Safeguarding Hub namely the CSCP Safeguarding Hub Programme Board.

The utilisation of video conferencing technologies has increased productivity by reducing the amount of time spend undertaking journeys to safeguarding and other meeting purposes. These working practices have been essential during the Covid-19 period.

The Constabulary commissioned a Sexual Offences Problem Profile to identify any reasons for the increase and the changing nature of offences and deliver the action plan is being formulated which seeks to make recommendations to reduce victim withdrawal in cases of rape. This will report into the Vulnerability meeting as a means of governance. The "recent adult rape problem profile" which looked at rapes committed in the last 12 months was completed. Prior to that we did the work on the pathway a rape investigation takes and examining attrition rates and what stage of an investigation the rape case falls out and why. A subsequent action was recorded via the CCIP and governed through the Vulnerability meeting.

The Constabulary will continue to undertake early intervention in accordance with its Missing from Home procedure and the continue work with care homes to reduce demand by progressing its memorandum of understanding. This is complete. All residential care provisions in Cumbria are signed up to this. This MOU will be replaced with the national initiative called the Philomena Protocol which essentially is the same function.

The Constabulary has created three establishment posts of to deal with repeat missing children and CSE, one per Territorial Policing Area (TPA), who will undertake problem solving activity to reduce the frequency of repeat missing people and reduce harm through problem solving the interventions. Theses METCO officers are now being formally adopted under the Child Centred Policing Teams.

The Constabulary introduced a new missing persons system as part of an ICT collaboration with Durham Constabulary.

There will be investment in three dedicated mental health officers based in LFH across the Constabulary to support the frontline and reduce demand. The role has been created for each area in the LFH. These roles are now being formally adopted under the Child Centred Policing Teams.

It was explained that there was a pilot funded by the Academic Health Science Network to prioritise those service users who cause the most demand for different agencies. This project is called the Multi Agency Enhanced Risk Management Project (MAERM). The proposal is to enhance our current multi agency response and safety planning, for an identified group of people in frequent contact with emergency services, (police, ambulance, MH crisis and A&E) following self-harm or suicide attempts, with particular focus on repeat 136s. The MAERM project is known colloquially as the Freedom to fly project. It started in June 2019 and is being reviewed this month.

Funding has been obtained to continue the project for a further 12 months. Results have been mixed in relation to an intended reduction of demand on blue light services and mental health services. Valuable lessons have been learnt about managing the cohort of people in the pilot. Safety planning and actions plans to blue light services never materialised which was a significant intended outcome of the pilot. It is hoped this will be delivered in year 2.

There has been further training delivered to frontline constables, sergeants and inspectors when the new stalking legislation is enacted. All recorded via L&D and Sgt training.

The constabulary have now created a cadre of detectives with specialist stalking and Harassment knowledge, this will fulfil the National Stalking & Harassment Protocol. The Constabulary will seek to utilise a specialist course delivered by Cheshire's Integrated Anti-Stalking Unit and CPS.

The Constabulary have implemented a CPS/Police mechanism to monitor stalking and harassment cases and provide feedback concerning good practice and areas for improvement, which includes lessons learned from CPS Local Scrutiny and Involvement Panels. There are quarterly Stalking & Harassment scrutiny panels held with CPS and Lancashire Police. There have been four of these so far and they link in with the national Stalking & Harassment Protocol.

In the last slide presented by DCC Webster the diagram showed how many people are arrested and brought into custody and the main results at the end of the custody process.

Once an investigation is complete and a decision is made to charge/summons, a case file needs to be prepared for court. There are two types of court – Magistrates and Crown and the type of case determines which court the case will be heard in.

The latest data for 2019 (Q2) identifies that the Constabulary performs above the national average rate for convictions at both courts and the latest comparable data published is for 2018 which identifies that Cumbria is fourth out of 42 forces for its successful conviction rate at 84%. Cumbria is 3rd in the country for guilty pleas at first hearing for Magistrates Court and 4th for Crown Court (data Q3 to Dec 2019 latest available at time of writing).

The focus is to make sure that the Constabulary keeps people safe by effectively investigating and prosecuting and we continuously seek ways to improve how this is achieved.

A Victims Service Assessment workgroup is up and running to improve outcomes of investigations and the quality of service for victims

The Commissioner closed the meeting by thanking all for attending and thanked the Constabulary once again for their dedicated work.

