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Our reference: PZ

Date 26 June 2023

CUMBRIA POLICE, FIRE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE

The Police, Fire and Crime Commissioner's Public Accountability Conference will take place on **Monday 3rd July 2023**, at **13:00**.

The purpose of the Conference is to enable the Police, Fire 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 Zutic on paula.zutic@cumbria.police.uk you will then be provided with details of how to join the meeting. Following the meeting papers will be uploaded on to the Commissioner's website.

G Shearer
Chief Executive

Attendees:

Police, Fire & Crime Commissioner	- Mr Peter McCall (Chair)
OPCC Chief Executive	- Mrs Gill Shearer
OPCC Chief Finance Officer	- Mr Steven Tickner
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 16th February 2023 (copy to follow)

6. POLICING PERFORMANCE

To receive an update from the Constabulary in relation to performance for the most recent 12 months rolling total data, as agreed in the Police and Crime Plan Accountability Framework (copy to follow)

7. CASEY REVIEW – IMPLICATIONS FOR CUMBRIA CONSTABULARY

To receive and note a Constabulary presentation in relation to 'Casey Review – Implications for Cumbria Constabulary' (copy to follow)

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

Minutes of the Public Accountability Conference held on
Thursday 16th February 2023 Via Teams
at 10:00am

PRESENT

Police & Crime Commissioner - Mr Peter McCall (Chair)

Also present:

OPCC Chief Executive (Gill Shearer);
Chief Constable (Michelle Skeer);
Chief Finance Officer (Roger Marshall);
Deputy Chief Finance Officer (Michelle Bellis);
Constabulary Communications Manager (Steven Ramshay);
OPCC Executive Support Officer (Paula Zutic) – taking minutes;

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

001. APOLOGIES FOR ABSENCE

Apologies for absence were received from the Deputy Chief Constable (Rob Carden); the Assistant Chief Officer (Nancie Shackleton); and the Assistant Chief Constable (Jonathan Blackwell);

002. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received in advance of the meeting from any members of the public

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 7th December 2022 which 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 7th December 2022 be confirmed as a correct record and signed by the Chair;

006. FINANCIAL SUMMARY 2022/23 – QUARTER 3 TO DECEMBER 2022

The presentation was given by the Chief Finance Officer on a 'by exception' basis.

The Group Revenue budget shows an overspend of £71k (0.06%) made up from both the Commissioner's and Constabulary's revenue budgets (see breakdown below)

- Increased Expenditure +£579k (0.36%),
- Increased Income -£508k (1.28%)

The Commissioner's Revenue Budget shows an overspend £34k (0.21%)

- Increased Expenditure £372k (2.2%),
- Increased Income £338k (1.0%)

The Constabulary's Revenue Budget shows an overspend £37k (0.03%)

- Increased Expenditure £207k (0.14%),
- Increased Income £170k (2.71%)

The Capital Budget / Forecast is £6.701m

- Expenditure at Qtr 3 is £2.058m
- Profiling to future years £1.306m
- Budget changes approved Qtr3 £0.639m
- Budget changes to note £0.014m

Treasury Management

Investment balance 31/12/22 £17.744m (down 20% from £22.033m at 30/09/22).

The current investment income forecast is £380k against a budget of £10k and reflects the recent increase in investment interest rates.

Key Themes:

- Overall forecasted overspend of £71k (0.06%).
- PCC budgets forecast to overspend by £34k (0.19%). Constabulary forecast to overspend by £37k (0.03%).
- Overtime pressures for officers (+£1,095k) and, to a lesser extent, staff (+£109k) in all Commands / Directorates.

- Rising inflation is impacting on non-staff budgets, particular pressure is being seen on vehicle repair & maintenance (+£143k), vehicle fuel budgets (+£124k) and premises utilities shown within OPCC budgets (+£195k).
- The main changes from the figures reported for quarter 2 relate to police officer pay, the reversal of the National Insurance rates (approx £270k), changes in the work force plan and changes following the forcewide restructure.
- Over quarter 3 police staff pay has also reduced and income increased, whilst pressure has increased on non-pay budgets as a result of inflation.
- Reversal of the increase in national insurance rates (approx £270k) has reduced the forecast overspend.
- Following the budget decision to borrow £3m in lieu of revenue contributions to capital, the final outturn position for the group is expected to be an underspend of around £3m which could be used to balance the budget in 2023/24. This will be reflected in the OPCC figures at the end of the year as they hold the Capital financing budgets.

Capital Expenditure:-

ICT

The budget for modern workspace has been re-profiled by £486k within current & future years to enable the purchase of Laptops & Docks in 2022/23, also £18k has been returned as new telephony devices are to be funded through revenue. The converged infrastructure project has returned £218k as this is no longer needed, with a further £335k being transferred to Airwave handsets to extend the warranties on current handsets, this is due to expected delays to ESN. The Airwave budget has also brought forward £50k from 23/24 to fund required handset updates.

The Control room futures and Silverlite projects have handed back £361k, due to no longer being required & the projects coming to an end.

The business case for the county wide CCTV project has been approved and moved from 'Other' capital projects into ICT (£173k) with an additional £88k moved from a reserve - totalling 261k.

Estates & Fleet

The vehicle replacement programme remains on track and most vehicles are ordered and delivery expected within the financial year, although there are time lags on certain vehicles. Fleet is currently subject to rapidly increasing prices and current commitments are showing as over budget (£78k); however, this will be reviewed in the next quarter when deliveries have taken place.

Other

As well as CCTV moving, £50k for Cell safety has moved from 'Other' capital projects into Estates, and a further £50k added (£100k total) for the Cell Alarm system at Workington.

Following a discussion, the report was noted.

RESOLVED, that

- (i) The report be noted;

007. TREASURY MANAGEMENT ACTIVITIES 2022/23 QUARTER 3 (OCTOBER TO DECEMBER 2022)

The report was presented by the Deputy Chief Finance Officer on a 'by exception' basis

During the period 01 October 2022 and 31 December 2022, 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 of the report (which is available to view on the Commissioner's website).

Cash flow balances show a quarter 3 average daily balance of £23.856m and an investment balance @ 31/12/22 £17.744m (down 20% from £22.033m at 30/09/22).

Investment Interest Forecast is showing a current estimate of £380,000 against a base budget of £10,000. This is due to the recent increases in interest rates.

The budget for 2023/24 includes a decision that borrowing of £3m will be undertaken in 2022/23 to replace planned revenue contributions. This will release funds to balance the budget in 2023/24. As this decision is subject to formal approval of the budget, its impact is not reflected in this report. As of 31st December 2022 there were no loans outstanding.

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 half yearly report ensures the Police and Crime Commissioner is implementing best practice in accordance with the Code.

Following a discussion, the report was noted.

RESOLVED, that

- (i) The report was noted;

008. DECISION 001-2023 – CAPITAL STRATEGY 2023/24

The report was presented by the Deputy Chief Finance Officer.

The purpose of the report is to provide information on the proposed capital strategy for 2023/24. The capital strategy (item 08a) is an overarching strategy that sits above the two documents which have been produced historically namely the capital programme (item 08b) and the treasury management strategy statement (item 08c). The capital strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability. The capital programme is developed in consultation with the Constabulary who are the primary user of the capital assets under the ownership of the Commissioner.

Local Authorities (including Police and Crime Commissioners) determine their own programmes for capital investment in non-current (fixed) assets that are essential to the delivery of quality public services. The Commissioner is required by regulation to have regard to The Prudential Code when carrying out his duties in England and Wales under part 1 of the Local Government Act 2003. The Prudential Code establishes a framework to support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure: “within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable”. In the past, to meet these requirements, all schemes within the 5-year medium term capital programme are only approved on the basis that they are fully funded either through capital grants, capital reserves, capital receipts or revenue contributions. The proposed programme meets this test. The 10-year capital programme presented shows a minor funding surplus of £160k, the estimates for 5-10 years are however built on a number of assumptions, which, particularly in rapidly changing sectors such as ICT, are difficult to accurately predict. This means that projected costs in the later years of the capital programme become increasingly indicative and should be treated with caution.

Recommendations:

- 1.1. **Capital Strategy (Item 08a)** – The Commissioner is asked to approve the capital strategy including the prudential indicators set out in the report.
- 1.2. **Capital Programme (Item 08b)** - The Commissioner is asked to:
 - Approve the capital programme for 2023/24 and beyond as part of the overall budget process for 2023/24.
 - Approve the status of capital projects as detailed in appendices 2 to 5.
- 1.3. **Treasury Management Strategy (Item 08c)** - The Commissioner is asked to:
 - Approve the Borrowing Strategy for 2023/24 as set out on pages 8-9
 - Approve the Investment Strategy for 2023/24 as set out on pages 10-13
 - Approve the Treasury Management Prudential Indicators as set out on pages 15-16

- Approve the other Prudential Indicators set out on pages 17 to 21
- Approve the Minimum Revenue Provision Policy Statement for 2023/24 as set out on page 22
- Delegate to the Joint Chief Finance Officer any non-material amendments arising from scrutiny of the strategy by the Joint Audit Committee.

1.4. **Treasury Management Practices (Item 08d)** - The Commissioner was asked to:

- Approve the changes made to the treasury management practices to make it a joint document covering treasury management activity in relation to both his role as The Police and Crime Commissioner for Cumbria and his role as the Cumbria Fire and Rescue Authority.
- Approve the changes made to reflect the replacement of the Joint Chief Finance officer with separate CFOs for PCC/Fire and the Constabulary from 01/04/23.

Following a discussion, the report was noted and the recommendations were all approved in accordance with the detail set out within the report.

RESOLVED, that

- (i) The report be noted; and
- (ii) The recommendations were all approved in accordance with the detail set out within the report;

009. DECISION 002-2023 – 2023/24 BUDGET AND MEDIUM-TERM FINANCIAL FORECAST

The report was presented by the Chief Finance Officer on a 'by exception' basis.

It is a legal requirement for the Police and Crime Commissioner to annually set a balanced budget and to allocate funds to the Chief Constable to secure the maintenance of the Police Force for Cumbria. This report sets out the proposed budgets and the advice of the Joint Chief Finance Officer regarding their approval and to provide assurance to the Police & Crime Commissioner.

