



ANNUAL REPORT

2024-25



Foreword

As I complete my first year in office as Cumbria's Police, Fire and Crime Commissioner (PFCC), I'm proud to reflect on what we've achieved together and focus on the important work still to do.

I stood to be your PFCC after a 30-year career in policing and law enforcement and almost a further eight years public service in our NHS.

I began my police service in 1986 in Carlisle as a probationer constable and then served as the village bobby in Burgh by Sands. I then went on to serve in every corner of our great county at different ranks.

I later led the UK's Interpol Bureau before joining the NHS to help lead Cumbria's COVID-19 vaccine rollout, during which I ensured that our frontline emergency service workers were the first to receive protection.

These experiences gave me not only a deep understanding of policing and public safety, but also a lifelong commitment to integrity, accountability and genuine public service.

I ran to be your Commissioner because I want Cumbria to be the safest county in the country, where police are visible in every community, and our Fire and Rescue Service is always there when you need it most.

Real Progress and Visible Policing

Over the past year, we've made significant, measurable progress. Working with Cumbria Constabulary and our partners, Operation Enhance has delivered a 35.9% reduction in anti-social behaviour and a 20.1% fall in serious violence in hotspot areas through targeted,

partnership-led interventions. I've secured £1.68 million in funding that will allow me to nearly double the size of our neighbourhood policing teams, bringing, over the next year, more officers into communities that need them most. I also launched Cumbria's Neighbourhood Policing Pledge, guaranteeing every community has a visible, recognisable officer who is accessible and known to local people.

I know there is more to do in this area, but this marks an important step forward.

Listening to You

Visibility and accessibility have been at the heart of my approach. Over the past year, I've hosted 20 public surgeries across Cumbria, from village halls to supermarket foyers, listening to local concerns, building trust, and ensuring every voice is heard. I have spoken to people from all walks of life at public events, shows and ceremonies and regularly respond to people via social media when the need arises. I remain committed to being a visible and accessible Commissioner to all our communities.

Investing in Prevention and Support

Enforcement alone is not enough—we must also prevent harm before it happens. That's why I've invested over £3.4 million in Commissioned Services, delivering trauma-informed, tailored support for those affected by crime.

Whether it's victims of domestic abuse, children impacted by violence, or people at risk of exploitation, we are making sure the right support is there, at the right time. I've also invested

£128,678 to grassroots community groups—supporting youth clubs, boxing gyms, and local projects that give young people positive opportunities, new skills, and safer environments.

Backing Our Fire Service

I've worked closely with Cumbria Fire and Rescue Service, backing our firefighters who go above and beyond to protect life and property. We've invested in modern equipment and technologies to help our crews respond quickly and effectively across Cumbria's unique geography.

Tackling Financial Challenges

These achievements are especially meaningful given the serious challenges we inherited. On taking office, I was left a £16 million deficit in the policing budget, this was an unsustainable financial position that put vital services at risk.

Through strong financial management and a relentless focus on value for money, we've stabilised the situation and delivered £5 million in savings, without compromising frontline services.

Partnership at the Core

Everything we've achieved has been possible through partnership. I've worked hand-in-hand with the Chief Constable and Chief Fire Officer to align services, reduce duplication, and deliver real outcomes. Whether tackling organised crime, improving road safety, or addressing violence against women and girls, our shared focus is not just on reducing harm—but preventing it.

Looking Ahead

Cumbria is one of the best performing forces in the country but there is still work to do. We need to ensure that the quality of service provided when the phone is answered, or a patrol attends an incident is also excellent. This is achievable building on the success of the force to date and I will be working with the Chief Officers to ensure

that quality of service to the public that we serve is key. The first year of my tenure has shown what's possible with the right leadership, clear priorities, and strong local partnerships and I look forward to seeing further progress and achievements during the next 12 months.

In the year ahead, I will continue to:

- Be an accessible and visible Commissioner
- Invest in visible, community-based policing
- Support victims and ensure that prevention is at the heart of our approach
- Support early intervention and prevention
- Continue to act as Cumbria's voice on the national stage

This has been one of the most rewarding years of my life. None of this progress would have been possible without the dedication of my office, Cumbria's police officers, firefighters, volunteers, support staff, and community partners.

Thank you for your continued support.

David Allen



**Police, Fire and Crime
Commissioner for Cumbria**



Governance

My role consists of two separate legal entities. In respect of my role in relation to policing, I am the Police, Fire and Crime Commissioner (PFCC) for Cumbria. For the Fire & Rescue Service, I am legally known as the Cumbria Commissioner Fire & Rescue Authority (CCFRA).

The Chief Constable is also a separate legal entity and has operational independence. They are responsible for directing policing services across Cumbria, while it is my role to have independent oversight, set the policing priorities in the Police, Fire and Crime Plan and ensure they secure an efficient and effective police force. I do not get involved in operational decision making as this responsibility sits with the Chief Constable.

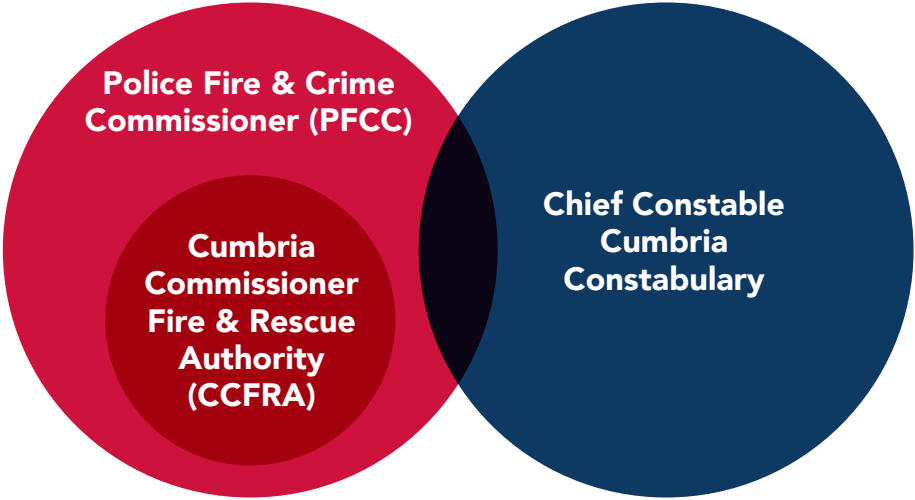
All police officers and police staff fall under the direction and control of the Chief Constable.

My relationship with the Chief Fire Officer is slightly different because the Chief Fire Officer is not a separate legal entity and has a different level of operational independence. In my capacity as CCFRA, I am the employer of all Fire and Rescue Service staff. I delegate responsibilities to the Chief Fire Officer to ensure that the Fire & Rescue Authority's functions are properly coordinated, as well as organising staff and appointing appropriate management.

To support me in my roles, I have a corporate governance framework, which sets out how both organisations will be governed, who is responsible for what, and how decisions are made.

The framework is reviewed annually by a Joint Audit Committee.

More information can be found on my website at www.cumbria-pfcc.gov.uk.



Demand on Cumbria Constabulary 1st April 2024 - 31st March 2025



4,790

total number of incidents
in Cumbria in 2024–25



2024–25 saw our service deal with...



1,137
total number
of fires



719
collaborations
with partners
e.g., partner meetings attended,
multi-agency prevention work
delivered



210
accidental primary
dwelling fires



771
fire safety
audits



297
road traffic
collisions



8,249
Home Fire
Safety Visits

*Data between 1 April 2024 and 31 March 2025

Our workforce in numbers...

Wholetime firefighters



229

On-call firefighters



334

Corporate staff



77

Fleet vehicles



169

Making Cumbria a safer place for all

Achievements in 2024–25

Developing the organisation

Refurbishment works finished
at Lazonby and Grange stations



Awarded the contract for a new
mobilising system to Frequentis



Provision of a Wellbeing Strategy has
been identified as service priority



Estates team transitioned to
OPFCC, now responsible for fire



Hosted HMICFRS team for third
round inspection



Awarded silver status in the MOD
Employer Recognition Scheme



Protecting local communities

Compliance at 95.7% for building
regs and 96.4% for licensing regs



Bespoke road safety package using
innovative technology rolled out



Out-of-hours Protection Response
Team has been introduced



New strategies for Prevention and
Protection approved and published



Top 10 nationally for number of
Home Fire Safety Visits completed



Developing Resilience Programmes
continue to support young people



Responding to emergencies

Overall decrease in fires by 11%



Responded to incidents in an average
time of nine minutes 54 seconds



Average on-call response time to
incidents of 12 minutes 39 seconds



Number of water rescues
reduced by 20.5%



Fires in commercial properties
reduced by 18%



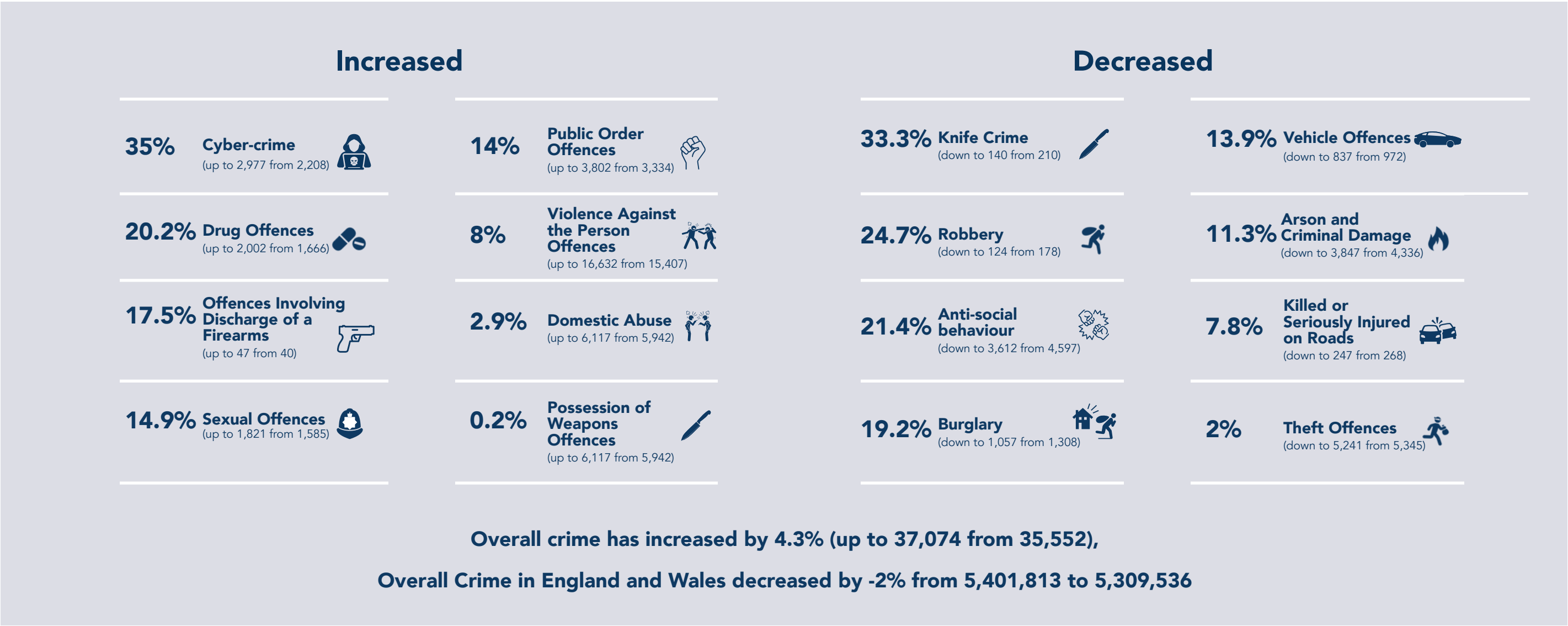
Cumbria's Water Safety Partnership
launched and active over first year



Making Cumbria a safer place for all

Recorded Crime

1st April 2024 - 31 March 2025





THE VOICE OF THE PUBLIC

Community Engagement



I have sought to be a visible and accessible Commissioner attending

139

community engagement events across Cumbria

Public Surgeries

South Lakes

Kendal
Kirkby Stephen
Ambleside
Sedbergh
Grange Over Sands
Levens
Milnthorpe (Westmorland Show)

West

Cleator Moor
Whitehaven
Cockermouth
Wigton
Keswick (Christmas market)
Whitehaven

Barrow

Barrow Town Centre
Dalton

Eden

Alston
Penrith (Winter Drovers)

Carlisle

Carlisle
Longtown



Quality of Service Issues (QSIs)

I encourage members of the public to contact me with their concerns/feedback about the Constabulary or Cumbria Fire & Rescue Service. Any correspondence of this nature is raised formally with the relevant organisation to enable me to provide a response. I will provide as much information as possible to help the writer, whether it be by providing a detailed explanation, recommendations that may help and/or solve their concerns, or contacting the police if further intervention is required. Since I came into office (May 2024), based on the same period in the previous year the number of QSIs received has increased by 45%.

QSIs have increased by

45%

(1003 logged QSIs, compared to 693 for the previous period)



Different Methods of Community Engagement





PRIORITIES

- Putting People First
- Providing Visible and Accessible Services
- Protecting Vulnerable People and Communities
- Focusing on Prevention to Protect Cumbria
- Making Best Use of Resources



**PUTTING
PEOPLE FIRST**

Putting People First

- Remedi is co-commissioned by the OPFCC and North West Probation Service to deliver a restorative justice and mediation service across Cumbria. Restorative justice involves giving victims the opportunity to engage with the offender(s) to have any remaining questions they have answered and to explain the impact of the crime on them to the offender. This can help the victim to achieve closure and feel safer in the knowledge, for example, that they were not specifically targeted.
- Remedi have facilitated 220 cases, delivered restorative justice awareness sessions to 336 people and when evaluated on the support they had received, 100% were satisfied with the service.
- Pathways is a voluntary adult Out of Court Disposal with integrated offender management programme, which may result in an exit from the criminal justice system, should the 'contract to engage' be complied with.
- 452 people were referred to the Pathways programme – with the number of deferred cautions totalling 386 and the number of deferred charges totalled 66. One user describes the programme as: "a brilliant scheme to avoid a caution or custodial sentence."
- A year on from completing the Pathways programme, 98% of the people supported, had not gone on to re-offend.
- Women's Community Matters in Barrow has demonstrated positive partnership working with the Police, Health and Wellbeing Coaches (HAWCs) and Probation. The staff have worked effectively to deliver a high level of care to support and safeguard women accessing the service. This year they have supported 1,444 different women experiencing domestic abuse. Of those, 782 are new clients that have been referred by professional services, the Police or have self-referred.
- The Crisis Room at Barrow Women's Community Matters Hub has been receiving up to 50 cases a month from victims who struggle with mental health, homelessness or, most often, domestic abuse.
- The Kendal Outreach Service (which is part of Women's Community Matters), supported a total of 84 women, including 54 new referrals.
- One user of Women's Community Matters Outreach Centre in Kendal, who was referred for support around healthy relationships and was engaging with Recovery Steps due to excessive alcohol intake commented: "It has helped me to organise what is important and how to work through each barrier in a positive and healthy way."
- At Gateway4Women - Carlisle, there have been 335 new registrations for support – ranging from accommodation, finance, benefits and debt, emotional wellbeing to specialist support for domestic abuse and sexual violence. Overall, they are currently supporting 386 women.
- Gateway4Women – Workington, received 128 new registrations in the last 12 months. Referrals into the centre are from various agencies such as the Constabulary, Victim Support, self-referrals, health visitors, Cumbria Family Support, North West Probation Service, Recovery Steps, social housing and Domestic Abuse Housing. They are supporting 161 women overall at present.
- Victim Support has supported 11,747 victims in the last 12 months with 224 victims signposted to other services for help with housing and financial support for example.