Meeting Concluded at: 15:10

Signed: _____

Date: _____

The Police and Crime Commissioner for Cumbria

Financial Summary 2020/21 as at 30 June 2020

Public Accountability Conference 19 August 2020



Group Revenue Budget

Group Overspend £0.67m (0.60%) ↓

Constabulary Overspend £0.63m (0.47%),
PCC Overspend £0.04m (0.02%)



Constabulary Revenue Budget

Overspend £0.63m (0.47%) ↓

Increased Expenditure £441k (0.32%),
Reduced Income £188k (3.42%)
(see pages 3 and 4)



Capital Budget

The capital programme for 2020/21 is currently reporting to be on track with no forecast variances.

(see page 5)



Operation lectern - Covid 19

The current forecast combined revenue and capital spend on the Constabulary COVID 19 response (Op. Lectern) is £632k

(revenue £632k, capital £0k).

(see page 6 for more details)



Operation Uplift

The current forecast combined revenue and capital spend on Operation Uplift is £1.919m

(revenue £1.919m, capital £0k).

(see page 7 for more details)



Treasury Management

Investment balance 30/06/20 £4.31m ↓

(Down 40% from £7.24m at 31/03/20).

It should be noted that the balance increased to £24.3m on 03/07/20 when the pension top up grant was received.

The current investment income forecast is shown as on budget at £96k.

(See separate report on the agenda for more details)

PCC Revenue Budget 2020/21 as at 30 June 2020

Description	Revised Budget	Forecast Expenditure / (Income)	Forecast (Under)/ Overspend	Forecast (Under)/ Overspend
	2020/21	2020/21	2020/21	2020/21
	£'000s	£'000s	£'000s	%
Office of the Police and Crime Commissioner	823	805	(18)	(2.19%)
Other PCC Budgets	(22,119)	(22,064)	55	(0.25%)
Movements To / (From) Reserves	(1,365)	(1,365)	0	0.00%
Total OPCC Budgets	(22,661)	(22,624)	37	(0.16%)
Funding Provided to the Constabulary	132,876	133,506	630	0.47%
Net Expenditure	110,215	110,882	667	0.61%
External Funding	(110,216)	(110,216)	0	0.00%
Total	(1)	666	667	

The balance on the police property act fund as at 30 June 2020 was £53k. Details of the awards made from this fund to community bodies can be found on the Commissioners website. <https://cumbria-pcc.gov.uk/what-we-do/funding/property-fund/>

Expenditure & Income Variances

Office of the PCC -£18k Includes reductions in staffing (£4k), training & conferences (£2k), transport (£3k) and printing and other running costs (£9k).

Other PCC Budgets +£55k Additional expenditure on Premises (£69k) mostly on additional cleaning due to COVID 19 and small overspends utilities and maintenance. These additional costs are partially offset by reduced expenditure on property insurance (£14k).

Funding Provided to the Constabulary +£630k The overspend is in the main due to additional spend in response to COVID 19 (PPE, sanitisers, ICT cost, overtime etc.) totalling £632k.

Savings to in-year budgets as a result of reduced activity in areas such as travel, fuel and training during the covid pandemic are estimated at £521k, these are however offset by reductions in core income of £512k. Additional Contributions to local and national collaborations has increased (£138k).

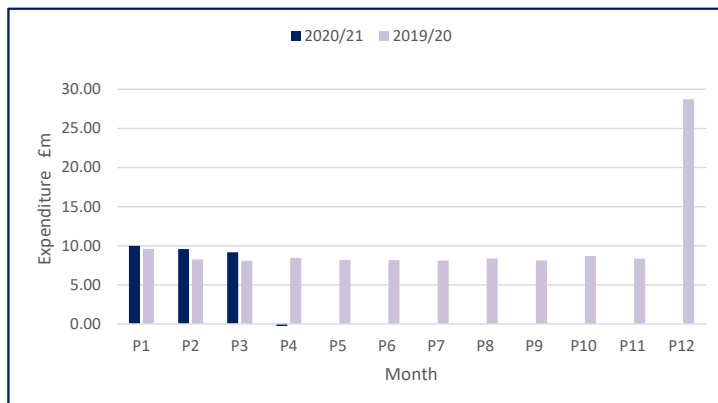
Pages 3 and 4 provide a more detailed analysis of the Constabulary revenue budget position.

Details of the constabulary budget position are included on the following pages.