The Local Government Act 2003 requires the Chief Financial Officer to report formally on the robustness of the budget for consideration immediately prior to setting the Budget and Council Tax. The report aims to ensure that the Commissioner is aware of the opinion of the Joint Chief Financial Officer regarding the robustness of the budget as proposed, including the longer-term revenue and capital plans, the affordability of the capital programme when determining prudential indicators and the adequacy of general balances and reserves. The Commissioner is required to take account of this report when determining the budget.

Preparation for the budget, including decisions on key budget assumptions, takes place between November and February, with the budget being set 14 months ahead of the end of financial year to which it relates. Whilst the final recommended budget will always take account of the latest forecasts, the nature of the budget cycle means that there will always be some level of variation between the budget and actual expenditure. This risk is managed by ensuring that the budget process and estimates are robust, and that balances and reserves are set at a level that takes account of financial and operational uncertainty. In giving a positive opinion on the robustness of the estimates and tax setting calculations reliance is placed on the Commissioner's overall arrangements for financial management.

The arrangements for budget setting provide the Police and Crime Panel with a veto over the level of precept increase. The panel may determine that the precept increase is too high or too low. In these cases, the Commissioner is required to either reduce or increase the precept. It is for the Commissioner to determine the extent to which the precept is revised, having taken into account the views of the panel. For the 2023/24 budget the panel determined not to exercise its powers of veto and the budget is presented on the basis of the precept proposal that was supported by the panel of a £14.94 increase on the band D council tax, which represents an increase of 5.3%.

The overall savings requirement over 5 years to balance the budget is around £16m. However, given the uncertainties over future funding, planning for a range of financial scenarios is being undertaken.

Having delivered £26m of savings since 2010, additional savings will be challenging to deliver. Delivery of savings may also be constrained by Operation Uplift, which will require officer numbers to be maintained in the short term and therefore confines savings opportunities to relatively small areas of the budget. Detailed discussions have taken place between the Commissioner and Chief Constable to identify areas where savings may be achieved. A number of potential savings initiatives are being pursued including reviews of specific business areas, reviewing the workforce mix, collaboration with other forces and public sector bodies, income generation, consolidating functions to increase capacity and, in particular, ensuring that the full benefits are realised from the investment in new technology. These savings plans will be further developed over the next year as part of a strategic work programme in the Constabulary managed by the Deputy Chief Constable.

In this context, the current savings requirement over the period of the MTFF is considered to be challenging but manageable, with decisions required within a relatively short-term period to enable the budget and reserves strategy to be sustainable.

The decision to replace £3m of revenue support for the capital programme with borrowing in 2022/23 means that an underspend of this magnitude on the revenue budget is likely at the year end, which will be set aside in a reserve to support the 2023/24 budget. Although this represents a significant variance from the budget, it is indicative of a change in strategic financial planning rather than any fundamental weakness in financial management processes.

Based on the assessment included within the report the Chief Finance Office has concluded that the budgets as proposed, and the associated systems and processes are sound, and the level of general balances/reserves is adequate. This is subject to no amendments being made to the budget proposals, which would impact on this assessment. It is the view of the Chief Finance Officer that the estimates proposed, and the tax setting calculations are robust, and the provisional capital programme is affordable.

The Commissioner is asked to approve the revenue budget, capital budget and reserves strategy for 2023/24 and the level of council tax to support the budget, having taken into account the advice of the Joint Chief Finance Officer in his report on the robustness of the proposed budgets. The papers provide provisional financial information for the years 2024/25 to 2027/28 and for 10 years in respect of the capital programme.

The Commissioner is asked to note the attached Joint Chief Financial Officer's report on the robustness of the budget 'the Local Government Act 2003 Requirements' report (item 09a), taking into account his advice in respect of his decisions on the proposed budgets.

Appendix B of the attached report 'Budget 2023/24 and Financial Forecasts 2024/25 to 2027/28 (item 09b) sets out the budget resolution for decision by the Commissioner in order to formally approve the level of council tax precept. In the context of the budget resolution, it is recommended that:

- The revenue budgets outlined in the report and appendices be approved, having regard to the Local Government Act 2003 Requirements report
- That the budget requirement for 2023/24 be set on the basis of the amount within the budget resolution at appendix B
- The council tax for Band D properties be approved at £297.09 for 2024/24, an increase of £14.94 or 5.3%, being the amount within the budget resolution
- The Commissioner is also asked to approve the Reserves Strategy for 2023/24 which is provided as a separate report (item 09c).

Following a discussion, the report was noted, and the recommendations were all approved in accordance with the detail set out within the report.

RESOLVED, that

- (i) The report be noted; and
- (ii) The recommendations were all approved in accordance with the detail set out within the report;

The Commissioner thanked the Chief Finance Officer and his team for all of the work in preparing the reports. The Commissioner noted that this would be the Chief Finance Officer's final budget setting meeting prior to retirement and gave his thanks for his service over the years, and for his wise council and technical knowledge.

The Chief Constable echoed the Commissioner's comments and noted that the Chief Finance Officer would be sorely missed.

Meeting concluded at 11:00

Signed: _____ **Date:** _____



Cumbria Constabulary PAC Presentation

June 2023

Dr Louise Kane

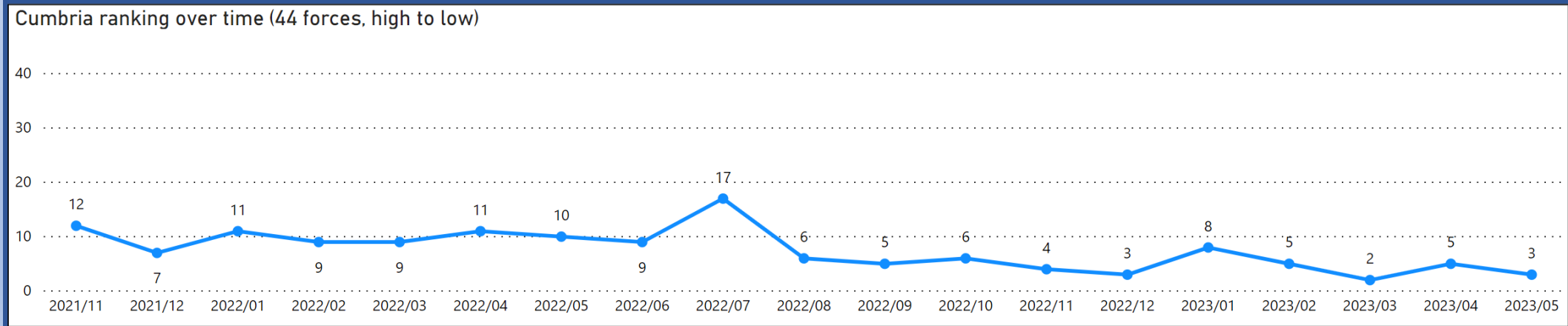
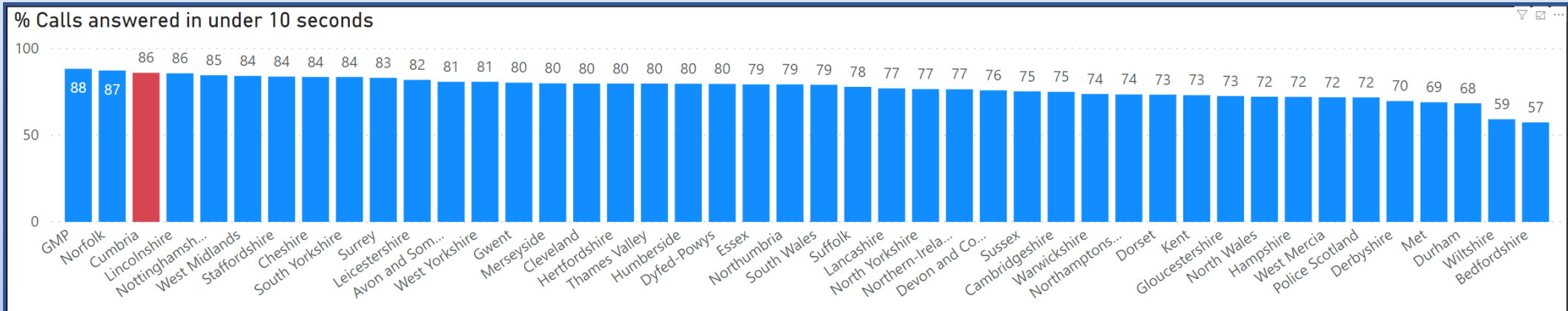


Contents

- 999 / 101
- Dispatch & Response Times
- Stop & Search
- Crime, Outcomes & National Context
- Police & Crime Plan Priorities
- National Crime & Policing Measures