Police

Working together

Fire & Rescue

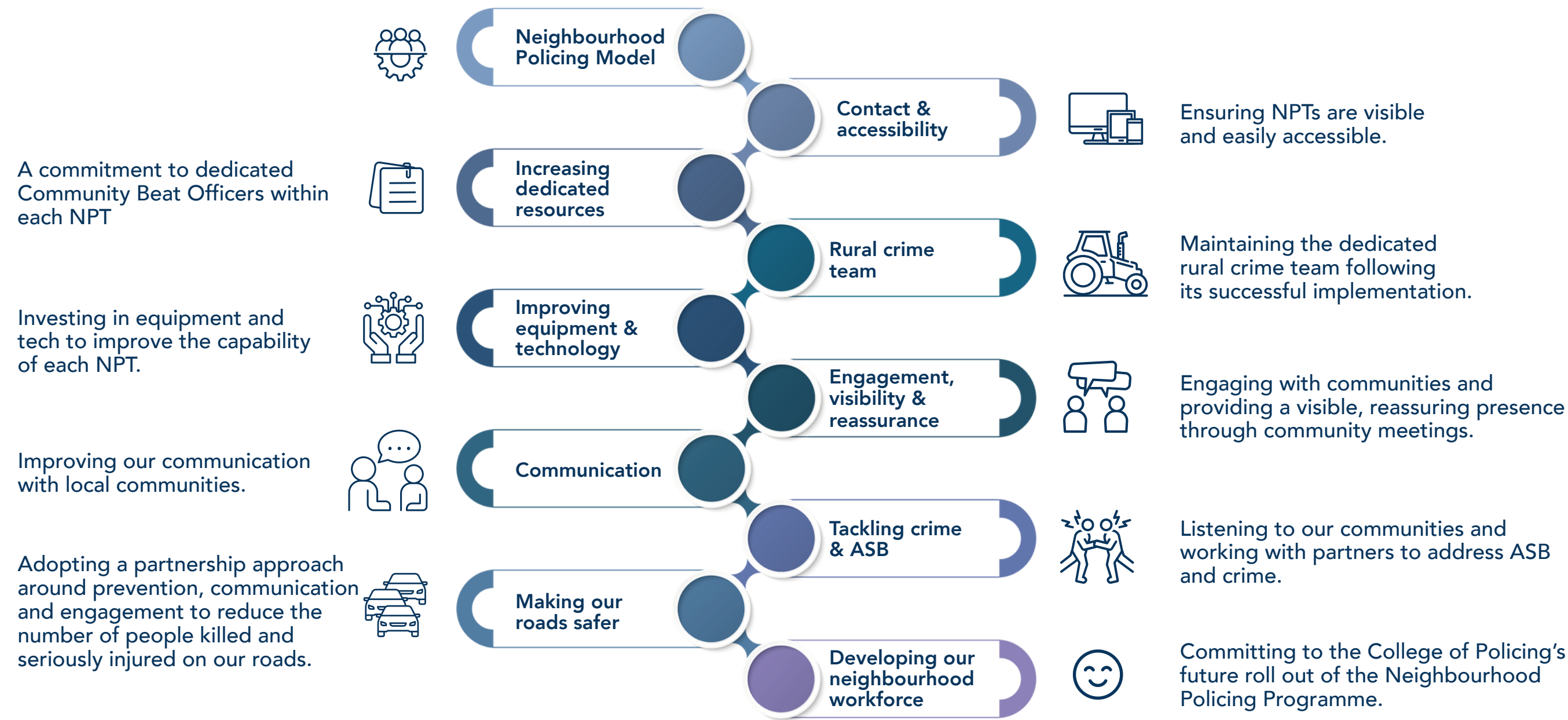
- Victim Support's Independent Domestic Violence Advisor (IDVA) provided support to 1119 new and existing victims from 23.4.2024 – 31.3.2025.
- Victim Support's Independent Sexual Violence Advisor (ISVA) provided support to 814 new and existing victims from 23.4.2024 – 31.3.2025.
- In addition, Victim Support's Children's Independent Domestic Violence Advisors (CHIDVA) received 239 referrals from 23.4.2024 – 31.3.2025.
- One service user comments: "I can say I have more good days than bad now, I just want to say I am forever grateful for your support throughout the almost two years we've known each other."
- Victim Support delivered the 'Turning The Spotlight' programme to perpetrators of domestic abuse and there has been 339 referrals in the last 12 months. In addition, 50 referrals were also made into the high harm, high risk programme 'They Matter'.
- The Bridgeway Sexual Assault Referral Centre has supported 107 victims to have a forensic medical examination following rape or sexual assault. This included 30 examinations which were carried out on persons aged under 16 years. In addition, 200 people sought telephone advice through the Bridgeway Sexual Assault Support Services.
- The Birchall Trust delivers therapeutic services to users in the south of the county. In the last 12 months, 1,490 individuals contacted the service for information, advice, support and counselling. A total of 190 individuals received personalised support tailored to their specific needs.
- Safety Net deliver therapeutic services in the North & West of the county. In the last 12 months, they have provided one-to-one trauma informed therapy and support to 634 adults and 403 children/young people. Of these, 70% of adults and 88% of children have moderate to high levels of trauma when they first seek help.
- Over the last year, 19,485 people from Cumbria visited the Crimestoppers website and 2,087 reports were passed to the Police.
- The OPFCC funded two stalking awareness training sessions for 100 (front facing) police officers and staff, and staff within Cumbria Fire & Rescue Service.
- Provision of a Wellbeing Strategy has been identified as a Cumbria Fire and Rescue Service priority.
- Cumbria Fire and Rescue Service workforce planning arrangements are currently being developed and refined – provision of leadership development programmes at supervisory and middle manager levels have been identified as a service priority.
- Refurbishment work at Lazonby and Grange-over-Sands Fire Stations has been completed and work at Whitehaven is currently progressing.



**PROVIDING VISIBLE
AND ACCESSIBLE
SERVICES**

Neighbourhood Policing Pledge

The Constabulary and I have jointly launched a new pledge centred around neighbourhood policing. The new pledge aligns us to the national pillars of Neighbourhood Policing and ensures we deliver the Government’s Neighbourhood Policing Guarantee.



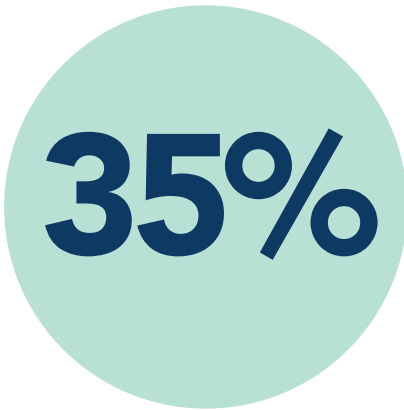
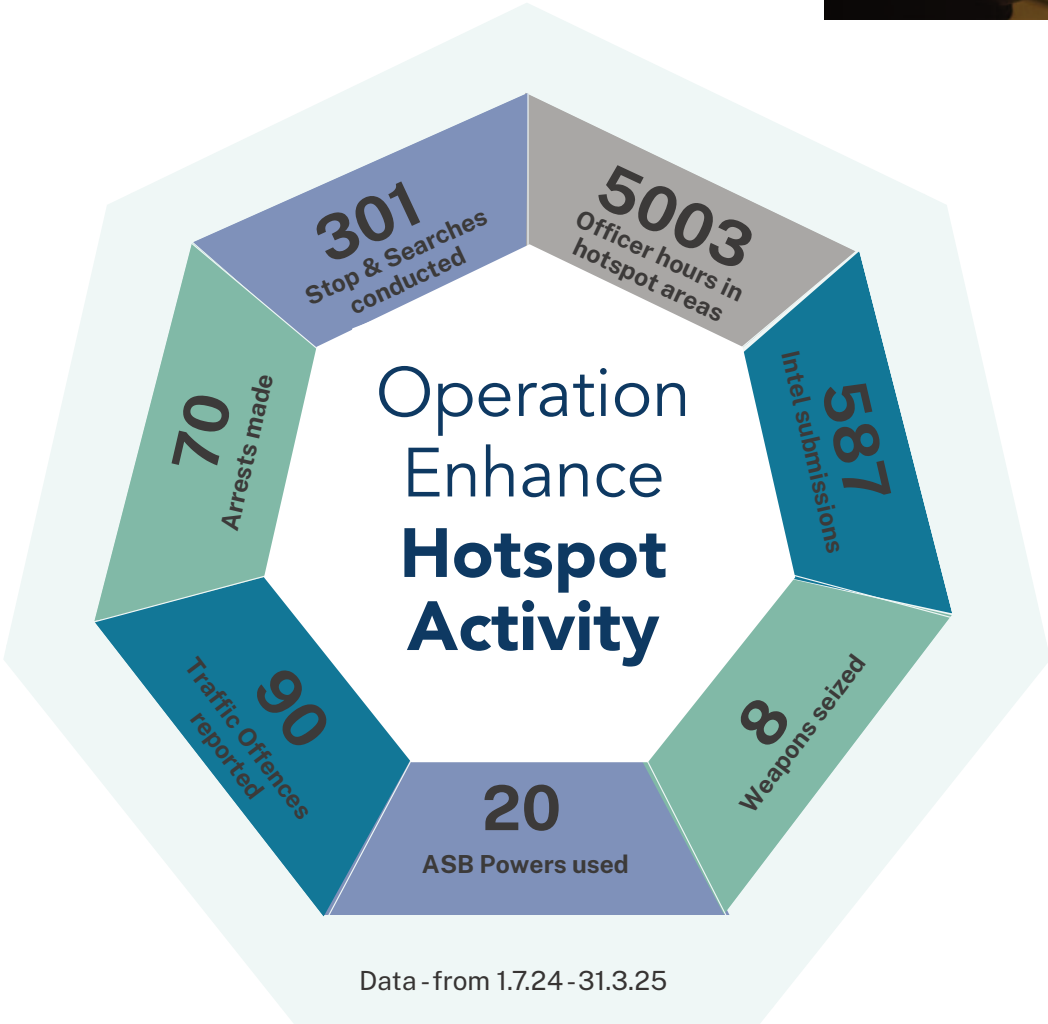
Neighbourhood Policing Guarantee 2025 – 2026



“I have delivered my promise to make police more visible in your communities.”

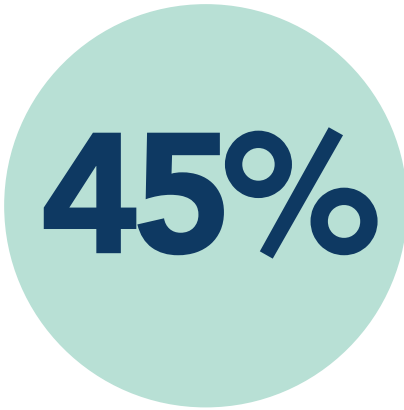
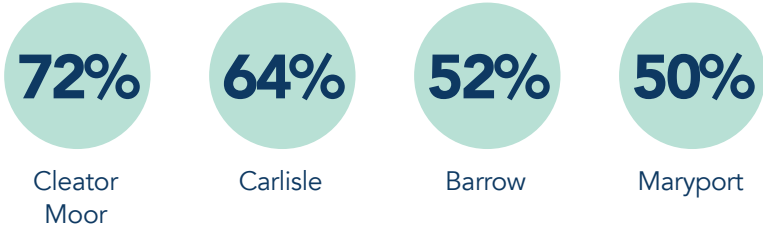
Operation Enhance

Operation Enhance, funded from the Home Office's Hotspot Response Fund from 1st July 2024 - 31st March 2025, was delivered by the Constabulary, in partnership with Cumberland Council and Westmorland and Furness Council. The project provided 5,003 additional hours of visible uniformed officer patrols and problem-solving initiatives within Anti-Social Behaviour (ASB) and Serious Violence hotspots. Eighteen crime hotspot areas across Cumbria were identified, using Police data. The hotspot locations made up for 0.04% of the Police's total geographical area and contained 23.1% of all the Serious Violence recorded in Cumbria, of which 24.3% was within the Operation Enhance hotspot areas.



Overall, there has been a 35% reduction in ASB within the hotspot areas.

Some highlights from various hotspot areas include the following reductions in ASB:



Reports of Serious Violence reduced by 45% during the hours of additional hotspot patrols carried out under Operation Enhance.

Safer Streets Fund – Round Five

Safer Streets – Five, funded by the Home Office, aims to reduce anti-social behaviour (ASB) neighbourhood crimes and Violence Against Women and Girls (VAWG) in three specific locations. These are Hammonds Pond in Carlisle, The Line in Workington and Penrith Town Centre.

In the last 12 months Remedi and The Well Communities have collaborated to provide support from a team of Restorative Hope workers, as youth outreach/ASB victim support staff in the three key areas.

	Hours Restorative Hope workers completed in referred areas	Number of young people Restorative Hope workers interacted with	Number of adults and businesses Restorative Hope workers interacted with	Number of security guards/police Restorative Hope workers interacted with	Number of victims of crime/ASB homes that target hardening measures have taken place in
Hammonds Pond Carlisle	453	983	115	9	7
Workington	311	617	257	25	44
Penrith	483	443	263	10	14
Totals	1,247	2,043	635	44	65

In Carlisle, one service user commented to their Restorative Hope worker:

“Thank you so much for all of your help. You have helped me mentally and physically and been so kind.”

The Restorative Hope workers also delivered a series of ASB presentations to 1,178 students at Workington Academy and one mother of a service user commented: “You’ve been brilliant. You’ve given us more help and support in the last few weeks than we have had from anywhere else over the last three years, I could cry”. In Penrith, the Safer Streets team also delivered presentations on ASB to 239 students at Ullswater Community College.