Constabulary – Revenue Budget 2020/21 (1)

Description	Revised Budget	Forecast Expenditure / (Income)	Forecast (Under)/ Overspend	Forecast (Under)/ Overspend %	Forecast (Under)/ Overspend @ MAY-20	Change in Forecast MAY-20 to JUN-20
	2020/21	2020/21	2020/21	2020/21	@ MAY-20	to JUN-20
	£'000s	£'000s	£'000s	%	£'000s	£'000s
Constabulary Funding						
Police Officers	93,820	94,214	394	0.42%	232	162
Police Community Support Officers	2,272	2,335	63	2.77%	68	(5)
Police Staff	24,214	23,963	(251)	(1.04%)	(44)	(207)
Other Employee Budgets	1,832	1,767	(65)	(3.55%)	(52)	(13)
Transport Related Expenditure	2,435	2,133	(302)	(12.40%)	(186)	(116)
Supplies & Services	11,557	12,021	464	4.01%	587	(123)
Third Party Related Expenses	2,246	2,384	138	6.14%	119	19
Total Constabulary Funding	138,376	138,817	441	0.32%	724	(283)
Income	(5,499)	(5,311)	188	(3.42%)	524	(336)
Total Constabulary Funding Net of Income	132,877	133,506	629	0.47%	1,248	(619)

Revenue Expenditure Month by Month



Command / Directorate	Adjusted Budget	Forecast Outturn	Forecasted Variance	%
Staff Pay				
Corporate Support	110,995,516	111,355,133	359,617	0.3%
Departmental Spend				
Chief Officers	754,531	798,302	43,771	5.8%
Crime Command	2,344,924	2,250,412	(94,512)	-4.0%
Territorial Policing Command	3,409,771	3,402,777	(6,994)	-0.2%
Special Constabulary	57,949	66,804	8,855	15.3%
Corporate Support	5,316,367	5,041,953	(274,414)	-5.2%
ICT & IMS Portfolio	5,338,595	5,406,812	68,217	1.3%
Corporate Improvement	184,006	184,006	0	0.0%
Legal Services	66,650	66,864	214	0.3%
SECONDED				
Seconded	(11,429)	(10,643)	786	-6.9%
Seconded - TITAN	(15,247)	(15,247)	(0)	0.0%
EARMARKED				
Earmarked - Chief Officers	0	0	0	0.0%
Earmarked - Crime Command	29,501	29,501	(0)	-0.0%
Earmarked - Territorial Policing	119,753	13,240	(106,513)	-88.9%
Earmarked - Sellafield	(54,380)	(54,380)	0	0.0%
Earmarked - People Department	321,097	321,097	0	0.0%
Earmarked - Force Charity	0	0	0	0.0%
Earmarked - Force Gymnasiums	0	0	0	0.0%
Earmarked - Safety Camera / Road Safety	250	237,878	237,628	95051.2%
Earmarked - Op Lectern	0	572,598	572,598	0.0%
PROJECT				
Projects - Crime Command	0	0	0	0.0%
Projects - Territorial Policing	133,260	133,260	0	0.0%
Projects - Estates & Fleet	11,938	11,938	0	0.0%
Projects - Learning & Development	78,030	78,030	0	0.0%
Projects - ICT	850,794	860,241	9,447	1.1%
Projects - Corporate Improvement	201,148	201,148	0	0.0%
Projects - Business Transformation	635,774	635,774	0	0.0%
Projects - Op Uplift	2,108,310	1,918,591	(189,719)	-9.0%
Grand Total	132,877,108	133,506,088	628,981	0.5%

Departmental Variances

The above table shows departmental variances according to current budget responsibility and is of limited use. With the implementation of the new finance and procurement system (Oracle Fusion) in October and the associated move to cost centre management, this should be more useful in the future.

Constabulary – Revenue Budget 2020/21 (2)

Pay Expenditure

Police Officers +£394k Changes to the workforce plan including starting 10 FTE above budgeted FTE and acting and temporary promotions and additional spend re Op. Lectern (£41k) offset somewhat by savings on other overtime (£45k).

PCSOs +£63k Changes to the workforce plan including starting 1 FTE above budgeted FTE and profile of leavers.

Police Staff -£251k Op. Uplift underspend (£215k) and other normal workforce plan changes (£143k) offset by additional spend in respect of Op. Lectern (£47k) and other overtime (Comms Centre etc.) £60k.