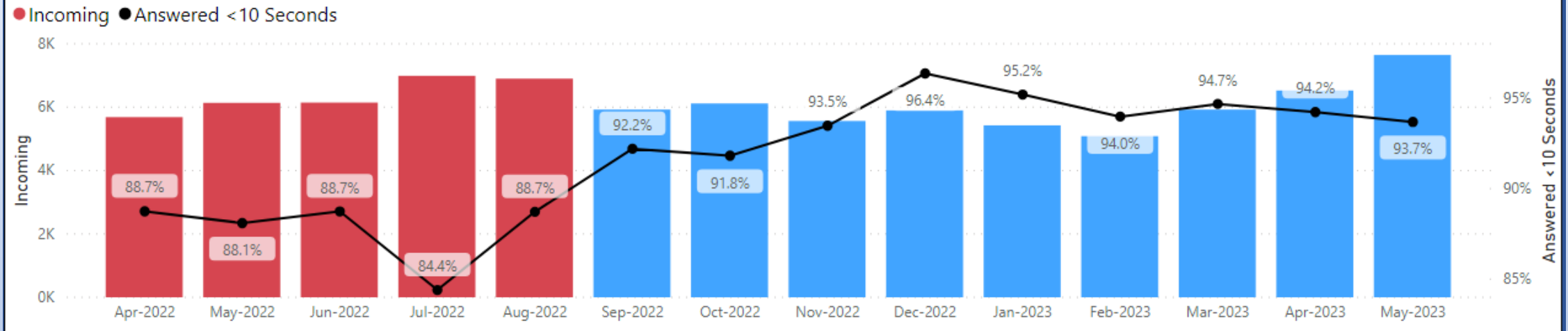


National 999 SLA Performance Data

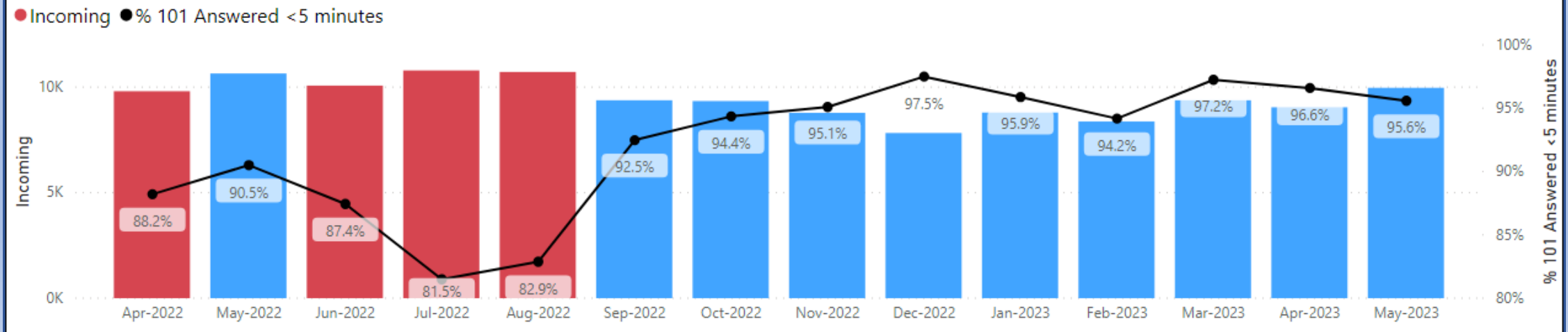


999 & 101 Performance

999 Calls - % answered in 10 seconds



101 Calls - % answered in 5 minutes

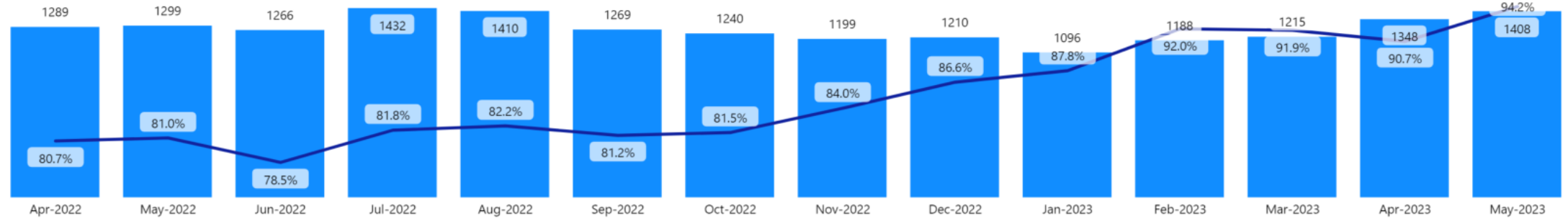


G1 Urban Dispatch Performance



% of logs attended in target

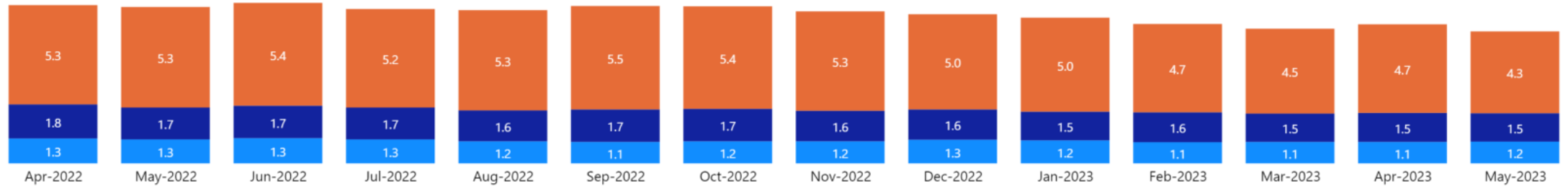
● Incidents with Response Target ● % Attended In Target



Performance Over Time

Breakdown of time from call answered to first at scene

● Median of Time from answer call to log created (minutes) ● Median of Time from log created to dispatched (minutes) ● Median of Time from dispatched to first at scene (minutes)



Latest month

BCU	Incidents Logged	Incidents Dispatched	% Dispatched	Incidents Attended	% Attended	% Attended in Target	Median Answer to Arrive (Target Time)	Median Answer to Log Created	Median Log Created to Dispatched	Median Dispatch to Arrive
Cumberland	794	794	100.0%	794	100.0%	94.1%	00:07:39	00:01:08	00:01:31	00:04:31
Westmorland and Furness	619	618	99.8%	619	100.0%	94.5%	00:07:28	00:01:10	00:01:28	00:04:10
Total	1413	1412	99.9%	1413	100.0%	94.2%	00:07:35	00:01:09	00:01:30	00:04:20

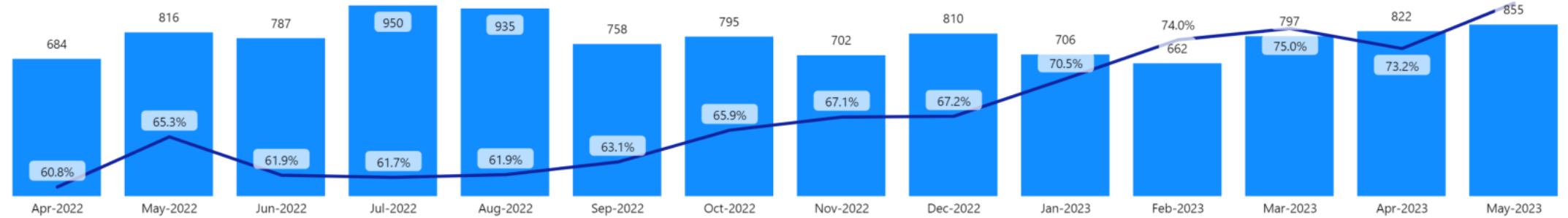
May Performance

G1 Rural Dispatch Performance



% of logs attended in target

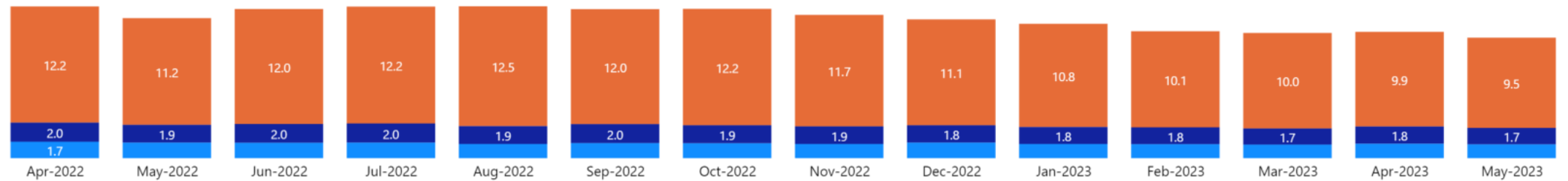
● Incidents with Response Target ● % Attended In Target



Performance Over Time

Breakdown of time from call answered to first at scene

● Median of Time from answer call to log created (minutes) ● Median of Time from log created to dispatched (minutes) ● Median of Time from dispatched to first at scene (minutes)

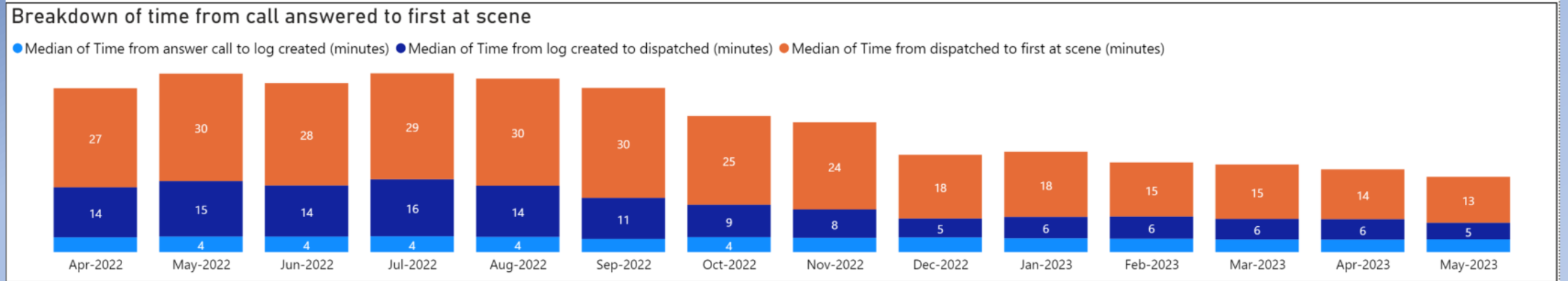
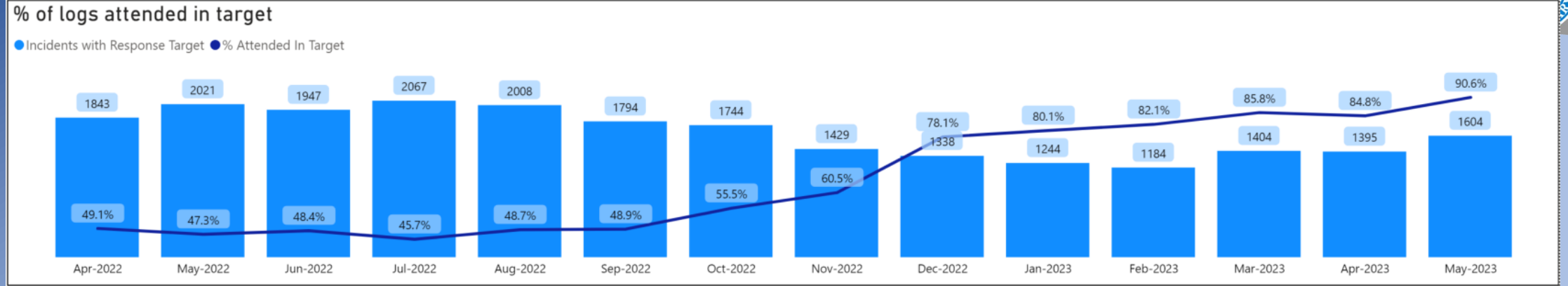