PROTECTING VULNERABLE PEOPLE AND COMMUNITIES

Protecting Vulnerable People and Communities

- It is through the Safer Cumbria Partnership Board that the Commissioner uses his position as Chair, to bring organisations together to work collaboratively to deliver a co-ordinated approach to the Government's Serious Violence Duty.
- As well as being the chair of the Safer Cumbria Partnership and having a convening role under the Serious Violence Duty, the Commissioner is also the Senior Responsible Owner (SRO) for the Combatting Drugs Partnerships, which delivers the national drugs strategy at a local level.
- The 1CLIC (County Lines Informed Cumbria) project in collaboration with the Constabulary and The Well Communities, targets county lines in Barrow-in-Furness, South Lakes and the Carlisle area. The project identifies vulnerable people who are most at risk of being approached by drug gangs and supports them to move away from potential criminal behaviour.
- This year, the project has facilitated 1,500 vulnerability visits in people's homes and delivered presentations in schools, colleges and pupil referral units around county lines, drugs and signs of exploitation to 1,248 pupils. They have also developed awareness sessions to health, education and housing professionals to help them recognise and spot the signs of County Lines.
- For the Drug Testing on Arrest for Domestic Abuse Perpetrators 126 tests were completed, with 79 (62.6%) domestic abuse perpetrators testing positive, and 63 (79.7%) were considered appropriate for a referral to substance misuse support services, of which 19 (30.1%) attended and remained in treatment. Those individuals who attended and remained with the treatment providers, have not reoffended.
- The Emergency Department Navigator Programme is being trialled in West Cumbria Hospital for a three-month pilot. It mirrors the Lancashire Violence Reduction Unit (VRU) approach in Barrow Hospital. The programme will identify young people who attend Accident and Emergency (A&E) with injuries that could be related to serious violence or County Lines. The Navigators will provide tailored support to the young people and their families and divert them from future potential criminal activity and risk-taking behaviour.



Police



Working together



Fire & Rescue

- Through the Safer Cumbria Partnership, the Commissioner's Office has developed and manages a Quality Assessment Framework, which monitors whether victims and witnesses receive the services and support they are entitled to under the Victims' Code of Practice. The Commissioner as the Chair of the Safer Cumbria Partnership, seeks assurance from the partner agencies by undertaking an annual dip-sample of cases that follow a victim's journey through the criminal justice process, and the support they have received. Results show that partner agencies can evidence compliance with the Victims' Code, ensuring victims in Cumbria are receiving the services they are entitled to under the code.
- A new Protection Strategy has been approved and published for Cumbria Fire and Rescue Service.
- An out-of-hours Cumbria Fire and Rescue Service - Protection Response Team has been introduced to provide fire safety advice and enforcement activities.
- Following approval by NWFC's Board of Directors, Cumbria Fire and Rescue Service's contract for the new mobilising system used across the North West was awarded to Frequentis in January 2025 – 'go-live' is currently scheduled for 1 April 2026.
- The business case, including budget, has been approved and a project team has been established to oversee Cumbria Fire and Rescue Service's delivery of new Breathing Apparatus hot fire training facilities.
- An updated Victims' Hub on the OPFCC website, enables victims of crime to access information and support. The Victims' Code of Practice has been included in this webpage and all information is easily accessible to the public. The Constabulary offer victims and witnesses a link and/or QR code via email or text to the victims hub and the "Putting Victims First" booklet which also holds important information around the Victims' Code and what to expect when going through the Criminal Justice Process.



**FOCUSING ON
PREVENTION TO
PROTECT CUMBRIA**

Focusing on Prevention to Protect Cumbria

- Keep Safe is a crime prevention scheme designed to reduce the likelihood of victims of crime and anti-social behaviour becoming re-victimised, and helps them to feel safe within their homes. The scheme standardises the provision of crime prevention advice and, where necessary, crime prevention equipment is available, subject to a need and risk assessment. The recommendations and equipment provided are bespoke to need following a home security survey and discussions with the victim. Keep Safe is provided at no cost to the victim. In the last year, they received 936 referrals, a 7.3% increase on the previous year.
- During 1st April 2024 – 31st March 2025, 255 Keep Safe referrals came from the Barrow area, 238 from Carlisle, 168 from Workington, 133 from Whitehaven, 85 from Kendal and 57 from Penrith.
- As part of their online child abuse investigations, the Cyber and Digital Crime Unit (CDCU) made 59 arrests, executed 22 warrants, completed 37 safeguarding visits and 121 children have been safeguarded. In total, 47 offenders have been prosecuted for 127 offences. The CDCU received 125 reports of cybercrime offences where victims have been provided with online safety advice.
- Get Safe Online provided information and advice to the public about online safety. This included face-to-face advice at Westmorland Show 2024, and monthly press releases on trending online crimes and social media.
- Cumbria Fire and Rescue developed an 'Early Intervention Programme', specifically designed for young people to change their future behaviours to make positive life choices. This nationally recognised prevention course has engaged successfully with 22 young people from Workington and Penrith. By the end of the school year, the programme will have engaged with 68 young people who have been identified by partner agencies as benefitting from the intervention.
- The Safer Cumbria Partnership and partner agencies agreed that the Serious Violence Duty would fund the 'Turnaround Youth Early Intervention Programme' for young people on the cusp of entering the criminal justice system. This allows the Constabulary's Child Centred Policing Team, and partner agencies, to identify young people at risk of involvement in antisocial behaviour and criminality and provide tailored support for their individual needs.
- Cumbria Fire and Rescue Service's new Prevention Strategy has been approved and published.
- Cumbria Fire and Rescue Service's bespoke road safety package using innovative technology has been developed (with input from the Road Safety Partnership), approved and rolled out across the service.



Police

Working together

Fire & Rescue





MAKING BEST USE OF RESOURCES

Making Best Use of Resources



Police

Working together

Fire & Rescue

- Financially, the PFCC ensured that the Constabulary and the Fire and Rescue Service managed their resources prudently and achieved a balanced budget for 2025/2026.
- The Medium-Term Financial Plans considered all known forecasts and also included scenario planning and sensitivity analysis, to ensure accurate forecasts were planned for the future.
- The budget is scrutinised by the Police, Fire & Crime Panel on a quarterly basis.
- The finance teams of both policing and fire complied with relevant legislation and codes of practice, including the CIPFA Code of Practice on Financial Management and the Prudential Code.
- External audit carried out assurance work on the Statement of Accounts, Annual Governance Framework and Value for Money.
- Strategic risk registers were reported through internal governance arrangements and independent scrutiny through Joint Audit Committee meetings.
- The PFCC successfully lobbied central government and achieved an additional £1m of support for 2025/2026 for Cumbria Fire and Rescue Service.
- The Constabulary also received additional government support for neighbourhood policing and anti-social behaviour via an additional £2.7 million invested in Cumbria for 2025/2026 to deliver Operation Enhance.
- The PFCC has developed and embedded accountability and scrutiny arrangements which has enabled him to discharge his statutory duty of holding the Chief Constable and Chief Fire Officer to account for the performance of the Constabulary and Fire and Rescue Service.

- The PFCC introduced monthly internal Executive Boards, one for the Constabulary and one for Fire & Rescue Service, where he scrutinised and challenged all of the Chief Officers, across both services, for the totality of policing and fire.
- Through the Safer Cumbria Partnership, the Commissioner ensures multi-agency working is prevalent in Cumbria. This joined up approach ensures best use of partner agency resources and alleviates the potential for duplication or conflicting workstreams.
- During 2024/2025, the PFCC explored potential opportunities to bring together a number of back-office support functions across Policing and Fire.
- As the PFCC legally owns all the police and fire estate, on 1 April 2025, the Constabulary's Estates Department transferred to the OPFCC. The new service provides a cost-effective estates function for both services.
- Efficiencies have been explored via collaborative procurement opportunities across both the police and fire estate, for example through a shared cleaning contract which commenced on 1st April 2025.
- After extensive building condition surveys were completed across the whole Fire estate, 10 priority stations were identified and work is ongoing to address gaps in compliance and maintenance repairs on the condition and layout of buildings.
- In February, Lazonby Fire Station re-opened following repairs to extensive damage caused by a fire on the upper floor of the building.
- During 2025, work has been completed with North West Ambulance Service (NWAS) around co-location into Grange-over-Sands Fire Station.



NATIONAL PRIORITIES

Annual Report 2024 - 25

STRATEGIC POLICING REQUIREMENT (SPR)

What is the Strategic Policing Requirement?

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The seven threats are Violence Against Women and Girls (VAWG), Terrorism, Serious and Organised Crime, a National Cyber Incident, Child Sexual Abuse, Public Disorder and Civil Emergencies.

The Office of the Police, Fire and Crime Commissioner considered the Strategic Policing Requirement (SPR) in the development of the Police, Fire and Crime Plan. The Chief Constable is responsible for having due regard to both the Police, Fire and Crime Plan and the Strategic Policing Requirement when exercising their functions, and I hold the Chief Constable accountable for doing so through the governance framework.

A revised version of the SPR was published nationally in February 2023, which provided strengthened detail around the action required from policing at the local and regional level to the critical national threats. Following publication of this revision, the PFCC sought assurance that the Force had sufficient capacity and capability to meet the responsibilities outlined in relation to the national threats.

The Constabulary holds monthly force tactical assessment group meetings to discuss the threats outlined in the SPR. The Strategic Business Board enables the OPFCC to drive and monitor efficiencies, planning and resources required to meet the demands of the SPR.

Violence Against Woman and Girls (VAWG) - The Constabulary have a dedicated Detective Inspector force tactical lead for Violence Against Women and Girls working with the OPFCC Independent VAWG Scrutiny panel. The OPFCC commissions a network of Women's Centres across the county and counselling services from Safety Net and Birchall Trust. The OPFCC attends regular strategic vulnerability board meetings - discussing domestic abuse, serious violence and stalking. Outcomes referenced elsewhere in this report.

Terrorism – The PFCC chairs the CONTEST Board on behalf of Cumbria, seeking assurance that the National 'Prevent' strategy, along with the other elements of the CONTEST Strategy, are appropriately managed and delivered across the county and partner agencies.

Serious and Organised Crime - The PFCC is the Senior Responsible Owner for both the Combatting Drugs Partnership and the Serious Violence Duty delivery. There are various operations, with cross county forces being assisted by multiple departments: including the Rural Crime Team, Roads Policing Unit, Roads Crime Unit, Dog Unit, Neighbourhood Policing Teams, Response Officers, Special Constabulary and Intelligence in response to County Lines and rural crime.

National Cyber Incident – The OPFCC commissions 'Get Safe Online' to provide training and raise awareness both across partnership agencies and local communities. The OPFCC part funds the Cyber and Digital Crime Unit (CDCU). Outcomes referenced elsewhere in this report.

Child Sexual Abuse - The OPFCC commissions Victim Support, who provide the Child Independent Domestic and Sexual Violence Advisors and the Children's Domestic Abuse Programme, and the OPFCC also co-commissions the Bridgeway Sexual Assault Support Service. The OPFCC also works closely with the Force's Child Centred Policing Team and Safeguarding Hubs. Outcomes referenced elsewhere in this report.

Public Disorder - Preparing for national incidents of public disorder and maintaining the required numbers of specially trained officers continued to be a focus during 2024-25. Training was extended and enhanced, and the Force was able to manage all public order incidents such as 'Just Stop Oil' protestors.

Civil Emergencies - The Local Resilience Forum links into the Safer Cumbria Partnership, chaired by the PFCC, in their contingency planning for civil emergency events, such as floods for example.

THE FIRE & RESCUE NATIONAL FRAMEWORK

This national framework is prepared by the Secretary of State and sets out guidance and priorities which Fire & Rescue Authorities must comply with. As the Fire & Rescue Authority, I am responsible for ensuring that provision is made to: extinguish fires, protect life and property in the event of fires, and rescue and protect people in the event of a road traffic collision and other emergencies. I employ a Chief Fire Officer to deliver this and hold them to account for delivery against the national expectations. The Chief Fire

Officer is responsible for preparing and issuing a Community Risk Management Plan (CRMP) that demonstrates the service's understanding of the risks faced by communities and provide assurance that it is taking the appropriate action to reduce and deal with those risks. The CRMP also demonstrates how the service will deliver against the priorities in the Police, Fire and Crime Plan. A copy of the CRMP is available through the Cumbria Fire & Rescue Service website - www.cumbriafire.gov.uk.



Black Combe Junior School, Millom

WORKING IN PARTNERSHIP AND COMMISSIONING

THE COMMUNITY FUND

In the last 12 months, I have awarded £128,678 to 61 different community groups and organisations across Cumbria. Some examples include Barrow Army Cadets £2,000 – camping equipment, CADAS £2,500 – supporting the junior citizenship scheme, Carlisle One World Centre £1,800 - resources for Community

Carnival, Kendal Rugby Club £2,500 - coaching and training resources, Autism Support Allerdale and Copeland £2,493 – IT equipment, Maryport Amateur Boxing Club £2,500 - training equipment and Kirkby Stephen Youth Centre £2,500 - youth club resources.



Millom RLFU



Maryport Amateur Operatic and Dramatic Society

The Community Fund has awarded
£128,678
 to 61 local clubs and groups

SAFER CUMBRIA

As Chair of the Safer Cumbria Partnership, I bring services together to work collaboratively and deliver a coordinated approach to various areas of business. As the Chair, I drive outcomes that deliver a quality criminal justice system and implement the national strategies for serious violence and combatting drugs. I also seek assurance from responsible organisations that the national counterterrorism 'Contest' strategy is being managed effectively across our communities.

It is also through the Safer Cumbria Partnership that the OPFCC has developed and manages a Quality Assessment Framework. This helps to ensure that victims and witnesses of crime get the services and support they need from within the criminal justice system. The Framework also assesses how well the criminal justice agencies are complying with their statutory requirements, as defined by the Victims' Code.

EXAMPLES OF HOW WE WORK WITH OTHERS:

The OPFCC and I work with many statutory organisations, including the local authorities social adult and childcare services, health, housing, education, probation, and the voluntary and third sector. We work together to make collective decisions that address the needs of our communities and deliver joint solutions to achieve shared outcomes. Examples of how we are doing this include:

Youth Justice Service – The OPFCC continues to work with partners through this forum to identify the best ways to respond to the needs of children and young people in the youth justice system. This involves the scrutiny of the service's delivery and performance to help to prevent offending and re-offending.

Female Justice Partnership - It is a national requirement for Cumbria to have a Female Offender Strategy to support a consistent gender responsive and trauma informed approach for women at risk of offending or are

already within the criminal justice system. The OPFCC assists to develop a greater understanding of the female offending profile.

Community Safety Partnerships – The OPFCC continues to work with the Community Safety Partnerships, regularly reviewing information and performance concerning domestic abuse, sexual violence and hate crime to influence good practice, commissioning plans and areas for development.

Local Resilience Forum – The OPFCC work with a wide range of partner agencies to ensure that we are trained, equipped and ready to respond to significant incidents in Cumbria, such as widespread area flooding.