Income

Income +£188k The reduction in income arises, in the main due to the effect of COVID-19 on activities for which we would normally receive income: Driver Awareness Income (£247k), Costs Awarded to Police (£120k), Kendal Calling and other events (£130k) and reduced Canteen Income (£66k). In addition we are forecasting a reduction in POCA income of £23k based on recent returns. This is offset by estimated reimbursement from central government of our expenditure on 'medical grade PPE' (£250k), abnormal loads income (£115k) and other reimbursements of service (£31k).

Non-Pay Expenditure

Other Employee -£65k Includes reductions on training (£85k on training and £10k training equipment). This is offset by additional welfare costs due to Op. Lectern (£14k), Op. Uplift recruitment (£10k) and redundancy costs (£10k).

Transport - £302k The reduction in transport spend is largely due to savings on fuel (£198k). This results from free fuel from BP (Apr to Jun) and overall reduced mileage. Vehicle hire and other travel expenses are also reduced (£104k) and relate to reduced travel due to changes in activity levels as part of our response to COVID-19.

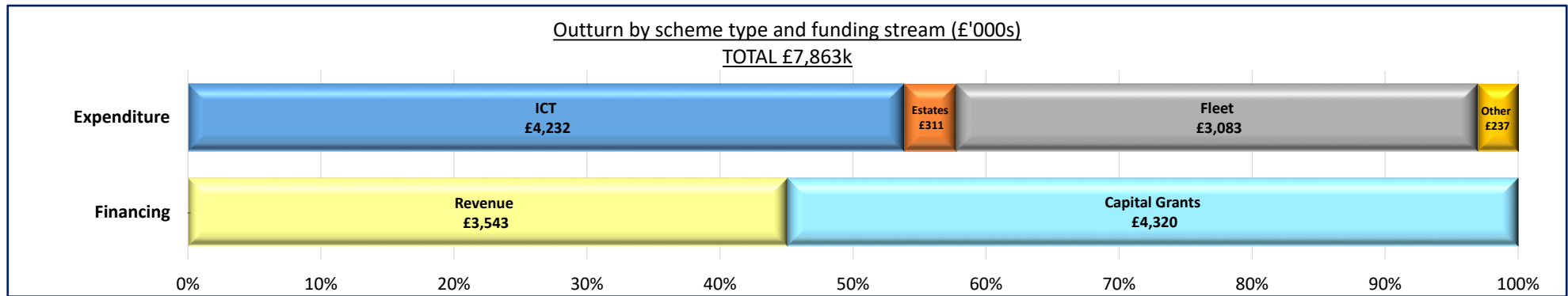
Supplies & Services +£464k The increase on supplies and services arises in the main due to spend on Op. Lectern (£731k re PPE, First Aid, ICT, Office Equipment etc.). In addition increased spend on Operational Equipment (£30k) and consultancy (£8k). Offsetting these costs are underspends on Catering (£78k), Accommodation & Subs (£67k), Custody (£37k), Confiscated animals (£25k) and Forensics (£100k).

Third Party Payments +£138k New contributions re LRF manager, NPoCC SIB funding, an increase in our contributions to national ICT costs, increase in our NPAS contribution, and an extension to Op. Elter.

Key Assumptions

- Police Pay award of 2.5% from September 2020 (now agreed)
- PCSO / Staff Pay award of 2.5% from September 2020 (TBC)

Capital Budget 2020/21



Capital Budget

	Capital Budget 2020/21 £000s
Capital Budget 2020/21 (approved 19/02/20)	7,553
Impact of 2019/20 Outturn (approved 20/05/20)	258
New Schemes Approved/Drawdown	52
Budgets Changes - Approved	0
Approved Adjusted Budget 2020/21	7,863
Forecast Capital Expenditure 2020/21	7,863
Forecast Variation	0

Capital Receipts

The financing of the capital programme for 2020/21 includes an anticipated capital receipt of £450k in respect of the Hunter Lane site. The covid 19 outbreak has delayed progress but negotiations are continuing to secure this sale.

ICT

A number of ICT schemes are being considered in light of the current working situation and the recovery plans. The largest scheme – Converged Infrastructure £2.3m – is currently in the planning stages and will consider the ICT infrastructure on premise versus moving to a cloud solution.

Estates

The estates teams have been heavily involved in the Covid 19 response and this combined with the unavailability of contractors during the lockdown period has delayed aspects of the capital programme. Work is now progressing to bring this back on track.