May Performance

Latest month

BCU	Incidents Logged	Incidents Dispatched	% Dispatched	Incidents Attended	% Attended	% Attended in Target	Median Answer to Arrive (Target Time)	Median Answer to Log Created	Median Log Created to Dispatched	Median Dispatch to Arrive
Cumberland	445	445	100.0%	445	100.0%	82.6%	00:12:22	00:01:18	00:01:36	00:08:59
Westmorland and Furness	415	415	100.0%	415	100.0%	71.6%	00:14:44	00:01:37	00:01:49	00:10:32
Total	860	860	100.0%	860	100.0%	77.3%	00:13:18	00:01:27	00:01:43	00:09:28

G2 Rural & Urban Dispatch Performance



Latest month

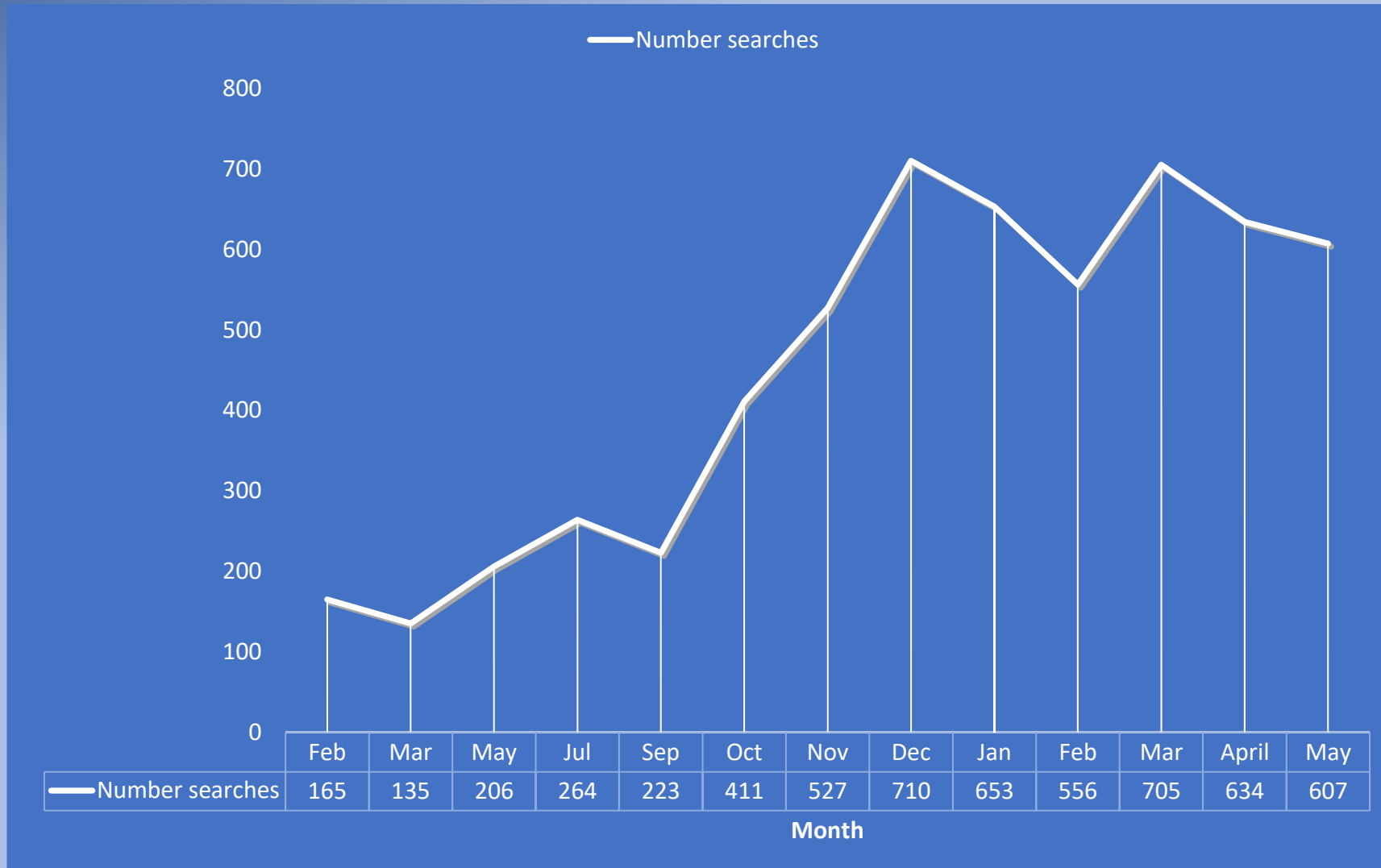
BCU	Incidents Logged	Incidents Dispatched	% Dispatched	Incidents Attended	% Attended	% Attended in Target	Median Answer to Arrive (Target Time)	Median Answer to Log Created	Median Log Created to Dispatched	Median Dispatch to Arrive
Cumberland	927	927	100.0%	927	100.0%	91.0%	00:25:50	00:03:36	00:04:41	00:13:14
Westmorland and Furness	690	690	100.0%	690	100.0%	90.2%	00:24:49	00:03:32	00:04:29	00:12:14
Unknown	1	1	100.0%	1	100.0%	100.0%	00:14:31	00:04:27	00:09:58	00:00:06
Total	1618	1618	100.0%	1618	100.0%	90.7%	00:25:35	00:03:34	00:04:36	00:12:44

Performance Over Time

May Performance



Stop and Search

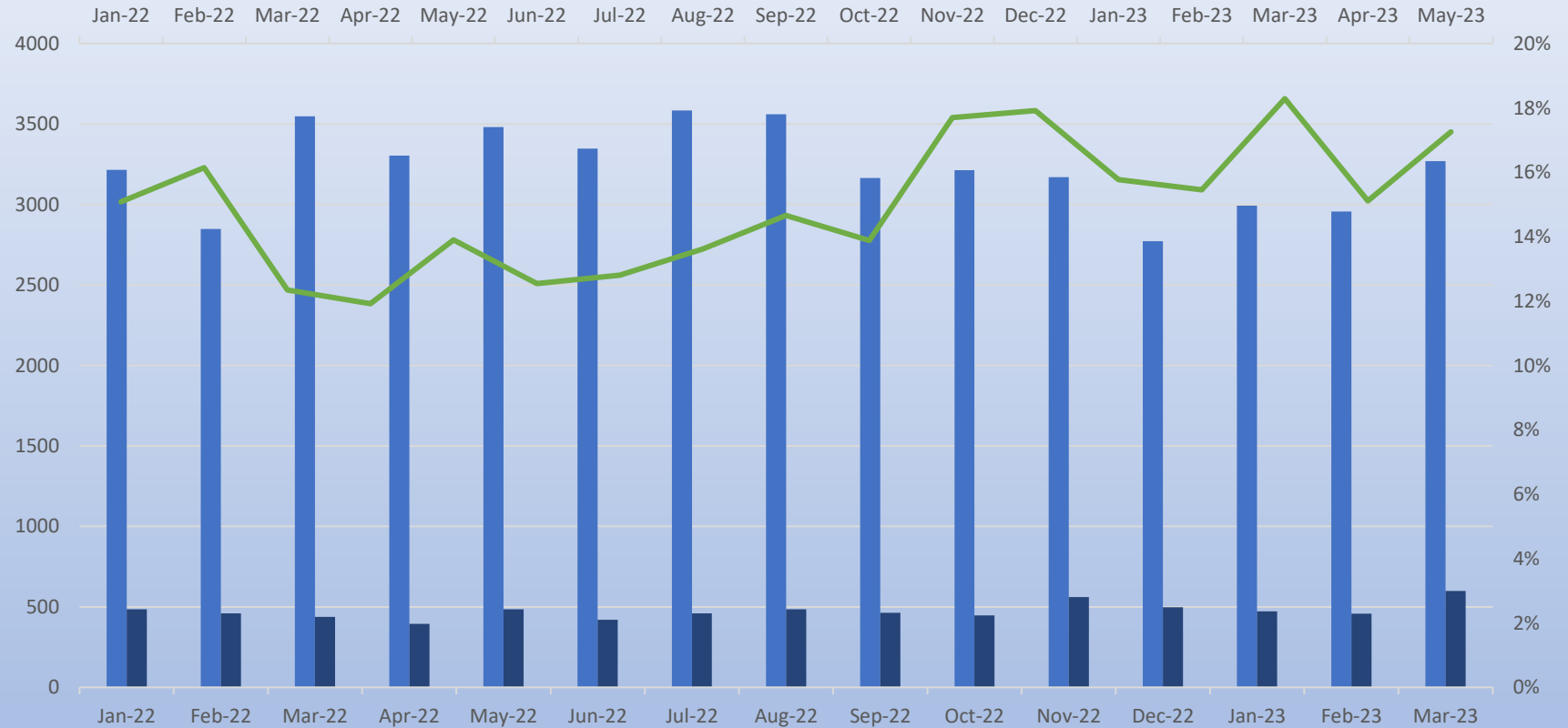




Crime, Outcomes & National Context



All recorded crime



	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
All Crime Count	3215	2849	3548	3305	3482	3347	3585	3561	3165	3213	3170	2773	2993	2957	3269
Positive Outcomes on all Crime	485	460	438	394	484	420	459	485	464	446	561	497	472	457	598
Positive Outcome Rate on All Crime	15%	16%	12%	12%	14%	13%	13%	14%	15%	14%	18%	18%	16%	15%	18%