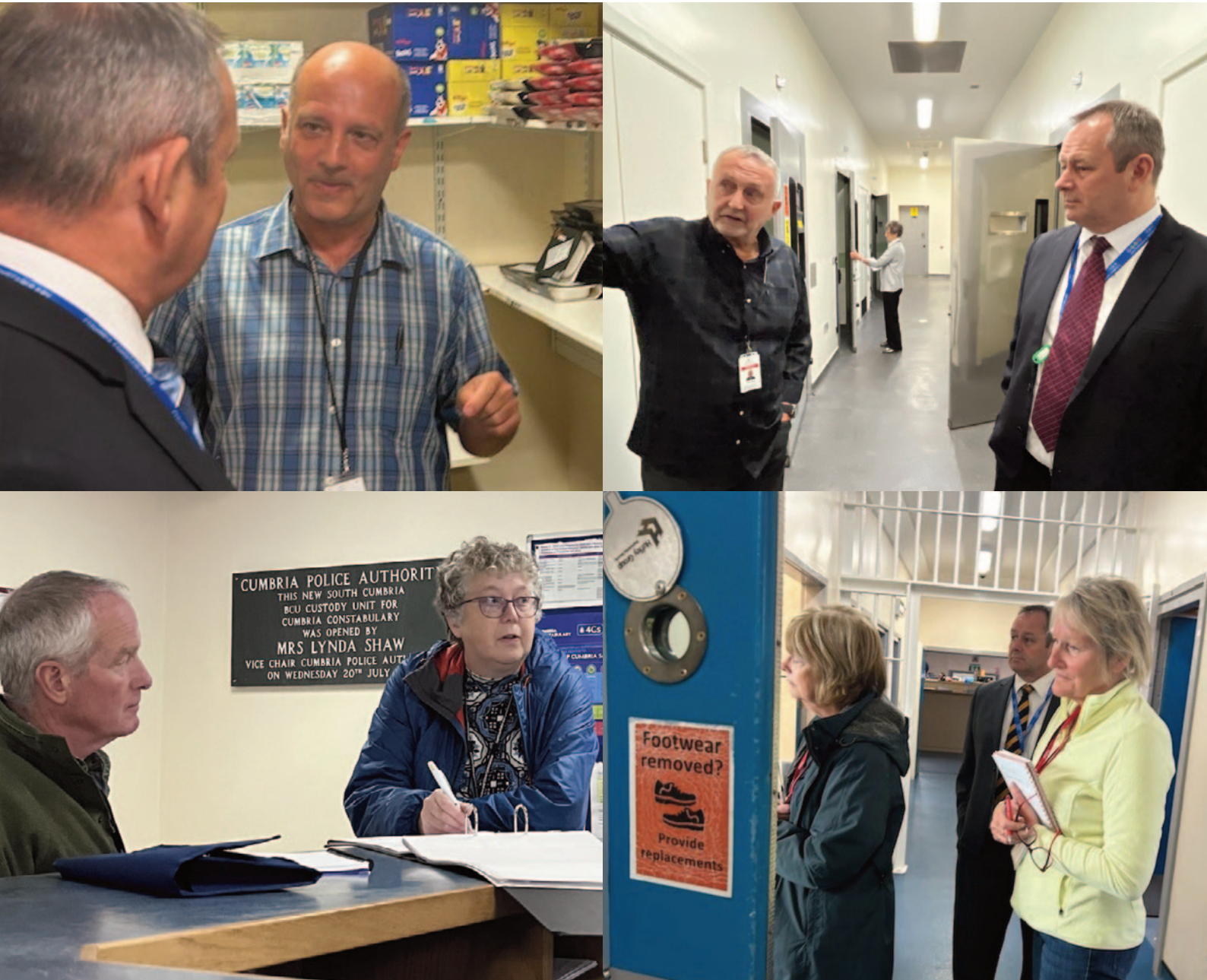
Prevention Partnerships – The OPFCC work with a range of partners to address community safety activity that we cannot address in isolation, this includes road safety and water safety partnerships.



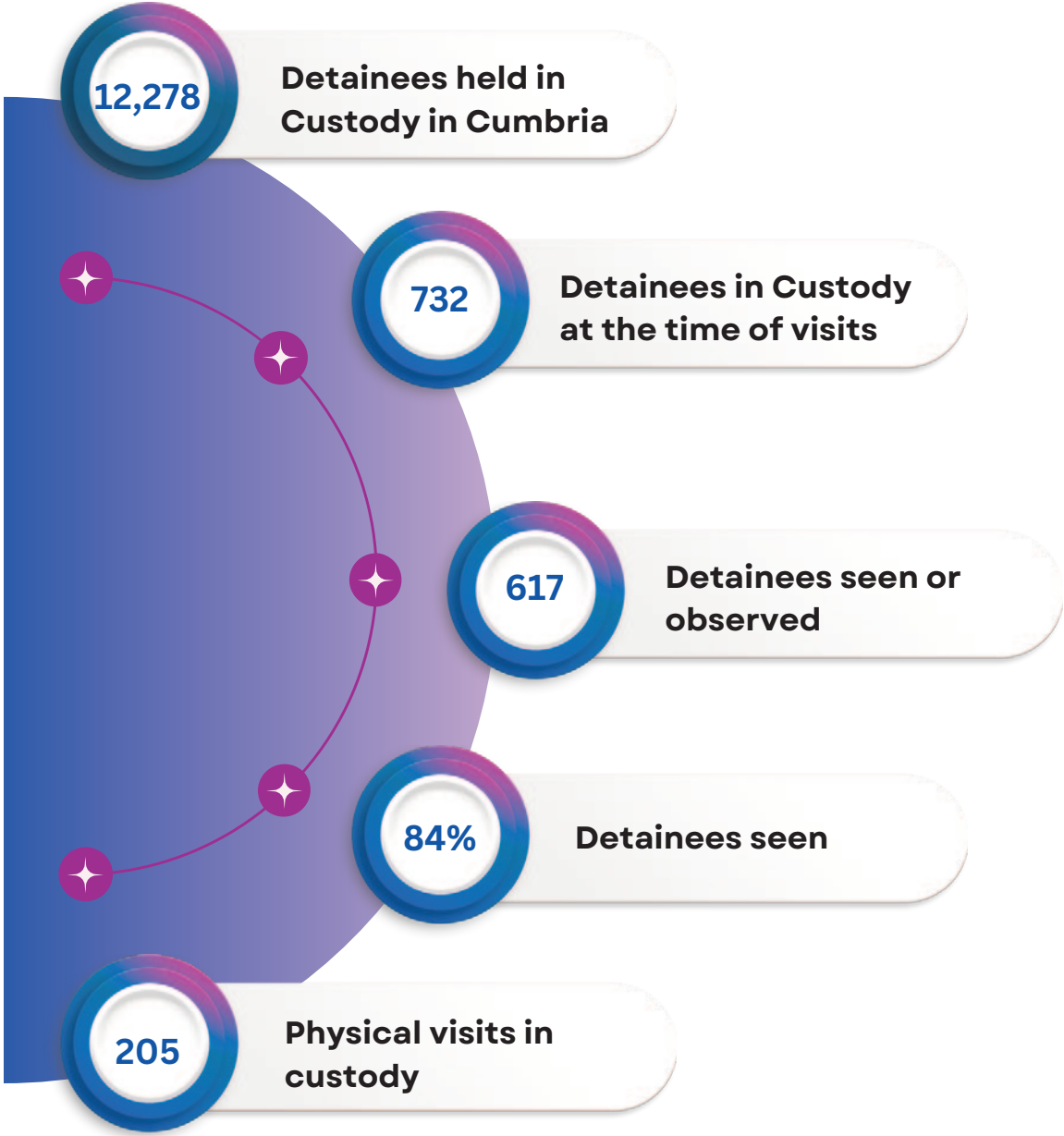
INDEPENDENT CUSTODY VISITING SCHEME

The Independent Custody Visiting Scheme is made up of 41 volunteers who live or work in Cumbria, with nine new recruits joining the scheme this year. They make unannounced visits to Police Stations to check on the welfare and wellbeing of people in police custody. Throughout the year, I have visited all four custody suites across Cumbria

(Barrow, Kendal, Carlisle and Workington) and observed visits being made by several volunteers. After each visit, a report is submitted to my Office which provides an important source of information on the conditions in which detainees are held. This information is analysed and any areas for action are identified and improved.



VOLUNTEERS





HOLDING TO ACCOUNT

As Police, Fire and Crime Commissioner (PFCC), I have scrutinised the performance of the Constabulary and Fire & Rescue Service in a number of ways.

Eight Public Accountability Conferences have taken place during the year. These meetings are where I hold the Chief Constable and Chief Fire Officer to account on behalf of the public. Areas covered included rural crime, Violence Against Women and Girls, drugs, serious organised crime, police visibility, community engagement, workforce planning and culture. In addition, I receive reports detailing how well the Services are delivering against their key performance indicators.

In respect of the Fire & Rescue Service, the Chief Fire Officer has provided assurance on how it engages with communities to help promote and improve public safety, delivery against the Service Fire Prevention Strategy and People Strategy, workforce planning, culture, code of ethics and the handling of misconduct. In addition, I have received performance monitoring reports detailing how well the Service is delivering against its key performance indicators.

I regularly held meetings with Chief Officers and discussed current issues and areas for improvement, such as those identified by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The Joint Audit Committee meet four times a year and provides independent assurance in respect of my own, the Constabulary and Fire & Rescue Service's organisational governance. In 2024/25 they have considered reports on risk management, governance arrangements, internal and external audit reports, treasury management activities and have considered the Statement of Accounts for all three organisations. The Committee have also received development sessions



to enhance their understanding of the organisations so that they can provide effective challenge and scrutiny.

The Community Scrutiny Panel independently reviews and constructively challenges police and fire processes, as well as my Office, to ensure high standards of integrity and ethical working. During the past 12 months, they have reviewed a wide variety of areas of work including, complaints, misconduct, grievances, vetting decisions, sickness absence, retention, civil claims, custody detention, stop and search and use of force incidents. There have also been some specific areas of work relating to the Right Care, Right Person initiative, custody complaints and matters involving Young in Service police officers in relation to the Constabulary. With regards to Cumbria Fire and Rescue Service the Panel have reviewed areas of business such as home safety visits, Disclosure and Barring Service (DBS) checks, recruitment and retention.

Throughout the year the Community Scrutiny Panel have reviewed 304 cases or incidents as part of their dip sample work. Three new members were appointed to the Panel during 2024 bringing the total membership to eight.

Internal boards (Executive Board Police and Executive Board Fire) where I hold Chief Officers to account, met monthly. These boards focus on all aspects of policing and fire, such as performance, people, finance and governance.

During the year, I attended 139 public engagement events, which enabled me to hear first-hand from local people about their experience of policing and fire in Cumbria and the issues that concern them. I used this information to inform part of my scrutiny at my internal Executive Board meetings and Public Accountability Conferences.

I commission a Violence Against Women and Girls Independent Scrutiny Panel, which is chaired and attended by the volunteer members of Cumbria Victims Charitable Trust and representatives from the Constabulary and my Office. During the year, the Panel has reviewed 25 cases involving incidences of violence against women and girls. The type of cases scrutinised include non-contact sexual behaviours, violence against women and girls in rural areas, (due to the vast amount and variety of cases involving women and girls in rural areas it was decided that we would run two sessions to cover this area.) The learning from the panel meetings is fed back to the Officer in the case and their Line Manager. In commissioning this panel, we have seen some improvements in the completion of the reports and better consideration to the victims of the various crimes scrutinised.

The Out of Court Resolutions Scrutiny Panel, attended by all criminal justice agencies, youth justice service, Victim Support and my Office, met three times this year. The Panel examined 72 out of court resolution cases and provided feedback to the Constabulary on how well a case has been managed and where improvements need to be made.

The Independent Custody Visitors Scheme involves volunteers from across Cumbria making unannounced visits to police stations in their area to check on the welfare and wellbeing of people detained in police custody. The Scheme is currently made up of 41 volunteers who live or work in Cumbria, with nine new recruits joining the scheme this year. During the year, I visited all four custody suites across Cumbria (Barrow, Kendal, Carlisle and Workington) and observed visits being made by several volunteers.

I received 16 reports for the OPFCC & Constabulary and eight reports for Cumbria Fire and Rescue Service from our internal audit providers, and external financial auditors have provided me with valuable feedback around governance and financial controls where we can make improvements.

The Police, Fire & Crime Panel met four times during the year, to challenge and support the actions and decisions I have made when discharging my functions. The panel considered my proposed council tax precept and budget for 2025/2026 and received reports detailing delivery against the priorities in my Police, Fire & Crime Plan. More information about the panel can be found on their website at www.cumbriapfcc.org.uk.

As Chair of the Criminal Justice Board, I regularly monitor performance data from across the criminal justice system to ensure the people of Cumbria have access to an efficient and effective criminal justice process.