Fleet

The Fleet team (in conjunction with the Strategic Vehicle Group) have redrafted the 2020/21 replacement program in relation to Roads Policing, Armed Response, TPAC and Territorial Policing Vehicles. These changes have been facilitated within the approved budget.

Operation Lectern (Covid 19 response) 2020/21

The current forecast financial impact in respect of the Constabulary Covid-19 response is set out below.

Analysis Lvl 1	Subjective Analysis Lvl 1	Adjusted Budget	Forecasted Actual	Forecasted Variance	
Expenditure	Police Officer Pay	0	4,373	4,373	
	PCSO Pay	0	764	764	
	Police Staff Pay	0	31,034	31,034	
	Police Officer Overtime	0	36,794	36,794	
	PCSO Overtime	0	2,861	2,861	
	Police Staff Overtime	0	17,644	17,644	
	Other Employee Expenses	0	14,440	14,440	
	Premises Related Expenditure	0	59,224	59,224	
	Transport Related Expenditure	0	2,739	2,739	
	Supplies & Services Related Expenditure	0	731,343	731,343	
	Internal Recharges Expenditure	0	159	159	
	Expenditure Total		0	901,376	901,376
	Income	Reimbursed Services - Other Public Bodies	0	(264,400)	(264,400)
		Reimbursed Services - Other	0	(5,154)	(5,154)
Income Total		0	(269,554)	(269,554)	
Grand Total		0	631,822	631,822	
Savings due to Response to COVID-19 Total		0	0	(520,613)	
Loss of Income due to COVID-19 Total		0	0	512,000	
Total Effect of COVID-19 on Constabulary		0	631,822	623,209	

Subjective Analysis Lvl 1	Adjusted Budget	Forecasted Actual	Forecasted Variance
Supplies & Services Related Expenditure			
Office Equipment, Furniture & Materials	0	11,742	11,742
Catering Contract	0	0	0
Clothing, Uniform & Laundry	0	436	436
Custody Costs	0	690	690
Forensic Costs	0	2,781	2,781
Police Doctors & Surgeons	0	323,000	323,000
Communications & Computing	0	390,437	390,437
Specialist Operational Equipment (incl Dogs & Firearms)	0	1,309	1,309
Consultants Fees	0	600	600
Banking & Treasury costs	0	345	345
Other Miscellaneous	0	3	3
	0	731,343	731,343

The forecast spend in respect of the Constabulary's COVID-19 response assumes the current level of additional cleaning and purchase of PPE to at least Sep'20.

Forecast spend also includes £331k of ICT hardware purchases.

Forecast Income relates to reimbursement of costs received from where we have purchased PPE kit on behalf of other forces or public services.

Breakdown of op Lectern Supplies & Services

- Police Doctors & Surgeons £323k of First Aid / PPE equipment.
- Communications & Computing £390k includes ICT Hardware Purchases £331k (laptops etc.), additional licensing £38k and Network Hardware Purchases £13k

In mid-July it was confirmed that expenditure on 'medical grade PPE' would be reimbursed by central government. The management accounts position at June assumes £250k will be received based on actual spend to 30 June plus estimated spend July to September.

Impact on Core Budgets

With reduced activity levels in some areas the following savings on core budgets are anticipated based on the assumption that the reduced activity continues until at least the end of September:

- Appleby Fair £109k
- Training £55k
- Vehicle Hire, Mileage & Public Transport £93k
- Accommodation & Subsistence £67k
- Vehicle Fuel £197k
- **Total Potential Savings £521k**

These savings are offset by a forecast reduction in routine income of £512k.