■ All Crime Count
 ■ Positive Outcomes on all Crime
 — Positive Outcome Rate on All Crime

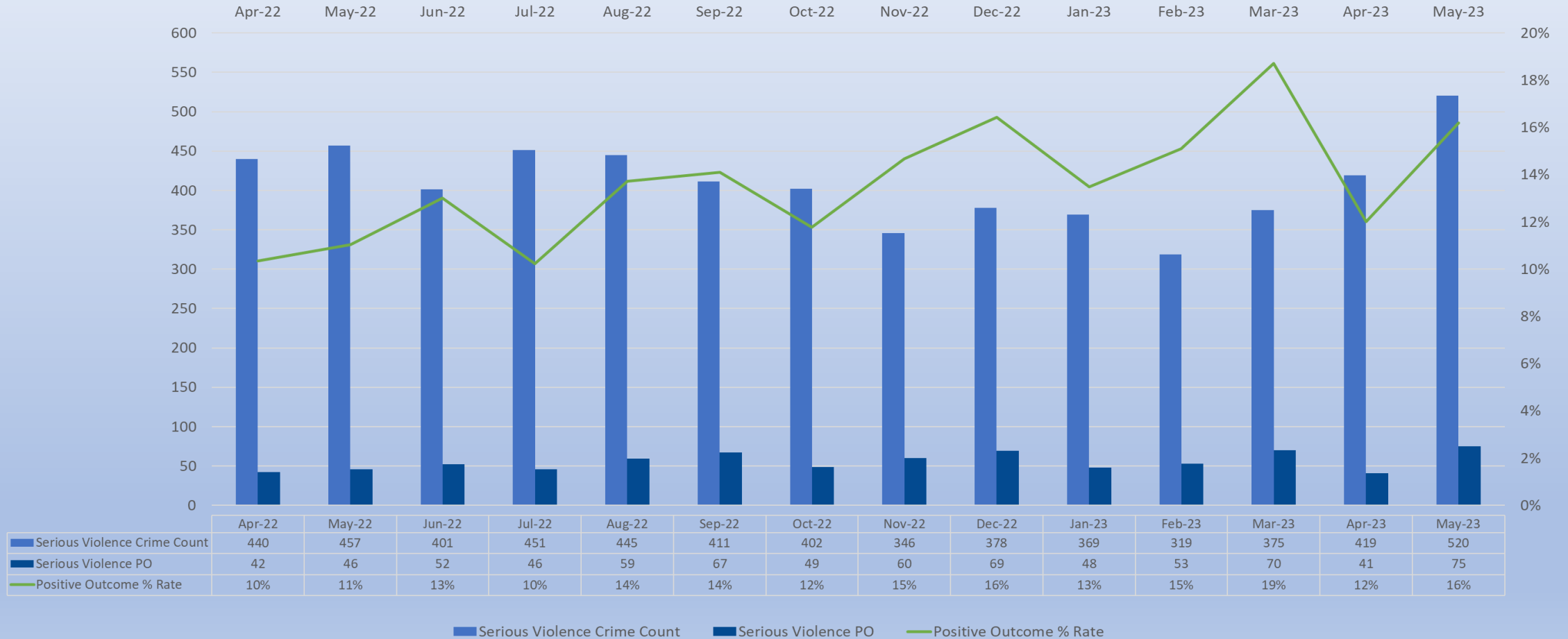


Comparison of positive outcome rates - Cumbria compared with England and Wales

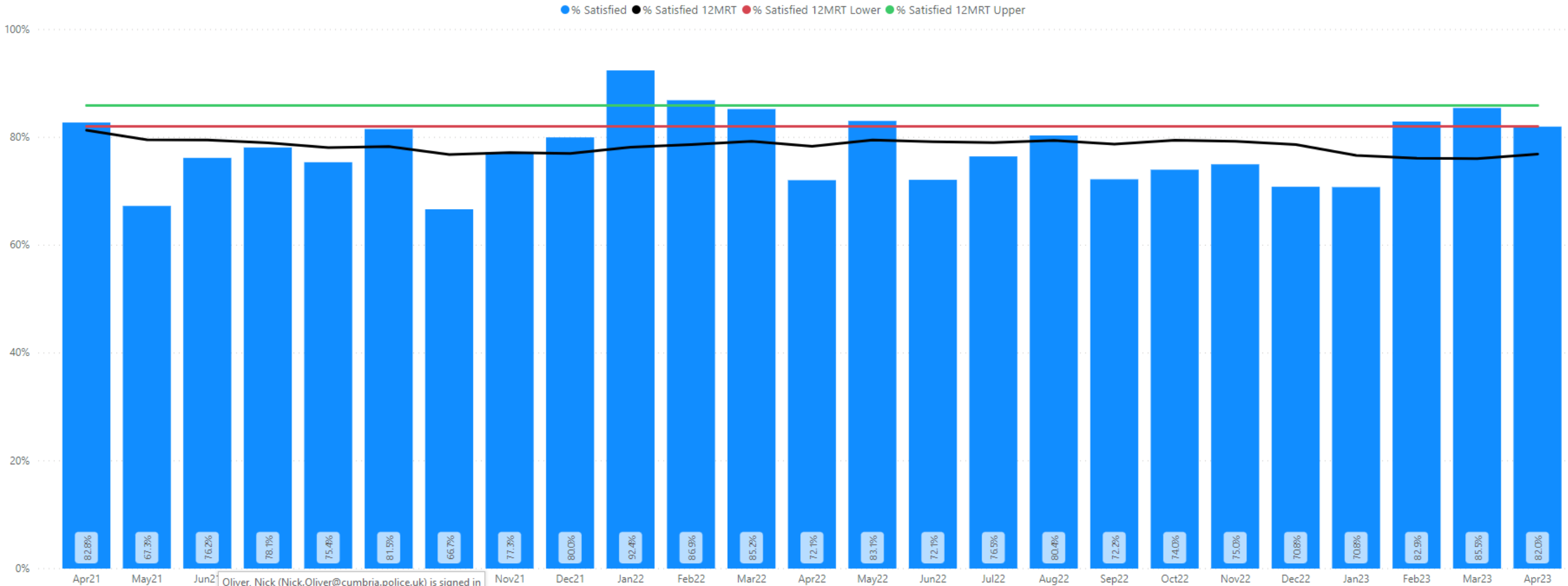




Serious Violence



Victim Satisfaction - Crime

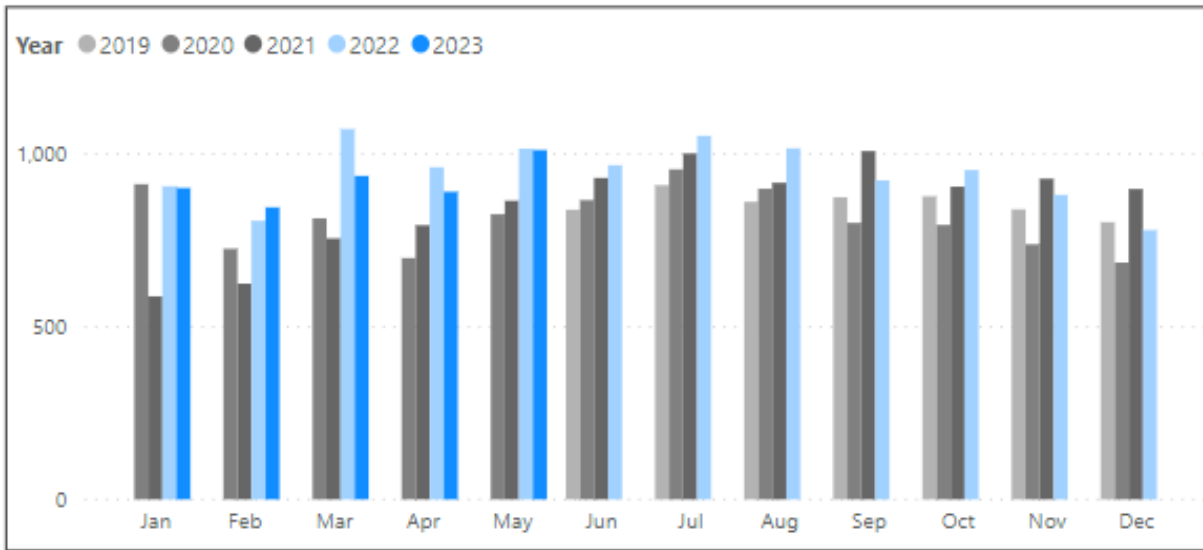


Oliver, Nick (Nick.Oliver@cumbria.police.uk) is signed in



Police and Crime Plan Priorities

VAWG

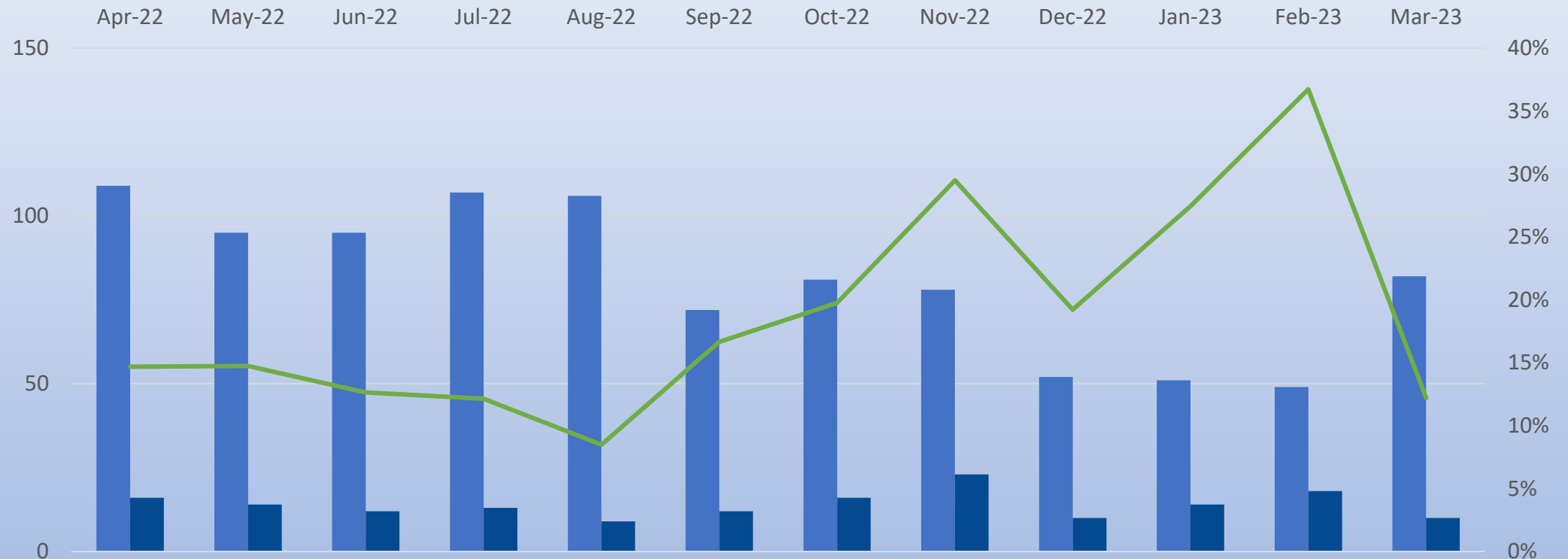


VAWG Offences - Female Victim, HBA Indicator or DA, Prostitution

Offence Classification	Selected Period	Previous Year	% Change	Previous 3 Year Average	% Change	Pre Covid Comparison	% Change
VAWG_Offence_Category	9383	9125	2.8%	8299	13.1%	7,866	19.3%
⊕ Public order offences	2274	2157	5.4%	1957	16.2%	1,686	34.9%
⊕ Violence against the person	5869	5703	2.9%	5281	11.1%	5,079	15.6%
⊕ Sexual offences	1240	1265	-2.0%	1061	16.9%	1,101	12.6%
Other Offence with HBA or DV marker	1856	1912	-2.9%	1848	0.4%	1,797	3.3%
⊕ Possession of weapons offences	26	4	550.0%	2	1200.0%	1	2128.6%
⊕ Vehicle Offences	31	24	29.2%	21	47.6%	19	63.2%
⊕ Burglary	50	44	13.6%	41	22.0%	32	58.3%
⊕ Reported Incidents	34	20	70.0%	26	30.8%	25	37.4%
⊕ Miscellaneous Crimes Against Society	46	38	21.1%	37	24.3%	36	28.1%
⊕ Theft offences	111	128	-13.3%	115	-3.5%	106	5.0%
⊕ Violence against the person	1207	1316	-8.3%	1247	-3.2%	1,210	-0.2%
⊕ Arson and Criminal Damage	306	288	6.3%	305	0.3%	309	-0.8%
⊕ Fraud	36	42	-14.3%	45	-20.0%	47	-23.4%
⊕ Robbery	9	7	28.6%	7	28.6%	12	-27.5%
⊕ Hate Incident	0	1	-100.0%	1	-100.0%	1	-100.0%
Sex Worker	2	2	0.0%	2	0.0%	3	-22.6%
⊕ Exploitation Of Prostitution	2	2	0.0%	2	0.0%	3	-22.6%
Total	11241	11039	1.8%	10149	10.8%	9,665	16.3%



Hate Crime



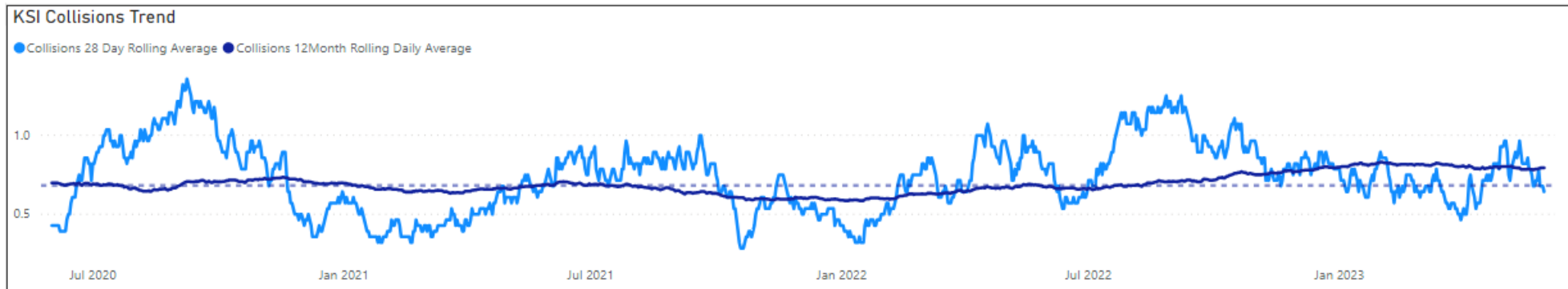
	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