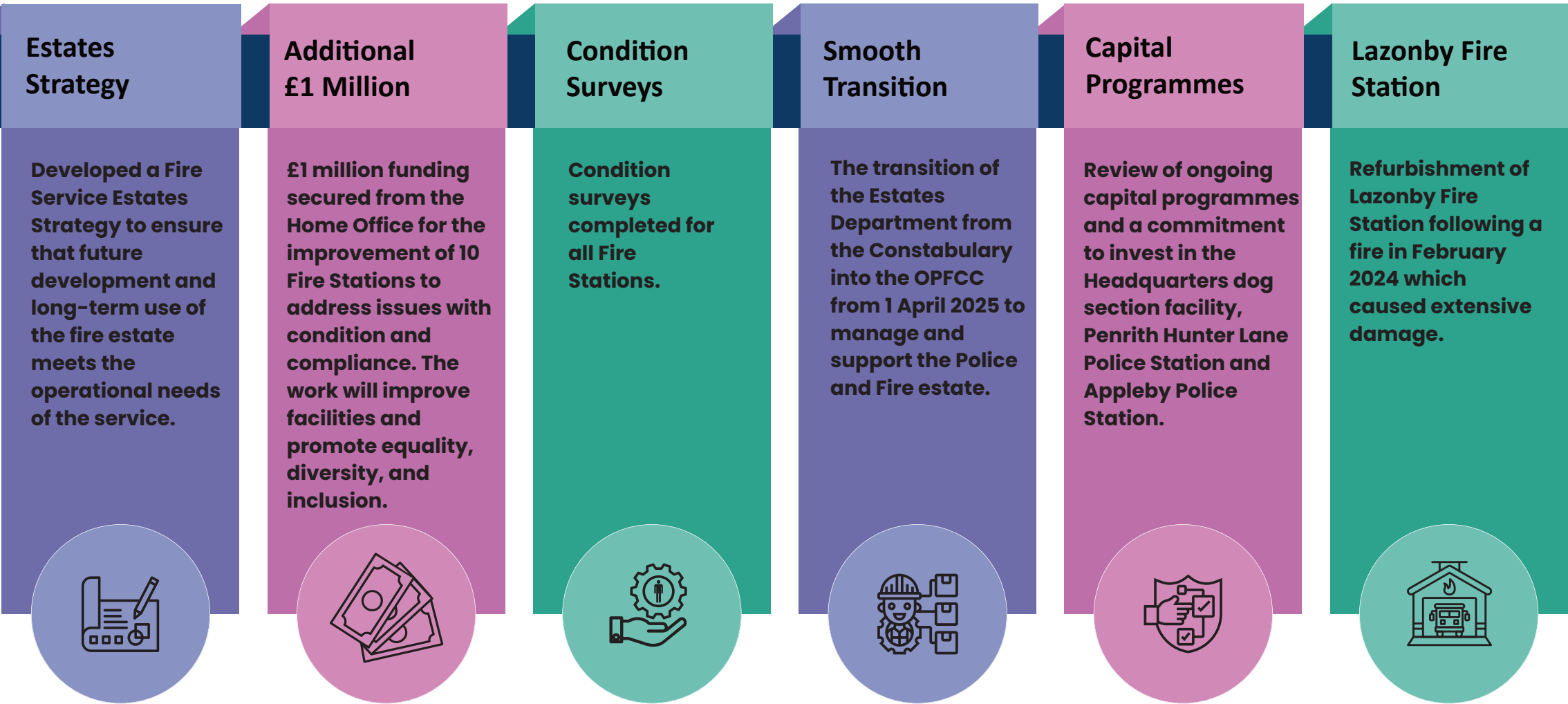


ESTATES

Estates Department

As Commissioner, part of my role is to work with Policing and Fire to identify areas of work that can be shared by both services for efficiency and effectiveness. On 1 April 2025, the Constabulary's Estates team transferred over to my Office and now holds responsibility for overseeing both Police and Fire Estates throughout the county. I want to ensure that police officers and firefighters can do their job to the best of their abilities and having fit for purpose stations across the county will help them continue to achieve this. I commissioned a full condition survey of all police and fire stations across the county and work is now being completed to provide these improvements works.

When we took on responsibility for governance of Cumbria Fire and Rescue Service, we inherited a rather poor estate that hadn't received the proper care needed. All stations will receive some improvements starting with those stations that are most in need of work. Updating our estates is a long-term project – nothing is a quick fix. Part of my role as Commissioner is to set the Police and Fire service up so that they have longevity in their organisations. I will continue to work with both services to see where we can share resources such as sharing amenities in our smaller and more rural communities to encourage collaboration. Blue light collaboration is essential to maintaining effective and efficient emergency services – the Chief Constable, Chief Fire Officer and I are driven by providing the best public service to our residents and visitors and we can achieve this far better by working together.





FUNDING

Cumbria Constabulary



There was an overall underspend of £519k, which represents 0.39% of the budget.



£96,000 underspend due to increased investment income and additional grants and contributions and lower utility costs.



£423,000 (0.27%) underspend largely due to savings in supplies and services and vacancies being held.



The Constabulary has met its target for the recruitment of 169 additional officers for Operation Uplift.

Description	Budget £000s	Actual Expenditure £000s	(Underspend) / Overspend £000s
Constabulary			
Police Officer Pay	109,907	110,039	132
PCSO Pay	1,748	1,619	(129)
Police Staff Pay	29,755	29,588	(167)
Non Pay Expenditure	23,682	23,975	293
Income	(9,163)	(9,715)	(552)
Total Constabulary	155,929	155,506	(423)
PFCC			
Office of Police, Fire and Crime Commissioner	1,184	1,194	10
Other PFCC	(22,748)	(22,854)	(106)
Movements to / (from) Reserves	(1,596)	(1,596)	-
Total PFCC	23,160	23,256	(96)
Overall Total	132,769	132,250	(519)

Cumbria Fire & Rescue Service



There was an overall underspend of £327,000, which represents 1.06% of the budget.

Description	Budget £000s	Actual Expenditure £000s	(Underspend) / Overspend £000s
Employee Costs	21,962	22,954	992
Non Pay Expenditure	13,038	12,807	(231)
Income	(4,544)	(5,632)	(1,088)
Total Net expenditure	30,456	30,129	(327)
Movements to / (from) Reserves	(1,424)	(1,424)	-
Overall Total	29,032	28,705	(327)



KEEPING IN TOUCH

As your Police, Fire and Crime Commissioner I am the voice of Cumbrian residents to raise issues or concerns in respect of policing and fire – I am your voice. If any member of the public has a concern about the Constabulary or Fire & Rescue Service, please raise it with me.

You can contact me or my Office in the following ways.

PFCC website: www.cumbria-pfcc.gov.uk

Office Address: Office of the Police, Fire and Crime Commissioner, 1-2 Carleton Hall, Penrith, Cumbria CA10 2AU.

Telephone: 01768 217734

Email: commissioner@cumbria-pcc.gov.uk

Social Media

 facebook.com/CumbriaPFCC/

 x.com/cumbriapfcc



Joint Audit Committee Annual Report 2024/25

Welcome to the 2024/25 Annual Report of the Joint Audit Committee (JAC). The committee is an independent body that provides assurance to the three separate legal entities of The Police, Fire and Crime Commissioner for Cumbria, The Chief Constable of Cumbria Constabulary and the Commissioner as Cumbria Commissioner Fire and Rescue Authority (CCFRA) on their arrangements for governance. The committee achieves this by undertaking a wide range of reviews against an annual work programme. Through providing support and challenge the committee aims to improve and add value to those areas of governance within its remit.

During the course of the 2024/25 financial year, committee members have considered over 122 reports covering matters of governance including 29 internal audit reviews and the Commissioner's, Chief Constable's and CCFRAs Statement of Accounts. Our work included undertaking a substantive review of key elements of the governance framework, challenging and monitoring the approach to risk management, making key recommendations regarding its improvement and scrutinising the effectiveness of arrangements to secure value for money. In addition, the committee has contributed to the appointment of a new internal audit provider effective from 01/04/2025 and to the development of the Internal Audit Strategy and Audit Plan for 2025/26.

Each year a review of effectiveness is completed covering the work of the committee. In even years this takes the form of a 360° review and in odd years (such as 2024/25) includes a more formalised Review of Effectiveness. This review, which is classed as a self-assessment is completed on behalf of the committee by the Constabulary Chief Finance Officer. The review of the committee's work for 2024/25 has concluded that the committee meets the CIPFA criteria for being highly effective.

For 2025/26 the committee has prepared an action plan to help ensure that the work of the committee is proactive in focusing on new and emerging issues of governance. The action plan is provided on page 12 of this document.

In presenting this annual report, the committee wishes to thank the Commissioner's, Chief Constable's and Cumbria Fire and Rescue officers and appointed auditors for their support. I hope you will find this report informative, and that the information it provides supports a wider understanding of the contribution made by the committee to the Commissioner, Chief Constable's and Cumbria Fire & Rescue's arrangements for governance.

Malcolm Fredale

Joint Audit Committee Chair

The Police, Fire and Crime Commissioner, David Allen



“One of my key responsibilities on behalf of the public is to ensure the effective and efficient use and accounting for public money allocated to Policing and Fire Service in the county. This is a highly complex and constantly changing financial landscape and it is therefore essential that we have effective and challenging scrutiny of our financial processes.

I believe we are blessed in the OPFCC and Constabulary in having highly professional and dedicated finance staff who do an excellent job, this is complemented by a rigorous, expert panel in the Joint Audit Committee who in turn conduct Independent audit of a range of Constabulary and Fire Service functions and most especially our accounts. As Commissioner this gives me additional assurance which I am able to pass onto the public that our administration and financial processes are effective, efficient and their probity is assured. There are of course always things we can improve and I am grateful to the Chair and members of JAC for their robust scrutiny and guidance when they find matters which need to be addressed and improved.”

The Chief Constable, Rob Carden



“The work of the Joint Audit Committee is invaluable in providing assurance that governance within the Constabulary is effective and supports the delivery of an outstanding policing service for the people of Cumbria. The professional independence, complementary skills and conscientious approach of the committee to their role facilitates robust scrutiny and challenge which contributes to the Constabulary achieving its objectives of being an efficient and effective policing service.”

The PFCC and Chief Constable as 'those charged with governance' have provided a statement in relation to the effectiveness of the operation of the committee.



Background

The purpose of an audit committee is to provide those charged with governance independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of the financial reporting and annual governance process.

The Joint audit Committee (JAC) is made up of six independent appointed members and they provide this assurance role for the Police, Fire and Crime Commissioner for Cumbria (PFCC) and the Chief Constable of Cumbria Constabulary, as those charged with governance.

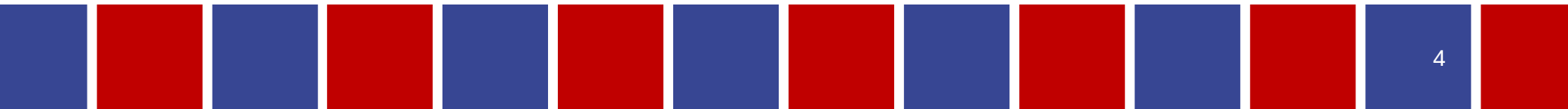
The Chartered Institute of Public Finance and Accountancy (CIPFA) provides guidance on the role of the committee and also recommends that an annual review of effectiveness against these guidance principles is undertaken. This document summarises the findings of the review for the 2024/25 financial year, the review document in full can be found on the PFCC website at:
<https://cumbria-pfcc.gov.uk/finance-governance/budget-finance/joint-audit-committee>

Annual Review 2024/25

The review of the committee and its functions using the CIPFA guidance concluded that the committee meets the standard described by CIPFA as “highly effective in its operation”. The review provides a 1-5 score (with 5 being highest) against a number of criteria. The committee has scored 5 in all categories.

The JAC annual work profile is mapped against the CIPFA guidance to ensure all requirements are covered. The annual work programme arranged by meeting and by assurance format is provided in the full report, together with the role profile of committee chair and members, attendance at meetings and the terms of reference.

The remainder of this report provides a summary of the individual categories included in the assessment.





Good Governance and the Annual Governance Statement

The JAC address governance principles in the course of regular business rather than as a once a year exercise. CIPFA notes the importance of the committee to make things better not just review what has happened in the past. The annual work programme (provided in detail in the full review of effectiveness report) includes arrangements for cyclical review of governance documents and all material governance arrangements.

During the year members have made a number of contributions to the narrative within corporate governance documents that improves their overall accessibility to users and strengthens or clarifies internal controls.



Internal Audit

JAC has a clear role in relation to oversight of the internal audit function. JAC review the audit charter and audit plan on an annual basis. JAC also receive all finalised audit reports. During 2024/25 Members have considered reports across a diverse range of Constabulary and OPFCC business including covering an assessment of cyber security, use of social media, risk mitigation controls, contractor vetting, wanted people, stop & search, payroll, fleet fuel usage, use of force, budgetary control, equality, diversity and inclusivity, data protection & GDPR, security of seized cash, ICT disaster recovery and business continuity. The fire meeting has considered reports on financial controls, bullying and harassment, fleet, recruitment and Equality Diversity and Inclusion.

During 2024/25 the committee expressed concerns in relation to the progress being made in relation to the 2024/25 internal audit plan. The committee requested that these concerns be escalated to the Commissioner, Chief Constable and Chief Fire Officer. The committee were also influential in requesting the internal audit provider provide a remedial action plan to bring progress back in line with expectations, this report was received by the Committee at the September meeting.

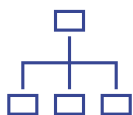
In addition for 2024/25, the JAC were involved in the selection of a new internal audit provider (MIAA Ltd) whose contract commenced in April 2025.

The committee meet annually and independently with the Head of Internal audit (HIA) and also receive the HIA annual report and opinion. JAC also monitor the performance of internal audit against agreed indicators on a regular basis. An update on progress against all medium and high level audit recommendations is provided to meetings in the year.



Risk Management

The Home Office Financial Management Code of Practice directs committees to advise the Commissioner and Chief Constable on the adoption of appropriate risk management arrangements. JAC consider the risk management strategies and risk registers of the PFCC, Constabulary and CFRS on a regular basis. JAC has a lead member for risk who provides input and advice on risk management strategies prior to consideration by the full committee. In accordance with best practice, the committee also maintains a separate risk register to manage risks associated with the committees own activities.



Assurance Frameworks and Assurance Planning

The committee works within an assurance based programme of work which aligns to the terms of reference. The work programme ensures that assurance activity is planned and delivered efficiently and effectively. The assurance framework includes receiving assurances from chief officers, management, internal and external auditors.



Value for Money (VFM) and Best Value

CIPFA guidance notes that it is the statutory responsibility of the Chief Constable and Chief Fire Officer to secure VFM, the Commissioner holds the Chief Constable and Chief Fire Officer to account for this responsibility. The role of JAC is to support both the Commissioner, Chief Constable and Chief Fire Officer to fulfil their responsibilities. The JAC role focuses on the arrangements to ensure VFM and the progress in achieving VFM. The work includes how VFM performance is evaluated as part of the annual governance statements and consideration of the external audit opinion with regards to VFM. The committee also receive a number of VFM reports including an analysis of the HMICFRS VFM profiles. In addition, the format of internal audit reports specifically identify any VFM implications of audits.



Countering Fraud and Corruption

CIPFA guidance states that the committee is to have oversight of the counter-fraud strategy, assessing whether it meets recommended practice, governance standards and complies with legislation. JAC has a good understanding of the level of fraud risk to which the organisations are exposed and implications for the wider control environment. The JAC undertakes a cyclical review of the counter fraud strategy including associated codes of conduct on ethical behaviour. On an annual basis the committee receives a report from the OPFCC on the effectiveness and monitoring of arrangements for anti-fraud and corruption within the OPFCC. In addition, as part of the process for reviewing the annual statement of accounts, the committee receives the Commissioner's and Chief Constable's letters of management assurance to the external auditor which include a full fraud risk assessment. Members further support their understanding by their review of all audit reports which provide an understanding of internal controls that are in place and how these are working.



External Audit and Inspection

The JAC role includes receiving and considering the work of the external auditor. Cyclical reports included in the annual work programme cover the annual report and a mid-year update report. In addition, the JAC have a private meeting with the external auditor once a year. External audit are represented at each of the JAC meetings and fully engage with any discussions where appropriate. Where external audit reports include recommendations an update on these is monitored at meetings during the year. JAC members are also signposted to relevant HMICFRS inspection reports and these are highlighted in the Corporate Updates provided to members at each meeting.