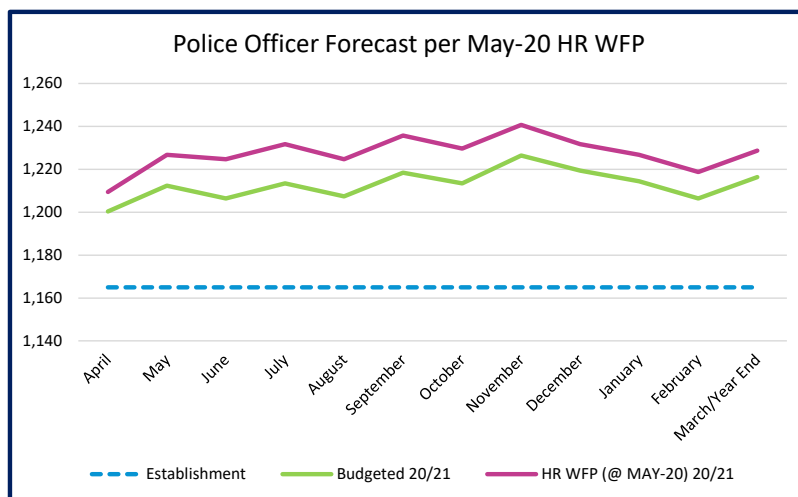
Operation Uplift 2020/21

Analysis Lvl 1	Subjective Analysis Lvl 1	Adjusted Budget	Forecasted Actual	Forecasted Variance
Expenditure	Police Officer Pay	1,653,310	1,604,308	(49,002)
	Police Staff Pay	400,000	185,000	(215,000)
	Police Officer Overtime	0	23,512	23,512
	Police Staff Overtime	0	521	521
	Other Employee Expenses	55,000	65,000	10,000
	Transport Related Expenditure	0	250	250
	Supplies & Services Related Expenditure	0	40,000	40,000
Expenditure Total		2,108,310	1,918,591	(189,719)
Grand Total		2,108,310	1,918,591	(189,719)

The forecast spend on Op Uplift assumes we will have recruited an additional 51 FTE officers by Mar-21.

Staffing in support of the additional recruitment and servicing the additional officers is currently forecast to underspend by £215k. This relates to requirements in Learning and Development and ICT the provision of which are currently under review.

Police Officer WFP



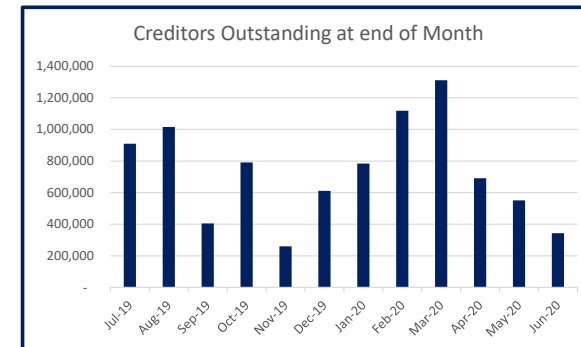
The current financial forecasts as at the end of June are based on the latest HR workforce plan as at May'20. The WFP shows the forecast actual FTE (red line) above the original budget set in Feb'20 (green line). This results in a forecast overspend on Police Officer pay it is currently forecast that police officer numbers will reach 1,228.73 FTE at Mar'21, 12.0 FTE above the budgeted figure of 1,216.4 FTE.

Other Financial Information

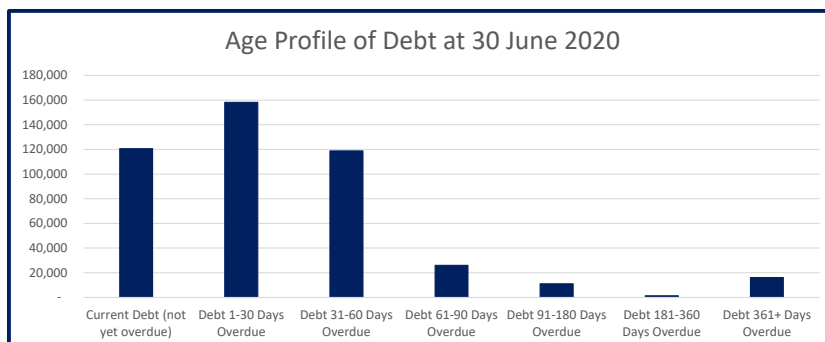
Debtors – outstanding debtors at 30/06/20 is **£452k**, this is down 59% on the balance as at 31/03/20.



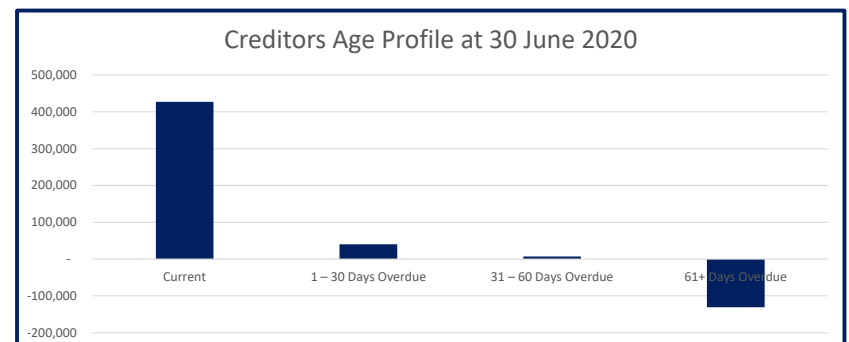
Creditors – outstanding creditors at 30/06/20 is **£343k**, this is down 74% on the balance as at 31/03/20 and largely reflects the decision to pay all suppliers within 7 days of receipt of invoice as a result of the covid-19 outbreak.