■ Hate Crime Count	109	95	95	107	106	72	81	78	52	51	49	82
■ Hate Crime PO	16	14	12	13	9	12	16	23	10	14	18	10
— % Rate PO	15%	15%	13%	12%	8%	17%	20%	29%	19%	27%	37%	12%

■ Hate Crime Count
 ■ Hate Crime PO
 — % Rate PO



Killed and Serious Injured (KSI)

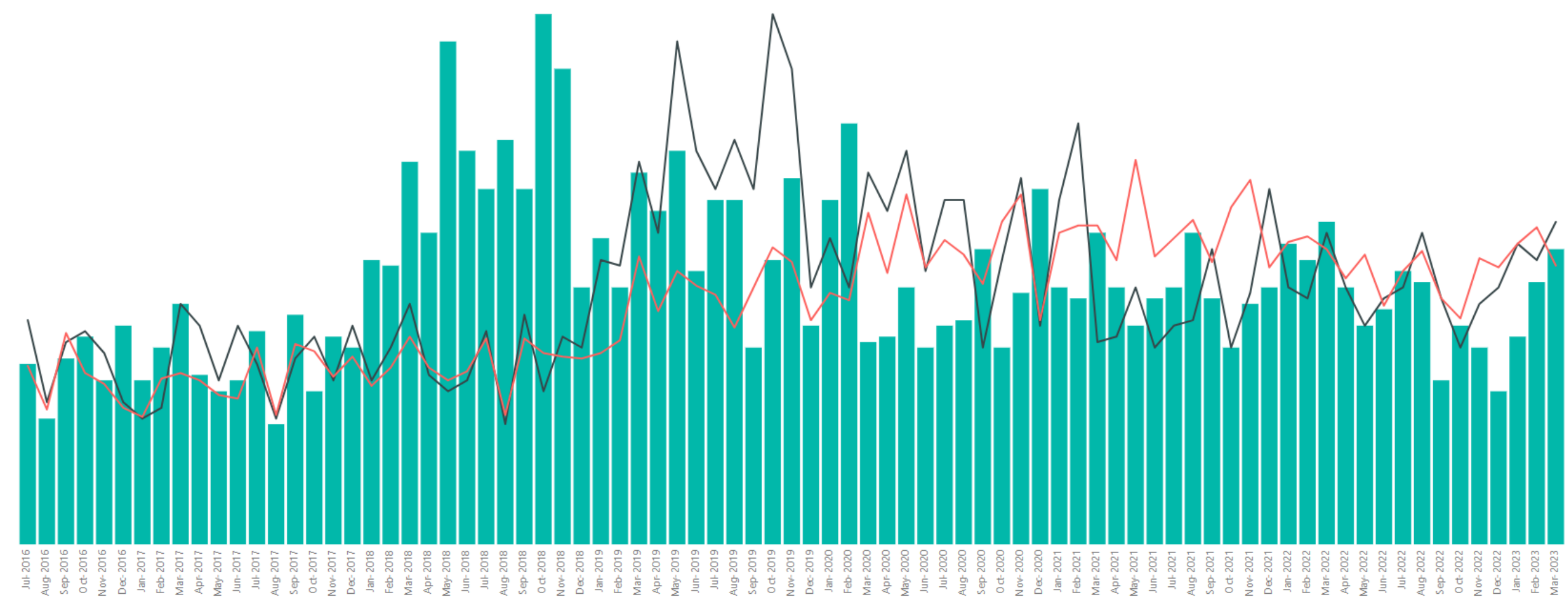
FY_YearName	KSI Collisions	Last Year	Diff	% change KSIs	KSI Collisions 2 yrs ago	Diff	% change KSIs 2Yrs	KSI Casualties	Last Year	KSI Casualties Last Year	Diff	% change	KSI Casualties 2 yrs ago	Diff	% change 2yrs
FY 2019/20	287	97	190	195.9%	287			315	114	201	176.3%		315		
FY 2020/21	236	287	-51	-17.8%	97	139	143.3%	266	315	-49	-15.6%		114	152	133.3%
FY 2021/22	234	236	-2	-0.8%	287	-53	-18.5%	282	266	16	6.0%		315	-33	-10.5%
FY 2022/23	293	234	59	25.2%	236	57	24.2%	327	282	45	16.0%		266	61	22.9%
Apr-2022	27	17	10	58.8%	10	17	170.0%	32	20	12	60.0%		11	21	190.9%
May-2022	23	22	1	4.5%	13	10	76.9%	28	25	3	12.0%		13	15	115.4%
Jun-2022	19	24	-5	-20.8%	23	-4	-17.4%	21	29	-8	-27.6%		28	-7	-25.0%
Jul-2022	33	24	9	37.5%	29	4	13.8%	34	30	4	13.3%		30	4	13.3%
Aug-2022	34	25	9	36.0%	34	0	0.0%	35	38	-3	-7.9%		39	-4	-10.3%
Sep-2022	26	23	3	13.0%	31	-5	-16.1%	31	28	3	10.7%		32	-1	-3.1%
Oct-2022	28	15	13	86.7%	28	0	0.0%	30	18	12	66.7%		33	-3	-9.1%
Nov-2022	23	16	7	43.8%	14	9	64.3%	25	19	6	31.6%		15	10	66.7%
Dec-2022	23	13	10	76.9%	18	5	27.8%	30	14	16	114.3%		24	6	25.0%
Jan-2023	26	14	12	85.7%	10	16	160.0%	27	14	13	92.9%		10	17	170.0%
Feb-2023	16	21	-5	-23.8%	11	5	45.5%	18	26	-8	-30.8%		11	7	63.6%
Mar-2023	15	20	-5	-25.0%	15	0	0.0%	16	21	-5	-23.8%		20	-4	-20.0%
FY 2023/24	47	50	-3	-6.0%	39	8	20.5%	53	60	-7	-11.7%		45	8	17.8%
Apr-2023	27	27	0	0.0%	17	10	58.8%	27	32	-5	-15.6%		20	7	35.0%
May-2023	20	23	-3	-13.0%	22	-2	-9.1%	26	28	-2	-7.1%		25	1	4.0%
Total	1097	904	193	21.3%	659	438	66.5%	1243	1037	206	19.9%		740	503	68.0%