Financial Reporting

In line with best practice, the Committee reviews the annual statement of accounts and AGS prior to the commencement of the annual external audit. The work on the statement of accounts includes reviewing consistency between the Chief Finance Officer's narrative forward, the financial statements and the committee's own understanding of the financial challenges and risks facing the organisation. Consideration is also given to the accessibility and overall readability of the statements. The financial statements are accompanied on the agenda by a report from the Chief Finance Officer that consolidates key areas of assurance on the financial statements and explains any key changes. The committee received the annual statement of accounts and AGS at the June meeting, in advance of the accounts being authorised for issue by the respective Chief Finance Officer's and in advance of the audit thereby complying with best practice guidance.



Partnership Governance and Collaboration

The JAC role includes considering the assurance available on whether partnerships or collaboration arrangements are satisfactorily established and operating effectively. The committee will satisfy itself that the principles of good governance underpin such arrangements.



Governance and Ethical Values

With its core role of supporting good governance, support for the ethical framework of the organisations are also important for the committee. Public sector organisations have an overarching mission to serve the public interest in adhering to the requirements of legislation and government policies. This makes it essential that all three organisations can demonstrate the integrity of all their actions and have mechanisms in place that encourage and enforce a strong commitment to ethical values and legal compliance at all levels. The audit committee are satisfied that there are adequate arrangements to achieve this.



Ethical Values and Treasury Management

In relation to ethical values, guidance acknowledges the role of the committee in promoting high standards and that the committee may take on the role of a standards committee. Evidence in support of this requirement is provided within core functions assessment under good governance and countering fraud and corruption. The committee also consider the annual report of the Community Scrutiny Panel and consider the implications of their findings for the overall systems of governance within the OPFCC, Constabulary and CCFRA.

With regards to treasury management, the committee ensures effective scrutiny of the treasury management strategy and policies. Scrutiny involves developing an understanding of treasury matters and receiving quarterly activity reports to support this. The JAC receive a treasury management briefing directly from the Commissioner's treasury advisors on an annual basis in addition to the quarterly activity reports and annual strategy statement in respect of both Police and Fire.



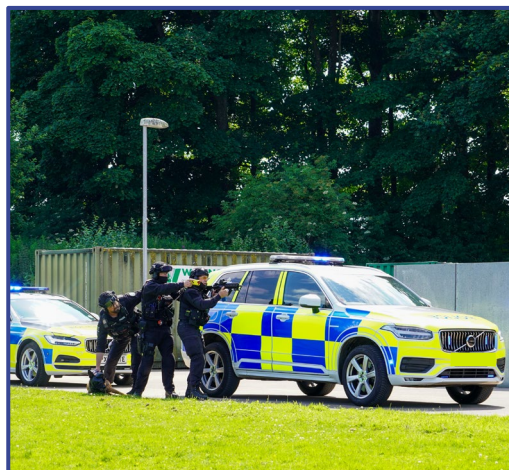
Independence and accountability

The CIPFA guidance includes a position statement that covers key features that should be evidenced within audit committees. Outside this statement, arrangements should reflect local circumstances. The committee is fully compliant with the requirements of the CIPFA guidance.

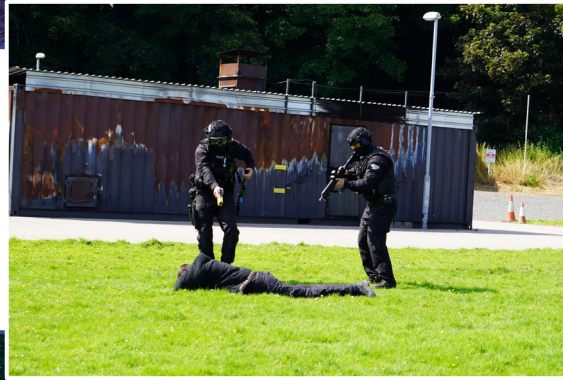
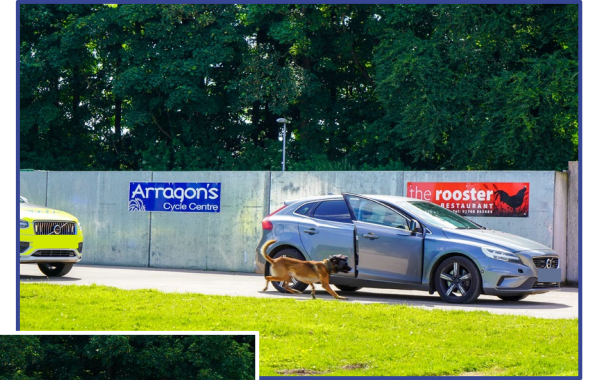
CIPFA recognises that membership composition and operation are a key factor in achieving the characteristics of a good audit committee. The JAC currently has six members appointed through a recruitment process. The terms of reference for the committee allows for a membership of between four and six members. Members are recruited with a initial tenure of 5 years, with a potential to extend to a maximum of 10 years in compliance with the practices recommended by Standards for England. Details of current JAC committee members can be found on the PFCC website at:

<https://cumbria-pfcc.gov.uk/joint-audit-committee-members>

The members come from a range of backgrounds with a wide skillset. The Committee's workplan includes a corporate update at every meeting and members are supported in attending national events relevant to their role. In addition to this, each year the committee receives a budget briefing session, an economic update from the Commissioner's Treasury Management advisors and specific development sessions in relation to Police and Fire. In June 2024, the committee had an interesting insight into the work of the Constabulary Operations Command.



During 2024/25 there have been a number of changes to the committee. Two new members of the Committee were appointed in March 2025 and also in March 2025 the former chair of the committee retired and was replaced by the current chair. During 2025/26, recruitment will be carried out prepare for the retirement of the chair in August 2026 and to further strengthen the committee.



As part of the review a number of areas of development have been identified for 2025/26 which include plans to:

- Support and monitor the OPFCC and Constabulary plans to address sustainability.
- Achieve a greater understanding of HMICFRS work, reports and findings and how these are integrated into mainstream activities, including risk registers and the Futures Programme / benefit realisation process.
- To improve the profile and engagement of JAC with those tasked with the overall responsibility for governance, and any governance committees as necessary/considered beneficial to enhance its work.
- Achieve a greater understanding of partnerships that the PFCC and Constabulary are involved with.
- Support and challenge any new or emerging governance arrangements including greater collaboration and joint working with other organisations on service delivery.
- To ensure that internal JAC arrangements support its overall aims through the introduction of an annual assessment and development process for members, including the active uptake and participation in appropriate training opportunities.





The Police, Fire and Crime Commissioner for Cumbria Treasury Management Activities 2025/26 for the period

01 April 2025 to 30 June 2025

Executive Board Police 30/07/2025 and Joint Audit Committee 24/09/2025



Cash flow Balances

Quarter 1 average daily
balance - £21.210m

Investment balance @
30/06/25 £16.095m

Investment Strategy

Category	Category Limit (£m)	Investments at 30 Jun (£m)	Compliance with Limit
1 - Banks Unsecured	20	3.770	Yes
3 - Government (inc LA)	Unlimited	4.000	Yes
4 - Registered Providers	10	0.000	Yes
5 - Pooled Funds	20	8.325	Yes
Total		16.095	

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



Borrowing Strategy

As a result of inflationary pressures on the budget,
the decision was taken to reduce revenue
contributions to capital by £3m p.a. and to replace
this with borrowing as a means of balancing the
revenue budget. It is anticipated in 2025/26
borrowing may become necessary, however there
has been no requirement during Qtr1.



Investment Interest Forecast

Base Budget - £1.015m

Current Estimate -
£1.014m

Performance Indicators

	Number of Days	Average Balance £	Largest Balance £
Quarter 1			
Days In Credit	91	70,475	271,937
Days Overdrawn	0	0	0

Average interest rate earned – 4.29%

Average bank base rate – 4.33%

(Current bank base rate – 4.25%)

Treasury and Prudential Indicators

During the period 01 April 2025 and 30 June 2025,
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 2025

Base Rate Estimates	2025/26 %	2026/27 %	2027/28 %
Quarter 1	4.25	3.75	3.50
Quarter 2	4.25	3.75	3.50
Quarter 3	4.00	3.50	3.50
Quarter 4	3.75	3.50	3.50

The first quarter of 2025/26 (1st April to 30th June) saw:

- A 0.3% m/m fall in real GDP in April – the first fall since October 2024 and the largest fall since October 2023.
- Core CPI inflation ease from 3.8% in April to 3.5% in May as temporary Easter-related effects faded.
- The Bank of England cut interest rates from 4.50% to 4.25% in May, holding them steady in June.

The sharp falls in services inflation from 5.4% to 4.7% and in core inflation from 3.8% to 3.5% confirmed that the previous month's jumps partly reflected an Easter-related blip. Services inflation is expected to continue to fall as wage growth slows, supporting a view that CPI inflation will fall close to 2.0% by the start of 2027. An upside risk, however, in the near term is that higher oil/gas and food prices could trigger another bout of second-round effects on wages and inflation expectations, meaning CPI inflation stays above 3.0% for longer and causes the Bank to shift to an even slower rate cutting path. CPI is expected to peak at 3.8% in September.

In June's MPC vote, three MPC members voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for "signs of weak demand", "supply-side constraints" and higher "inflation expectations", mainly from food prices rising. By repeating the well-used phrase "gradual and careful", the MPC continued to suggest that rates will be reduced further.

MUFG treasury advisors forecast the next reduction in Bank Rate will be made in November and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November). Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data releases in the coming months.

Borrowing position for the quarter ended 30 June 2025

At 30th June 2025 there were no loans outstanding.

Investments in place on 30 June 2025

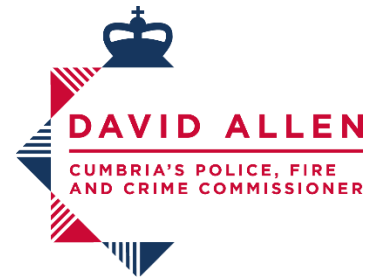
Category/Institution	Credit Rating	Investment Date	Investment Matures	Rate (%)	Counterparty Total (£)
Category 1 - Banks Unsecured (Includes Banks & Building Societies)					
Lloyds Bank		30/06/2025	On Demand	4.04%	1,760,000
MUFG - National Bank of Kuwait (International) PLC		06/06/2025	04/09/2025	4.30%	2,000,000
NatWest (Liquidity Select Acc)	A+	30/06/2025	On Demand	1.10%	10,000
					3,770,000
Category 3 - Government (Includes HM Treasury and Other Local Authorities)					
DMO		06/06/2025	21/07/2025	4.200%	4,000,000
					4,000,000
Category 4 - Registered Providers (Includes Providers of Social Housing)					
None					
					0
Category 5 - Pooled Funds (Includes AAA rated Money Market Funds)					
Invesco	AAA	Various	On demand	4.280%	3,358,500
BlackRock	AAA	Various	On demand	4.190%	117,500
Fidelity	AAA	Various	On demand	4.270%	2,200,875
Goldman Sachs	AAA	Various	On demand	4.210%	47,500
Aberdeen Standard	AAA	Various	On demand	4.300%	2,600,375
					8,324,750
Total					16,094,750

At the end of June funds invested were £16.095m. The breakdown is: 52% held in money markets funds, 12% in bank deposits, 25% in government and 11% in call accounts. June observes cash available for investment at its lowest, due to the timing of the Home Office Police Pension Grant. This grant is paid largely in advance and drawn down as police pensions are paid throughout the year. As the funds held decline liquidity is monitored to ensure funds are available when needed. In early July, following the receipt of the pensions top up grant, the balances increased to £45m and this is expected to be the highest point for investments in the year.

Treasury and Prudential Indicators 2025/26 at 30 June 2025

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 boundry	YES	●	<i>The original and current forecasts of capital expenditure and the amount of capital expenditure to be funded by prudential borrowing for 2025/26.</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 to highlight a situation where the Commissioner is planning to borrow in advance of need.</i>	TEST - Is the PFCC 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 PFCC 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, Fire and Crime Commissioner is implementing best practice in accordance with the Code.



Financial Management Code Update

Joint Audit Committee: 24 September 2025 (Agenda Item 18)

Executive Board Police: 07 October 2025 (Agenda Item TBC)

Originating Officer: Michelle Bellis, Constabulary Chief Finance Officer

1. Introduction & Purpose of the Report

- 1.1. The CIPFA Financial Management Code (FM Code) is designed to support good practice in financial management and to assist local authorities (which includes the OPFCC and Constabulary) in demonstrating their financial sustainability. The FM Code applies a principles-based approach to set standards of financial management. Local authorities were required to apply the recommendations of the FM code with effect from 1 April 2020, however, CIPFA considered the ambition within the code, the timescale and wider challenges facing authorities during 2020/21 and determined that April 2020 should indicate the commencement of a shadow year and that by 31 March 2021, authorities should be able to demonstrate that they are working towards full implementation of the code. The first full year of compliance with the FM Code was 2021/22.
- 1.2. In June 2021, Chief Officers, the OPFCC and JAC members received a summarised update in relation to the progress made with regards to compliance with the FM code. Since then, there have been a number of changes to the financial governance of the police service and this report provides a further update on progress made with regards to compliance with the requirements of the FM code, following an independent review carried out in July & August 2025 by Consultant Gary Ridley.
- 1.3. As part of the review the independent reviewer has stated that since the last review, the sector has seen:

- A further progression of revised governance arrangements e.g. mayors, PCC's taking on responsibility for fire and rescue.
- More dedicated grants, e.g. the Neighbourhood Policing Grant.
- A continued squeeze on police funding requiring ongoing delivery of savings including unfunded new burdens and an increase to debt funded capital schemes.
- The announcement of a three-year CSR from 2026/27.

In addition to the above, locally, Cumbria has seen:

- A new PFCC being elected in May 2024.
- New members of the Chief Officer Team being appointed.
- The appointment of two new, but experienced CFOs being appointed (one Constabulary and one PFCC/Fire) to replace the previous Joint CFO role.
- New members of the Joint Audit Committee.

1.4. Set against the above, financial management, financial transparency, cost control, financial literacy and culture have all improved as evidenced by PEEL, internal and external audit reports. All of these convene to strengthen the governance arrangements across the PFCC and Constabulary.

2. Report

2.1. The FM Code and supporting guidance notes are divided into 7 sections:

- The responsibilities of the chief finance officer and leadership team.
- Governance and financial management style.
- Long to medium term financial management.
- The annual budget.
- Stakeholder engagement and business plans.
- Monitoring financial performance.
- External financial reporting.

2.2. The above sections are built around 17 statements and are grouped into 6 themes (Leadership, Accountability, Transparency, Standards, Assurance and Sustainability). The 17 statements are supported by a series of sub questions against which a self-assessment has been performed. The chart below shows the 17 statements (A-Q) and an assessment of current compliance against each

statement, with green representing full compliance, amber as partial compliance and red representing an area of current non-compliance. The full self-assessment is included at **Appendix B**. As with any self-assessment model, there is a risk of over-evaluation leading to inflated results and a sense of false assurance, hence the reason for an independent review.