Debtor Age Profile – of the £452k outstanding at 30/06/20, 27% related to current debt, leaving 73% past its due date.



Creditor Age Profile – of the £343k outstanding at 30/06/20, 124% related to current creditors, leaving 14% past their due date and credits of 38% still to be applied against invoices.



Threats and Opportunities for 2020/21 & Beyond

Threats

- Covid-19 costs and loss of income from regular activity (e.g. policing of events, safety cameras) in responding to the pandemic.
- Covid 19 impact on wider economy, potential future loss of funding from both Council Tax and Government Grants over the medium term.
- Operation Uplift funding uncertainty.
- Pensions challenge remedy, potential impact on force budgets.
- Delay and difficulty in delivering future savings to balance the budget.

Opportunities

- Covid-19 recovery, transform ways of working.
- Business Transformation, improved support systems.
- In-year revision of MTFP planned for July 2020.

The Police and Crime Commissioner for Cumbria

Treasury Management Activities 2020/21 as at 30 June 2020 (Quarter 1)

Public Accountability Conference 19 August 2020 and Joint Audit Committee 24 September 2020



Cash flow Balances

Quarterly average balance - £9.423m

Investment balance @ 30/06/20 £4.314m ↓

(Down 40% from £7.245m at 31/03/20).



Investment Interest Forecast

Base Budget - £96,491

Revised Budget - £96,491

Current Estimate - £96,491



Borrowing Strategy

No borrowing was undertaken during the quarter ended 30 June 2020 and none is expected during 2020/21 other than to manage short term liquidity.

Investment Strategy

Category	Category Limit (£m)	Investments at 30 June (£m)	Compliance with Limit
1 - Banks Unsecured	20	0.532	Yes
2 - Banks Secured	20	0.000	Yes
3 - Government (inc LA)	10	2.000	Yes
4 - Registered Providers	10	0.000	Yes
5 - Pooled Funds	15	1.781	Yes
Total		4.314	

There have been no breaches in approved limits to report during the quarter.

See page 2 for more information.

Performance Indicators

	Number of Days	Average Balance £	Largest Balance £
Days In Credit	88	12,438	293,422
Days Overdrawn	3	(2,764)	(2,764)

Average interest rate earned 0.37%

Average bank base rate qtr. 1 0.10%

(Current bank base rate 0.10%)

Treasury and Prudential Indicators

During the quarter ended 30 June 2020, the treasury function has operated within the treasury and prudential indicators set out in the Treasury Management Strategy Statement and in compliance with the Treasury Management Practices.

Compliance with the prudential and treasury indicators are shown on page 3.

Economic Outlook and Treasury position for the quarter ended 30 June 2020

Economic outlook and Interest Rate Forecasts

Uncertainties as a result of the coronavirus outbreak around the extent of the damage that will have been done to businesses by the end of the lockdown period, how consumer confidence and behaviour may be impacted afterwards, whether there could be a second wave of the outbreak, how soon a vaccine will be created and then how quickly it can be administered to the population. This leaves huge uncertainties as to how quickly the economy will recover to what was formerly regarded as normality. However, some changes during lockdown are likely to be long lasting e.g. a shift to online purchasing, working from home, etc.

The Monetary Policy Committee were forced in March into making two emergency cuts in Bank Rate, first to 0.25% and then to 0.10% due to the coronavirus pandemic. The forecast provided by the Treasury's Advisors is that it will remain at this rate until at least March 2023.

Change in Strategy

The credit rating agencies changed their outlook on many UK banks from stable to negative outlook during this quarter, due to upcoming risks to banks' earnings and asset quality during the economic downturn caused by the pandemic, the majority of ratings were affirmed due to the continuing strong credit profiles. In light of this negative outlook, in conjunction with very low returns, the Joint Chief Finance Officer has taken the decision to suspend any new investments in UK banks and Building Societies for the next quarter. The investment portfolio will be split between government backed investments and AAA rated Money Market Funds. Any new investments will be kept relatively short to allow flexibility should the situation improve. This temporary change in strategy will be reviewed before the start of each quarter.