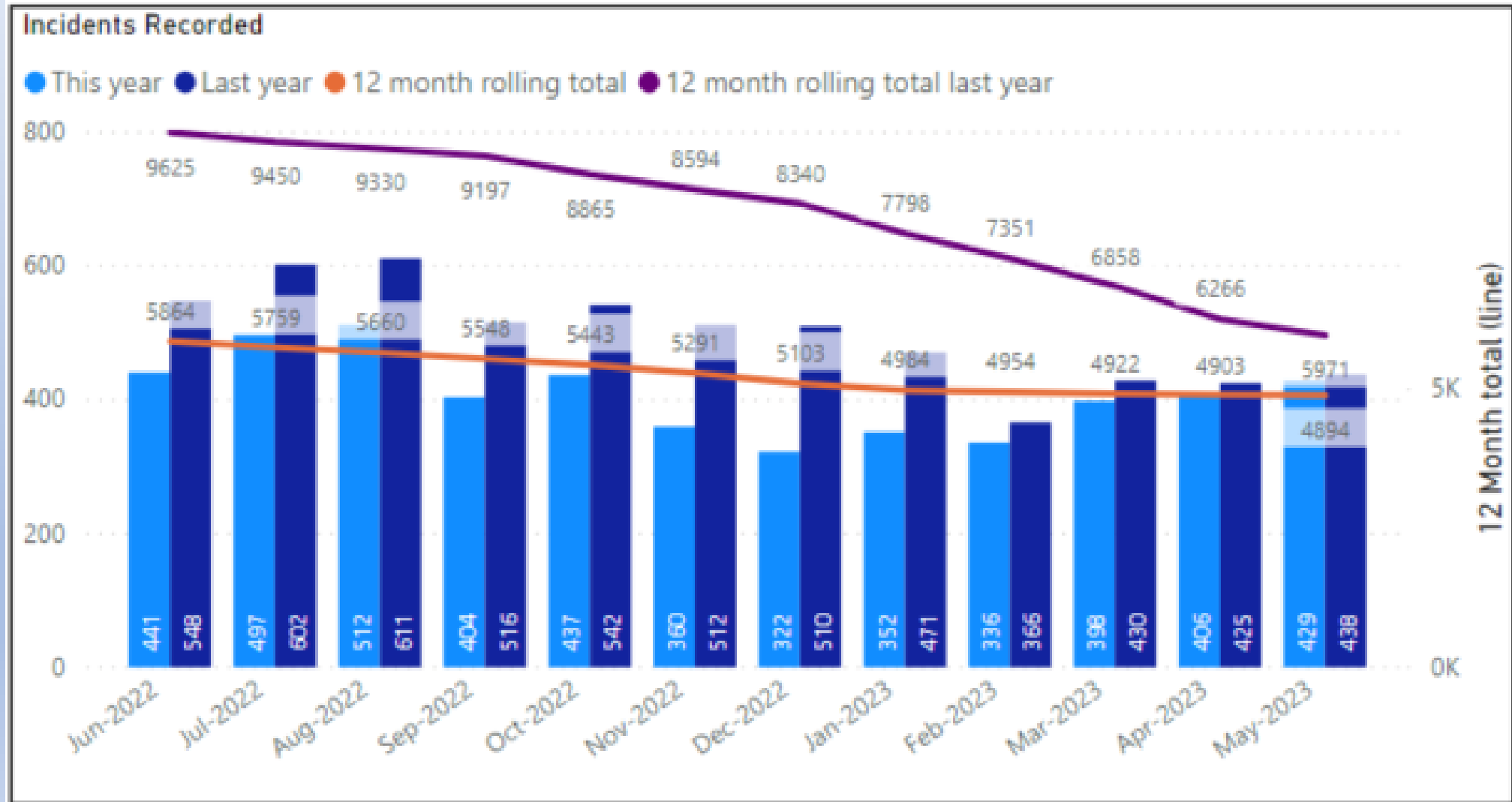


Fraud

● Month Total ● Previous Year ● Average Previous 3 Years

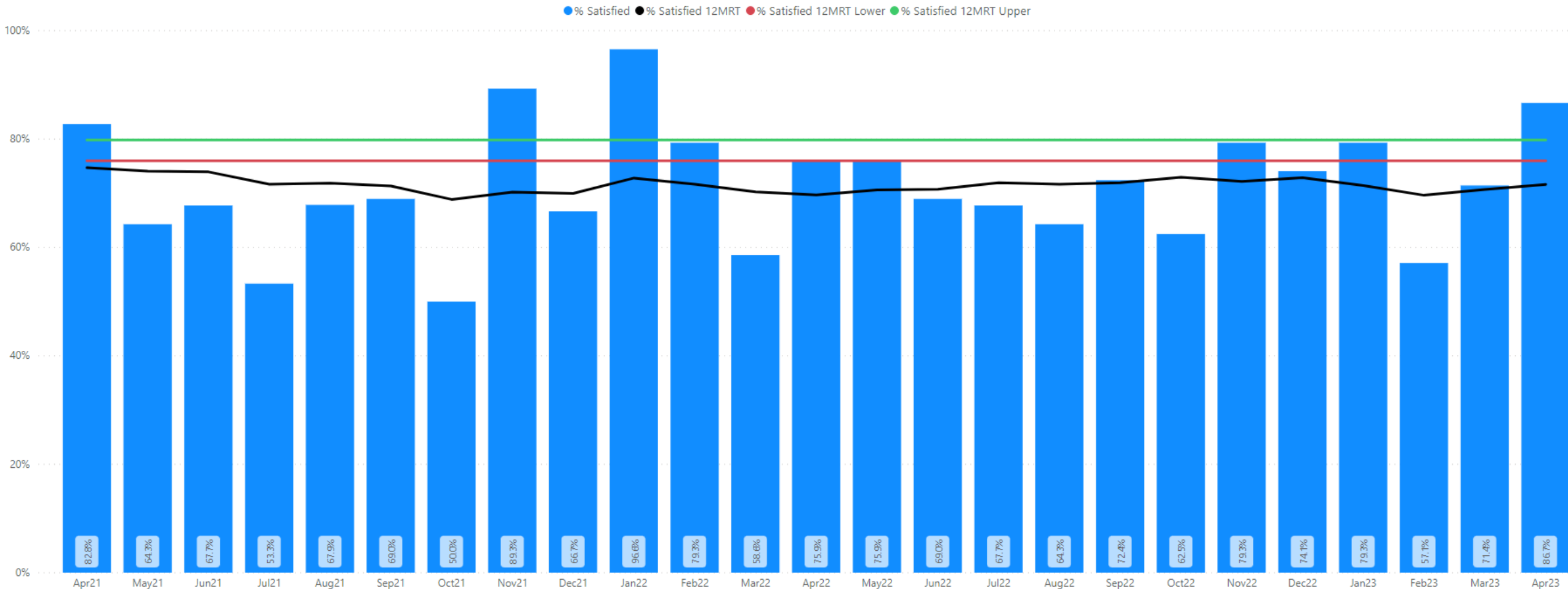


ASB





Victim Satisfaction - ASB





National Crime and Policing Measure (NCPM) performance



Target	Measure	Baseline July 2018-June 2019	12 months to April 2023	Change
Reduce Murder/Homicide	Recorded Homicides (Inc. Attempted Murder)	16	6	-62.5%
Reduce Serious violence	Firearms Offences (includes all uses however excludes air weapons and bb guns)	24	17	-29.2%
	Discharges of Lethal Barrelled Firearms (handguns, shotguns and rifles - not air)	1	2	100%
	Offences involving use of sharp knives or sharp weapons	153	149	-2.6%
Reduce Neighbourhood Crime	Burglary	2027	1549	-23.6%
	Robbery	140	157	12.1%
	Theft from the person	170	113	-33.5%
	Theft of/from motor vehicle (inc. Aggravated, exc. Interference)	953	824	-13.5%
Improve satisfaction among victims (focus on DA)	% Crime and ASB Victims Satisfied (whole experience)	77%	84%	7%
	% DA Victims Satisfied (overall satisfaction)	94%	94%	0%
Tackle Cyber Crime	Recorded Online/Cyber-enabled crimes	1702	2114	24.2%



Drugs and County Lines

OffenceGroup	Crimes	Crimes Previous Year	Crime Difference	% Change	Positive Outcomes	Positive Outcomes Previous Year	PO Difference	PO % Change	Positive Outcome Rate	PO Rate Previous year	PO Rate Difference
<input type="checkbox"/> Drug offences	1152	971	181	18.6%	830	711	119	16.7%	72.0%	73.2%	-1.2%
<input type="checkbox"/> Possession of Drugs	929	806	123	15.3%	702	598	104	17.4%	75.6%	74.2%	1.4%
<input type="checkbox"/> Other drug offences	3	5	-2	-40.0%	1	4	-3	-75.0%	33.3%	80.0%	-46.7%
<input type="checkbox"/> Possession of Controlled Drugs (Cannabis)	548	508	40	7.9%	420	366	54	14.8%	76.6%	72.0%	4.6%
<input type="checkbox"/> Possession of Controlled Drugs (excl. Cannabis)	378	293	85	29.0%	281	228	53	23.2%	74.3%	77.8%	-3.5%
<input type="checkbox"/> Trafficking In Controlled Drugs	223	165	58	35.2%	128	113	15	13.3%	57.4%	68.5%	-11.1%
<input type="checkbox"/> Trafficking in controlled drugs	223	165	58	35.2%	128	113	15	13.3%	57.4%	68.5%	-11.1%