Theme	Statement	Initial Assessment June 2021	Revised Assessment August 2025
Leadership	A) The leadership team is able to demonstrate that the services provided by the authority provide value for money		
	B) The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government		
	O) The leadership team monitors the elements of its balance sheet which pose a significant risk to its financial sustainability		
Accountability	D) The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016)		
	P) The Chief Finance Officer has personal responsibility for ensuring that the statutory accounts provided to the local authority comply with the Code of Practice on Local Authority Accounting in the United Kingdom		
	Q) The presentation of the final outturn figures and variations from budget allow the leadership team to make strategic financial decisions		
Transparency	L) The authority has engaged where appropriate with key stakeholders in developing its long term financial strategy, medium term financial plan and annual budget		
	M) The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions		
Standards	H) The authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities		
	J) The authority complies with its statutory obligations in respect of the budget setting process		
	K) The budget report includes a statement by the Chief Finance Officer on the robustness of the estimates and a statement of the adequacy of the proposed financial reserves		
Assurance	C) The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control		
	F) The authority has carried out a credible and transparent Financial Resilience Assessment		
	N) The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability		
Sustainability	E) The Financial Management Style of the authority supports financial sustainability		
	G) The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to Members		
	I) The authority has a rolling multi-year Medium Term Financial Plan consistent with sustainable service plans		

2.3. A revised action plan has been developed to work towards full compliance across all 17 statements, however, in the interest of continuous improvement, some actions have also been created in areas where the self-assessment already shows full compliance. The action plan, with identified leads and target completion dates is provided at **Appendix A**.

3. Recommendations

- 3.1. Chief Officers, the OPFCC and JAC Members are asked to note the current position with regards to compliance with the CIPFA FM Code.

Michelle Bellis, Constabulary Chief Finance Officer 08/09/2025

Financial Management Code Self-Assessment Action Plan August 2025

Action Ref	Theme	FM Code Standard	Question	Action	Responsible Officer	Target Date
1	Leadership	A	Does the authority have a clear and consistent understanding of what value for money means to it and to its leadership team?	VFM analysis to be used as part of annual budget setting process.	Chief Finance Officer - Michelle Bellis	31/12/2025
2	Leadership	A	Does the authority have suitable mechanisms in place to promote value for money at a corporate level and at the level of individual services?	Review to see if any national procurement frameworks are not being used.	Head of Commercial - Bridget Whitfield	31/03/2026
3	Leadership	A	Does the authority have suitable mechanisms in place to promote value for money at a corporate level and at the level of individual services?	Consider further rollout of leadership training to ranks/ staff.	Deputy Chief Constable - Jonny Blackwell	31/03/2026
4	Leadership	A	Does the authority have suitable mechanisms in place to promote value for money at a corporate level and at the level of individual services?	Asset management plans to be updated.	Head of DDAT - Sean Robinson Head of Fleet - Ian Shaw Head of Estates - Phil Robinson	31/10/2025
5	Leadership	O	Has the authority identified the elements of its balance sheet that are most critical to its financial sustainability?	A further review of capital financing, Borrowing, MRP and interest to be carried out as part of budget setting process for 2026/27.	Chief Finance Officer - Michelle Bellis	31/10/2025
6	Leadership	O	Has the authority identified the elements of its balance sheet that are most critical to its financial sustainability?	Capital financing requirement training to be given to senior stakeholders to ensure understanding.	Chief Finance Officer - Michelle Bellis	30/06/2026
7	Transparency	M	Does the authority have a documented option appraisal methodology that is consistent with the guidance set out in IFAC/PAIB publication 'Project and Investment Appraisal for Sustainable Value Creation: Principles in Project and Investment Appraisal'?	Option appraisal to be enhanced to include debt charge cost as well as costs/savings, sensitivity analysis, return on investment and formal review.	Director of Strategic Development - Louise Kane Chief Finance Officer - Michelle Bellis	31/03/2026
8	Transparency	M	Does the authority report the results of option appraisals in a clear, robust and informative manner that gives clear recommendations and outlines the risk associated with any preferred option(s)?	The process in relation to post implementation reviews should be strengthened.	Director of Strategic Development - Louise Kane	31/03/2026
9	Standards	K	Does this report accurately identify and consider the most significant estimates used to prepare the budget, the potential for these estimates being incorrect and the impact should this be the case?	Review wording and sensitivity analysis e.g. volatile income streams, capital programme	Chief Finance Officer - Michelle Bellis	31/12/2025
10	Assurance	N	Are there mechanisms in place to report the performance of the authority's significant delivery partnerships such a contract monitoring data?	Review contract KPIs and rollover levels. Ensure we are holding contractors to account and receiving service credits where due.	Head of Commercial - Bridget Whitfield	31/03/2026
11	Sustainability	E	Do managers across the authority possess sufficient financial literacy to deliver services cost effectively and to be held accountable for doing so? Do individuals with governance and financial management responsibilities have suitable delegated powers and appropriate skills and training to fulfil these responsibilities?	The Constabulary is developing a new in-house leadership programme, a financial module is to be developed as part of this.	Chief Finance Officer - Michelle Bellis	30/06/2026

Financial Management Code Self – Assessment Action Plan August 2025

FM Code Standard	Question	Answer (February 2022)	Original RAG	Additional Evidence (July 2025)	Revised RAG	Areas for Improvement - July 2025
Theme - Leadership						
A) The leadership team is able to demonstrate that the services provided by the authority provide value for money	Does the authority have a clear and consistent understanding of what value for money means to it and to its leadership team?	We have clear references to achieving VFM in the annual financial strategy, the Procurement Strategy and the Force Strategic Plan	Amber	A more detailed independent analysis of the 2024 POA data was carried out in July 2025 and finding presented to Chief Officers. These findings will be used to further develop areas of review activity for the Futures Programme.	Green	VFM analysis to be used as part of annual budget setting process.
	Does the authority have suitable mechanisms in place to promote value for money at a corporate level and at the level of individual services?	<ul style="list-style-type: none"> - A corporate framework of management procedures and rules for securing value for money is incorporated into key joint governance documents including the Procurement and Financial Regulations. - The HMICFRS VFM profiles are considered and reported to senior management. These are used as a basis for identifying areas where there is potential to make savings. - The Deputy Chief Constable chairs a monthly Management Board to analyse performance and consider improvement plans. The Constabulary has an efficiency and change programme, which aims to deliver savings. 	Amber	<ul style="list-style-type: none"> - The External Auditors Annual Audit Report in relation to 2024/25 reports that in relation to value for money arrangements, 'no significant weaknesses in arrangements were identified and no improvement recommendations were made'. In relation to the 2023/24 Annual Report, there were 2 improvement recommendations made, both of which were reported as closed in the 2024/25 report. - The Constabulary uses national procurement frameworks and services. - The Futures Programme (previously efficiency & change programme) is used to identify and deliver savings. - Annual HMICFRS VFM report presented to JAC Summer 2024. - Leadership programme contains finance, efficiency, productivity and business acumen modules. - Asset management plans are in place. 	Green	<ul style="list-style-type: none"> Review to see if any national frameworks are not being used. Consider further rollout of leadership training to ranks/ staff. Asset management plans to be updated.
	Is the authority able to demonstrate the action that it has taken to promote value for money and what it has achieved?	<ul style="list-style-type: none"> - Actions are taken from the DCC Management Board. Recommendations from this board HMICFRS and audit are rigorously followed up - Procurement savings are reported to Blue Light Commercial on a quarterly basis - Contract management is undertaken by service stakeholders, with strategic oversight from the Procurement department - Cash savings removed from the annual revenue budget are monitored for delivery. An enhanced benefits management process has been agreed and is currently being embedded. 	Amber	<ul style="list-style-type: none"> - The Governance Board Structure within the Constabulary has been developed in 2023 and now includes Strategic Management Board, Futures Programme Board, Strategic Performance Board, HMICFRS Board, Workforce Board, Digital Transformation Board, information Management Board, Organisation Board, Operations Scrutiny and Oversight Board and organisational Delivery Board (new for 2025). - The Futures programme Board is progressing a programme of reviews for the identification of saving+E7s and efficiencies. - A more detailed independent analysis of the 2024 POA data was carried out in July 2025 and finding presented to Chief Officers. These findings will be used to further develop areas of activity for the Futures Programme. 	Green	
B) The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government	Is the authority's CFO a key member of the leadership team, involved in, and able to bring influence to bear on, all material business decisions?	<ul style="list-style-type: none"> - For the Constabulary, the Joint CFO is a member of the Chief Officer Group which is the main decision making body for the Constabulary and meets on a weekly basis. - For the PCC, the Joint CFO is a member of the PCC Executive Team which is the main decision making body for the OPCC and meets on a weekly basis. 	Green	<ul style="list-style-type: none"> - From April 2023, with the introduction of the PFCCs responsibility for Fire, the Joint CFO was replaced with two separate CFOs, one for the PFCC/Fire and the other for the Constabulary. - The Constabulary CFO is a member of the Chief Officer Group which is the main decision making body for the Constabulary and meets on a twice weekly basis. - The PFCC/Fire CFO is a member of the PFCC Executive Team which is the main decision making body for the OPFCC and meets on a weekly basis. 	Green	
	Does the CFO lead and champion the promotion and delivery of good financial management across the authority?	Yes, The Joint CFO champions and leads the promotion and delivery of good financial management in the Constabulary and OPCC.	Green	Both CFOs champion and leads the promotion and delivery of good financial management in the Constabulary and OPFCC.	Green	
	Is the CFO suitably qualified and experienced?	<ul style="list-style-type: none"> - Yes, the Joint CFO is a member of CIPFA and is suitable qualified, experienced and committed to Continuing Professional Development. - The Joint CFO is supported by a Deputy CFO who is also a member of CIPFA and is suitable qualified, experienced and committed to Continuing Professional Development. 	Green	Both CFOs are CIPFA qualified and are both highly experienced.	Green	
	Is the finance team suitably resourced and fit for purpose?	The Financial Services Team are a shared support service providing the full range of financial services to the PCC and Constabulary. The team has recently been provided with growth of 1.6 FTE posts to support a hump of activity around a financial system implementation, operation uplift, increasing demands from external audit and a number of other workload pressures. Once these additional resources are recruited the team will be properly resourced in terms of capacity and capability. There is an aspiration for development and succession planning within the team. The internal and external audit opinions over many years demonstrate that the Financial Services Team is fit for purpose.	Green	<ul style="list-style-type: none"> - The Constabulary Financial Services team is adequately resourced. A review of the team was carried out as part of the Futures Programme in 2025/26. - The Constabulary CFO supports the training and development of team members through access to regular CPD training. The team currently have one team member studying towards the CIPFA qualification through the apprenticeship route. Succession planning and role rotation is part of the ethos within the team. 	Green	

Financial Management Code Self – Assessment Action Plan August 2025

FM Code Standard	Question	Answer	RAG		RAG	Areas for Improvement - July 2025
O) The leadership team monitors the elements of its balance sheet which pose a significant risk to its financial sustainability	Has the authority identified the elements of its balance sheet that are most critical to its financial sustainability?	<ul style="list-style-type: none"> - Balances such as reserves, debtors, creditors and provisions are monitored closely by Financial Services on a monthly basis. Reserves, debtors, creditors and accumulated leave balances are reported to senior management at the year end. Reserves are given particular focus in the budget setting and MTFF process. - Cashflow, short and long-term borrowing, investments and the use of reserves and balances are also monitored by Financial Services and are reported to the PCC Public Accountability Conference and Joint Audit Committee in the quarterly update on treasury management activity. 		<ul style="list-style-type: none"> - Precept dates brought forward to improve cashflow management. - Reserves strategy refreshed annually and reserves are now subject to an annual risk assessment as to the adequacy of the level of reserves. - CFOs understand their statutory powers e.g. s114 reporting. - Revised CIPFA Treasury Prudential Indicators adopted from 01/04/2025. 		<p>A further review of capital financing, Borrowing, MRP and interest to be carried out as part of budget setting process for 2026/27.</p> <p>Capital financing requirement training to be given to senior stakeholders to ensure understanding.</p>
	Has the authority put in place suitable mechanisms to monitor the risk associated with these critical elements of its balance sheet?	Balances such as reserves, debtors, creditors and provisions are monitored closely by Financial Services on a monthly basis		The quarterly financial summary reports to COG and the Executive Board Police meeting now include information on key balance sheet items such as Investments, Borrowing, Reserves, Debtors and Creditors.		
	Is the authority taking action to mitigate any risks identified?	Yes, as risks are identified action is taken e.g. regular reviews of legal claims and supplier information including credit checks is undertaken regularly.				
	Does the authority report unplanned use of its reserves to the leadership team in a timely manner?	<ul style="list-style-type: none"> - Revenue and capital monitoring reports are presented to Chief Officer Group and the PCCs Executive Team on a regular basis. - Formal budget monitoring reports are presented on a quarterly basis to the PCCs Public Accountability Conference and then to the public meeting of the Police and Crime Panel. Any variation to the planned use of reserves is reported, with a formal recommendation to the PCC should any significant changes to the planned use of reserves arise 		The quarterly financial summary reports provide details of any significant changes to the planned use of reserves.		
	Is the monitoring of balance sheet risks integrated into the authority's management accounts reporting processes?	This is not well developed and principally takes place at the year end and during the budget setting process.		The quarterly financial summary reports to COG and the Executive Board Police meeting now include information on key balance sheet items such as Investments, Borrowing, Reserves, Debtors and Creditors.		
Theme - Accountability						
D) The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016)	Has the authority sought to apply the principles, behaviour and actions set out in the Framework to its own governance arrangements?	Yes, as evidenced through the Annual Governance Statement		The AGS and Code of Corporate Governance continue to be subject to annual review.		
	Does the authority have in place a suitable local code of governance?	Yes, the PCC and Chief Constable each publish on an annual basis a Code of Corporate Governance. This is reviewed by the Joint Audit Committee at the start of each financial year.		The documents are provided on the PFCC and Constabulary websites, alongside the publication of the Statutory Accounts.		
	Does the authority have a robust assurance process to support its AGS?	<ul style="list-style-type: none"> - The AGS for the Constabulary is produced by the Chief Officer Group, which comprises senior police officers and staff from the Constabulary. - The AGS for the OPCC is produced by the PCC Executive Team, which comprises senior staff from the OPCC. - A draft version of each AGS is presented to the Joint Audit Committee before publication alongside the annual Statement of Accounts. 				
P) The Chief Finance Officer has personal responsibility for ensuring that the statutory accounts provided to the local authority comply with the Code of Practice on Local Authority Accounting in the United Kingdom	Is the authority's CFO aware of their responsibilities in terms of the preparation of the annual financial statements?	Yes, the Joint CFO is fully aware of his responsibilities in this area.		Both the PFCC/Fire and the Constabulary CFOs are aware of their responsibilities. The Constabulary CFO leads the Financial Services Team who prepare the statutory accounts for the OPFCC, Constabulary and Group.		
	Are these responsibilities included in the CFO's role description, personal objectives and other relevant performance management mechanisms?	Specific responsibility for the Joint CFO to secure delivery of the financial statements is included in the job description and is recognised as a key task.		Yes both role descriptions include these responsibilities.		
	Have the authority's financial statements hitherto been prepared on time and in accordance with the requirements of the Code of Practice on Local Authority Accounting in the United Kingdom?	Yes, Cumbria has a good track record of early closedown and external audit sign-off.		The good track record of compliance with the statutory deadlines continues and a clean audit opinion has been delivered across all years.		