Investments

During the first quarter there were no investments placed as the balance of cash was low and was required to maintain daily/weekly liquidity.

Category/Institution	Credit Rating	Investment Date	Investment Matures	Days to Maturity	Rate (%)	Amount (£)	Counterparty Total (£)
Category 1 - Banks Unsecured (Includes Banks & Building Societies)							
Svenska (Deposit Acc)	AA	Various	On Demand	N/A	0.30%	499,414	499,414
NatWest (Liquidity Select Acc)	A+	30/06/2020	01/07/2020	O/N	1.00%	33,000	33,000
						532,414	532,414
Category 2 - Banks Secured (Includes Banks & Building Societies)							
						0	0
Category 3 - Government (Includes HM Treasury and Other Local Authorities)							
Thurrock Council	LA	03/02/2020	03/08/2020	34	0.95%	2,000,000	2,000,000
						2,000,000	2,000,000
Category 4 - Registered Providers (Includes Providers of Social Housing)							
None						0	0
						0	0
Category 5 - Pooled Funds (Includes AAA rated Money Market Funds)							
Invesco		Various	On demand	O/N		1,000,000	1,000,000
Fidelity		Various	On demand	O/N		281,129	281,129
BlackRock		Various	On demand	O/N		500,000	500,000
Goldman Sachs	AAA	Various	On demand	O/N		0	0
Aberdeen Standard	AAA	Various	On demand	O/N		0	0
						1,781,129	1,781,129
Total						4,313,543	4,313,543

On the 3 July 2020 the police pension grant was received from the Home Office. The balance of investments on that day increased to £24.298m.

Treasury and Prudential Indicators 2020/21 at 30 June 2020

Treasury Management Indicators		Result	RAG	Prudential indicators		Result	RAG
The Authorised Limit				Ratio of Financing Costs to Net Revenue Stream			
<i>The authorised limit represents an upper limit of external borrowing that could be afforded in the short term but may not be sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is a statutory limit under section 3(1) of the Local Government Act 2003.</i>	TEST - Is current external borrowing within the approved limit	YES		<i>This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of revenue budget required to meet financing costs</i>	TEST - Is the ratio of capital expenditure funded by revenue within planned limits	YES	
The Operational Boundary				Net Borrowing and the Capital Financing Requirement			
<i>The operational boundary represents and estimate of the most likely but not worse case scenario it is only a guide and may be breached temporarily due to variations in cash flow.</i>	TEST - Is current external borrowing within the approved limit	YES		<i>This indicator is to ensure that net borrowing will only be for capital purposes. The commissioner should ensure that the net external borrowing does not exceed the total CFR requirement from the preceding year plus any additional borrowing for the next 2 years.</i>	TEST - Is net debt less than the capital financing requirement	YES	
Actual External Debt				Capital Expenditure and Capital financing			
<i>It is unlikely that the Commissioner will actually exercise external borrowing until there is a change in the present structure of investment rates compared to the costs of borrowing.</i>	TEST - Is the external debt within the Authorised limit and operational boundary	YES		<i>The original and current forecasts of capital expenditure and the amount of capital expenditure to be funded by prudential borrowing for 2020/21</i>	TEST - Is the current capital outturn within planned limits	YES	
Gross and Net Debt				Capital Financing Requirement			
<i>The purpose of this indicator is highlight a situation where the Commissioner is planning to borrow in advance of need.</i>	TEST - Is the PCC planning to borrow in advance of need	NO		<i>The CFR is a measure of the extent to which the commissioner needs to borrow to support capital expenditure only. It should be noted that at present all borrowing has been met internally.</i>	TEST - Is the capital financing requirement within planned limits	YES	
Maturity Structure of Borrowing							
<i>The indicator is designed to exercise control over the Commissioner having large concentrations of fixed rate debt needing to be repaid at any one time.</i>	TEST - Does the PCC have large amounts of fixed rate debt requiring repayment at any one time	NO					
Upper Limit for total principal sums invested for over 365 Days							
<i>The purpose of this indicator is to ensure that the commissioner has protected himself against the risk of loss arising from the need to seek early redemption of principal sums invested.</i>	TEST - Is the value of long term investments within the approved limit	YES					

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that regular reports are presented with regards to treasury management activities. This quarterly report ensures the Police and Crime Commissioner is implementing best practice in accordance with the Code.