Cybercrime

OffenceGroup	Crimes	Crimes Previous Year	Crime Difference	% Change	Positive Outcomes	Positive Outcomes Previous Year	PO Difference	PO % Change	Positive Outcome Rate	PO Rate Previous year	PO Rate Difference
⊕ Drug offences	1	0	1	0.0%	1		1	0.0%	100.0%		100.0%
⊕ Robbery	1	0	1	0.0%	1		1	0.0%	100.0%		100.0%
⊕ Sexual offences	180	257	-77	-30.0%	39	23	16	69.6%	21.7%	8.9%	12.7%
⊕ Public order offences	145	177	-32	-18.1%	55	58	-3	-5.2%	37.9%	32.8%	5.2%
⊕ Miscellaneous Crimes Against Society	269	296	-27	-9.1%	47	43	4	9.3%	17.5%	14.5%	2.9%
⊕ Theft offences	216	198	18	9.1%	5	2	3	150.0%	2.3%	1.0%	1.3%
⊕ Burglary	1	4	-3	-75.0%							
⊕ Possession of weapons offences	0	1	-1	-100.0%							
⊕ Vehicle Offences	2	2	0	0.0%							
⊕ Violence against the person	1297	1421	-124	-8.7%	131	157	-26	-16.6%	10.1%	11.0%	-0.9%
⊕ Arson and Criminal Damage	7	6	1	16.7%		2	-2	-100.0%		33.3%	-33.3%
Total	2119	2362	-243	-10.3%	279	285	-6	-2.1%	13.2%	12.1%	1.1%



Close

Public Accountability Conference

3rd July 2023

Casey Review -
Implications for
Cumbria
Constabulary

T/Ch Supt Mick
Bird



Background



- Origin and Purpose
- Terms of Reference



Conclusions and Assessment

1. The size and scale of the Met

- No strategic assessment
- No strategic workforce plan and outdated demand modelling
- Poor recruitment and vetting systems
- No central training records
- Poor people management – not rooting out bad officers/staff
- No support for good officers or signs of development for mediocre ones
- Blames in part the misconduct and performance regs, and national promotion framework
- Supervisory ratio too many officers per supervisor
- No psychological support for Front-line officers (PPU) to protect mental health and prevent de-sensitisation

Conclusions and Assessment

1. Cumbria's Position

- Strategic assessment and strategic workforce plan
- Extensive demand modelling
- Investment in vetting systems, development in recruitment system

- Poor people management – not rooting out bad officers/staff
- Leadership program, performance framework and PDR to develop staff

- Supervisory ratio considered and addressed through the Force restructure
- Extensive psychological support for some key roles (PPU, CDFU etc)

Conclusions and Assessment

2. The Met is not managing the integrity of its own police service

- **Despite heinous crimes – didn't stop to question processes or I.D. learning**
- **Not vigilant in identifying or managing pre-cursor events – exposure or dv in transferee's or new appointments**
- **Doesn't make standards clear – nor consequences**
- **Concerns raised through complaints – not well recorded – more likely to be dismissed**
- **Not identifying patterns of behaviour**
- **Too many incidents inappropriately dealt with by management action**

Conclusions and Assessment

2. Cumbria's Position

- National Vetting Thematic recommendations and AFI's for all forces
- National HDW
- PSD people intelligence meetings – trends/patterns of behaviour, support, concerns
- Governance structure
- Vetting standards for transferee/new appointments and external scrutiny
- Clear standards articulated to the workforce (The Standard, PSD STRA, SLT, Training)
- Fewer incidents dealt with by management action
- Learning opportunities embraced

Conclusions and Assessment

3. The Met's new leadership represents welcome change of tone and approach – deep seated cultures need to be tackled for sustained change

- **Blindness, arrogance and prejudice alive and well**
- **Specialist FA unit – worst behaviours and cultures**
- **A 'we know best' attitude – dismissive of external criticism and views (no-one understands the Met)**
- **Defensive and denial – not accepting of criticism or ownership or acceptance of failures – only accepting when provided with incontrovertible evidence**
- **Systemic racial bias in misconduct system**
- **Speaking up not welcome – only telling snr officers what they want to hear – described as so engrained that even when senior officers really do want feedback, they don't get it**
- **Staff associations and IAG's ignored**
- **Optimism bias – seeing a positive spin and allowing the force to move on**
- **Initiative-itis – no focus on basics, projects and short-term plans – no engagement with front line – slogans and sticking posters up – confuse and frustrate front line**

Conclusions and Assessment

3. Cumbria's Position

- Not reflective of the Constabularies ethos and culture (force vision, strategic objectives)
- External scrutiny – peer reviews
- Learning organisation
- Independent oversight of disproportionality within our misconduct systems – Ice breaker force under the NRAP
- Multiple forums for officers and staff to inform force activity and direction
- Staff associations and IAG's embraced and included within key governance meetings
- Clear strategic direction
 - Visibility rota
 - PDR
 - Internal messaging – VLOG's
 - Focus on excellence in the basics

Conclusions and Assessment

4. Londoner's put last

- **Restructure from local to a more centralised model – weaker connections to communities**
- **Reduced specialist staff (e.g., analysts for identification of local crime trends) replaced with officers**
- **No NPT – backfills other services, primarily response**
- **Lack of BCU ownership for key resources – violent crime task force and TSG**

Conclusions and Assessment

4. Cumbria's Position

- **Restructure to BCU model in September 22**
 - Clarity of role and focus on performance
 - Supporting development of our NPT model
 - Autonomy of resources to mitigate threat, risk, and harm
 - Greater accountability
 - LGR reform
- **NPT abstraction levels identified and monitored**
- **Increase in specialist staff – ongoing review of analytical resource and structure**
- **Local accountability and local engagement to inform priorities**

Conclusions and Assessment

5. London's women and children are being left further behind

- De-prioritisation and de-specialisation of public protection has put women and children at greater risk
- Major inadequacy despite the 2016 HMIC report into child protection being described by them as “the most severely critical that HMIC have ever produced, about any force, on any subject EVER”
- Hollow VAWG strategy

Conclusions and Assessment

5. Cumbria's Position

- CC Skeer, national lead for MOSSOVO
- VAWG strategy and dedicated resources for delivery
- Operation Uplift – resource allocation - PPU
- HMIC – graded “outstanding” for managing offenders, “good” for investigating crime and for protecting vulnerable people

Conclusions and Assessment

6. Lacks Accountability and Transparency

- **£4billion publicly funded institution – unaccountable to the public and their representatives**
- **Weak structures of governance and scrutiny**
- **Engage phase with the HMIC**
- **Internal audit processes not valued by the organisation**
- **Refusal to share data and info – Keeps MOPAC at arms length (mayors office – OPCC)**
- **Less local accountability than would be found in any other force in the county**
- **Lacks transparency in decision making and rationale**

Conclusions and Assessment

6. Cumbria's Position

- **Accountability strengthened – PAC, JAC, internal governance arrangements**
- **Strong performance in HMICFRS PEEL inspections**
- **Internal audit processes drive performance meetings from the strategic to the operational delivery level**
- **Good and open relationship OPFCC's office for accountability and information sharing**
- **Transparency in decision making and rationale (e.g., partnership consultation for the new TOM)**

Conclusions and Assessment

7. Discrimination is tolerated, not dealt with, and backed by the system

- Widespread bullying – profound culture to look, act and sound the same
- 33% with long standing illness, disability or infirmity have experienced bullying
- Deep seated homophobia – 1 in 5 LBGTQ+ experienced homophobia, 30% bullied
- Female staff routinely face sexism and misogyny
- Racist attitudes
- Black officers 81% more likely to be in misconduct system
- Failure to improve recruitment/retention of black officers
- Black MOP are over-policed – more likely to be searched, battoned, handcuffed and tasered, overrepresented in serious crime statistics and less satisfied than others when a victim of crime
- General distrust
- Institutional racism, misogyny, and homophobia

Conclusions and Assessment

7. Cumbria's Position

- **Assessment of our data and its context against the standards applied in CASEY**
 - There are racists within the Organisation (people with racists attitudes)
 - Staff and officers from black heritage and ethnically/racially minoritised backgrounds, experience racism at work which is routinely ignored, dismissed, or not spoken about
 - Racism and racial bias are reinforced within systems
 - The force under protects, and over polices black heritage people
- **Equally applicable test for homophobia and misogyny**
- **Indicators**
 - Surveys (Wellbeing, Durham, Call it out, Sexual Harassment and Inappropriate Behaviours in the Workplace)
 - Confidence and Equality Board
 - Disproportionality assessments, internal and external scrutiny
 - PSD intel and complaint/misconduct data
 - Recruitment and retention levels

Conclusions and Assessment

8. In danger of losing its way – consent is broken

- Not adhering to Peelian principles – key values, Code of Ethics or clear standards of how they should operate
- Not evident in their strategic or operational approach, internally or externally
- Disfigured by decisions taken during austerity
- Worst aspects of its culture have impeded its ability to recognise this

Conclusions and Assessment

8. Cumbria's Position

- **On its way to becoming the outstanding force we aspire to be**
- **Key values outlined in Chiefs vision and POAP – interwoven into our governance framework (SAFE)**
- **Code of Ethics and clear standards provided consistently**
- **Decisions taken historically during times of austerity, and recently through Op Uplift**
- **Our culture has aided our ability to recognise shortcomings and address them**

Next Steps

- **Formal report to be presented to COT and OPFCC including an evidence-based assessment against criteria for institutional racism, misogyny and homophobia**
- **Governance of residual actions through Workforce Board**
- **Key workstreams**
 - Leadership work
 - VAWG action plan
 - NRAP
 - PSD action plan
- **Review on-going of our restructure and changes to the TOM (including governance)**
- **New Chief Constables vision and strategy**

Any Questions?