Financial Management Code Self – Assessment Action Plan August 2025

FM Code Standard	Question	Answer	RAG		RAG	Areas for Improvement - July 2025
Q) The presentation of the final outturn figures and variations from budget allow the leadership team to make strategic financial decisions	Is the authority's leadership team provided with a suitable suite of reports on the authority's financial outturn and on significant variations from budget?	An outturn report is presented to the Chief Officer Group and the PCC Executive Team in May each year with clear explanations provided for each variation against budget.				
	Is the information in these reports presented effectively?	Yes. This information is provided on the same format of the monthly/quarterly management accounts to aid consistency and understanding. A reconciliation is provided in the statutory statement of accounts to aid transparency.				
	Are these reports focused on information that is of interest and relevance to the leadership team?	Yes, it provides information on the full revenue budget and highlights variances which are both one-off and those that have an ongoing financial implications.				
	Does the leadership team feel that the reports support it in making strategic financial decisions?	Yes				
Theme - Transparency						
L) The authority has engaged where appropriate with key stakeholders in developing its long term financial strategy, medium term financial plan and annual budget	How has the authority sought to engage with key stakeholders in developing its long-term financial strategy, its medium-term financial plan and its annual budget?	<ul style="list-style-type: none"> - The Constabulary and PCC liaise closely in agreeing the budget. - The Constabulary consults comprehensively with budget holders during the budget process to assess service pressures through a 'Star Chamber' process. - The PCC undertakes public consultation on his proposed council tax precept increase as and when required. - Commissioning budgets are developed in close consultation with relevant delivery partners. - The PCC's annual budget and precept proposals are subject to scrutiny by the independent Police and Crime Panel, on behalf of the public. Members of the Joint Audit Committee are briefed on the budget. 		<ul style="list-style-type: none"> - During the budget setting period, assumptions and high level figures are discussed at the Executive Board Police meetings. - The public consultation and involvement of the Police, Fire and Crime Panel are as before. In advance of the PFCP budget setting meeting, more informal Budget Briefing Session is provided to members allowing the opportunity for more detailed understanding. 		
	How effective has this engagement been?	Internal consultation has both identified savings and areas where additional resourcing is required. In recent years the PCC has consulted the public regarding his proposed increase in council tax precept. The response has always been positive. In recent years the Police and Crime Panel has approved the PCCs proposed increase in council tax precept				
	What action does the authority plan to take to improve its engagement with key	The PCC and Constabulary are continually open to exploring ways of improving the budget setting and consultation process.				
M) The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions	Does the authority have a documented option appraisal methodology that is consistent with the guidance set out in IFAC/PAIB publication 'Project and Investment Appraisal for Sustainable Value Creation: Principles in Project and Investment Appraisal'?	The Constabulary and PCC include options appraisal as a standard requirement in its business case template. The exact methodology and options appraisal techniques used are not always consistent as it can be difficult to adapt these to a public sector setting where quality of service is more important than pure financial return. Benefits measurement can be subjective and have a tendency to be over optimistic.		Option appraisal is in place as part of Futures Programme Board templates.		Option appraisal to be enhanced to include debt charge cost as well as costs/savings, sensitivity analysis, return on investment and formal review.
	Does the authority offer guidance to officers as to when an option appraisal should be undertaken?	Staff developing business cases particularly in relation to technology are Prince 2 trained and well versed in options appraisal techniques. Finance staff provide support where required.		As part of the Futures Programme Board, templates are provided to review leads and guidance is available from the business change team.		
	Does the authority's approach to option appraisal include appropriate techniques for the qualitative and quantitative assessment of options?	Where appropriate, qualitative and quantitative measures are included		The option appraisal as part of the Futures Programme Board templates include both qualitative aspects (e.g. impact on performance, risk assessments, staffing composition) and quantitative aspects (impact on budgets and staffing numbers).		
	Does the authority's approach to option appraisal include suitable mechanisms to address risk and uncertainty?	Risks are considered as part of the business case preparation, particularly for significant investments.				
	Does the authority report the results of option appraisals in a clear, robust and informative manner that gives clear recommendations and outlines the risk associated with any preferred option(s)?	Yes, particularly in relation to significant investments. However, post implementation reviews are not carried out systematically.				The process in relation to post implementation reviews should be strengthened.

Financial Management Code Self – Assessment Action Plan August 2025

FM Code Standard	Question	Answer	RAG		RAG	Areas for Improvement - July 2025
Theme - Standards						
H) The authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities	Has the authority prepared a suitable capital strategy?	Yes, a Capital Strategy document is prepared which is an overarching publication covering the Treasury Management Strategy Statement (TMSS) and Capital Programme. The Capital Programme covers a longer 10 year period. The Capital Strategy, Capital Programme and TMSS are presented to the Public Accountability Conference in February each year as part of the budget setting process and are approved by the PCC. The documents are published on the PCCs website as part of the Key Financial Publications section.				
	Has the authority set prudential indicators in line with the Prudential Code?	Yes, these are included in the Annual Capital Strategy and Treasury Management Strategy Statement.				
	Does the authority have in place suitable mechanisms for monitoring its performance against the prudential	Yes, these are monitored by Financial Services staff and reported to the PCC Public Accountability Conference and Joint Audit Committee in the quarterly TM update reports.				
J) The authority complies with its statutory obligations in respect of the budget setting process	Is the authority aware of its statutory obligations in respect of the budget-setting process?	<p>- Yes, initial budget reports are presented to the public meeting of the Police and Crime Panel as part of the precept setting meeting in January.</p> <p>- The formal budget reports including the Joint CFO statement on the robustness of the budget and the council tax requirement are presented to the PCC Public Accountability Conference in February each year.</p>				
	Has the authority set a balanced budget for the current year?	Yes, as endorsed by the PCC at the budget setting meeting in February.				
	Is the authority aware of the circumstances under which it should issue a Section 114 notice and how it would go about doing so?	Yes, the Joint CFO is fully aware of the s114 requirements but Cumbria is not remotely close to needing to issue one in the near future.				
K) The budget report includes a statement by the Chief Finance Officer on the robustness of the estimates and a statement of the adequacy of the proposed financial reserves	Does the authority's most recent budget report include a statement by the CFO on the robustness of the estimates and a statement of the adequacy of the proposed financial reserves?	Yes		During the budget setting process for 2025/26 the budget and underlying assumptions were subject to an independent external review and were found to be appropriate. A formal review/risk assessment of the adequacy of the level of reserves is now completed on an annual basis and signed off by both CFOs.		
	Does this report accurately identify and consider the most significant estimates used to prepare the budget, the potential for these estimates being incorrect and the impact should this be the case?	Not specifically, although a separate risk assessment is produced which explains and quantifies the impact of variations to key budget assumptions		The sensitivity analysis provides details of the assumptions used in forming the MTFF, the analysis provides details of the potential impact of a change in actuals against these assumptions.		Review wording and sensitivity analysis e.g. volatile income streams, capital programme
	Does the authority have sufficient reserves to ensure its financial sustainability for the foreseeable future?	Yes, a separate Reserves Strategy is produced to accompany the annual budget report, Medium Term Financial Forecast (MTFF) and Capital Strategy. The Reserves Strategy covers planned use of reserves over a 10 year timeframe to match the Capital Strategy. This Reserves Strategy is also published on the PCCs website in the Key Financial Publications section of the website.		As per above, a formal review /risk assessment of the level of reserves is now undertaken on an annual basis.		
	Does the report set out the current level of the authority's reserves, whether these are sufficient to ensure the authority's ongoing financial sustainability and the action that the authority is to take to address any shortfall?	Yes, the Reserves Strategy provides a forecast for the next 10 years which is fully compatible with the 4 year MTFF and longer term 10 year capital Strategy.		As per above, a formal review /risk assessment of the level of reserves is now undertaken on an annual basis.		

Financial Management Code Self – Assessment Action Plan August 2025

FM Code Standard	Question	Answer	RAG		RAG	Areas for Improvement - July 2025
Theme - Assurance						
C) The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control	Does the leadership team espouse the Nolan principles?	<ul style="list-style-type: none"> - Yes, the code of ethics is a key feature for all police officers and staff and is promoted during induction training and refresher courses. This is supported by the work of the Professional Standards Department who promote ethical standards through a supported learning approach. - All force policies and procedures embed the key principles from the Code of Ethics 				
	Does the authority have in place a clear framework for governance and internal	Yes, the PCC and Chief Constable review and update their respective Codes of Corporate Governance on an annual basis.				
	Has the leadership put in place effective arrangements for assurance, internal audit and internal accountability?	<ul style="list-style-type: none"> - Good behaviour is discussed during all staff and officer Strengths Based Conversations (SBCs) - The arrangements for anti-fraud and corruption include a whistleblowing policy which is managed and reports investigated by the Professional Standards Department (PSD) - The PCC and Chief Constable have a joint managed internal audit service which is currently provided by the County Council. All audit reports receive Chief Officer/Director sign off and all audit reports are reported to the Joint Audit Committee (JAC). The Head of Internal -Audit provides regular updates against the audit plan to meetings of the Joint Audit Committee. All audit reports (internal and external) are published on the PCC website. - Internal accountability is through individual SBCs with breaches being investigated through PSD - Business interests are approved and recorded by PSD and then reviewed as part of the SBC process and at year end through the related parties evaluation exercise - Both the Constabulary and OPCC have a policy on gifts and hospitality, which is managed and promoted by PSD and the OPCC. 		The SBC process has been renamed PDR but still includes the discussions around ethics and integrity/good behaviour.		
	Does the leadership team espouse high standards of governance and internal control?	<ul style="list-style-type: none"> - All key decisions are taken collectively by the Chief Officer Group with a full audit trail for all decisions made. - All key PCC decisions of significant public interest are published on his website including full supporting documentation - Codes of Corporate Governance are in place in line with CIPFA Good Governance principles. - Codes of conduct & business interests are in place as part of anti-fraud and corruption arrangements. - Governance documents including financial and procurement regulations are in place and are reviewed periodically. 		During 2024/25 the arrangements for governance between the OPFCC and Constabulary were reviewed and a revised set of delegations and governance documents were put in place.		
	Does the leadership team nurture a culture of effective governance and robust internal control across the authority?	Yes, see arrangements above and regular interventions to ensure that the organisations operate effectively. This is supported by the HMICFRS assessment of Good across all areas of business and outstanding for Crime Data Recording and the Head of Internal Audit's assessment that the arrangements for risk management, governance and internal control are robust.				
F) The authority has carried out a credible and transparent Financial Resilience Assessment	Has the authority undertaken a Financial Resilience Assessment?	As part of the Achieving Financial Excellence in Policing Programme (AFEP) a template set of Financial Resilience Indicators has been developed. A piece of work is currently underway to apply these to Cumbria circumstances and develop a Financial Resilience Self Assessment that can be undertaken and reported on an annual basis.		<p>Force takes part in national resilience survey.</p> <p>Revisions to capital code adopted form 2025/26 i.e. revised prudential indicators.</p> <p>The OPFCC/Constabulary now undertakes an annual risk assessment on the level of reserves.</p>		
	Has the Assessment tested the resilience of the authority's financial plans to a broad range of alternative scenarios?	As above		During the budget setting process for 2025/26 the budget and underlying assumptions were subject to an independent external review and were found to be appropriate.		
	Has the authority taken appropriate action to address any risks identified as part of the assessment	As above		<p>Yes, as set out above, budget assumptions were reviewed as part of budget setting for 2025/26 and found to be appropriate.</p> <p>The level of the General Reserve (Police Fund) is adjusted following the annual risk assessment and in line with the MTFF where it is maintained at a balance of 3% of NRE.</p>		

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FM Code Standard	Question	Answer	RAG		RAG	Areas for Improvement - July 2025
N) The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability	Does the authority provide the leadership team with an appropriate suite of reports that allows it to identify and to correct emerging risks to its budget strategy and financial sustainability?	<ul style="list-style-type: none"> - For the Constabulary, the Chief Officer Group is provided with a monthly monitoring report which highlights emerging risks and issues. These are acted upon as necessary. Any matters needing to be notified to the PCC are managed through the regular PCC Executive Team meetings. - Formal reports are presented to the PCC on a quarterly basis at the Public Accountability Conference. The quarterly reports are also presented to the public meetings of the Police and Crime Panel. - Board meetings such as Business Board, Operations Board, Digital Board and Workforce Boards receive high level financial updates at monthly meetings. The Senior Leadership Teams of relevant departments will receive and update from Financial Services Officers in relation to their own budgets on a monthly basis. 		The quarterly financial summary reports for COG and OPFCC provide this assurance.		
	Do the reports cover both forward and backward looking information in respect of financial and operational performance?	Yes				
	Are there mechanisms in place to report the performance of the authority's significant delivery partnerships such as a contract monitoring data?	The Commercial Department are actively developing contract management across the organisation. The OPCC have a performance framework for Commissioned Services designed to ensure that contracts are delivered effectively.		Main third party contracts are monitored.		<p>Review contract KPIs and rollover levels.</p> <p>Ensure we are holding contractors to account and receiving service credits where due.</p>
	Are the reports provided to the leadership team in a timely manner and in a suitable format?	Yes, produced monthly/quarterly as required and are in a clear format which draws out the key messages.				
	Is the leadership team happy with the reports that it receives and with its ability to use these reports to take appropriate action?	Yes				

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FM Code Standard	Question	Answer	RAG		RAG	Areas for Improvement - July 2025
Theme - Sustainability						
E) The Financial Management Style of the authority supports financial sustainability	Does the authority have in place an effective framework of financial accountability?	Yes, through the framework of corporate governance, including the Funding Arrangement, Scheme of Delegation, Budget Protocols, Financial Regulations, Financial Rules and Joint Procurement Regulations. These documents are reviewed on a cyclical basis and are reported to the Joint Audit Committee.		During 2024/25 the arrangements for governance between the OPFCC and Constabulary were reviewed and a revised set of delegations and governance documents were put in place.		
	Is the authority committed to continuous improvement in terms of the economy, efficiency, effectiveness and equity of its services?	The Constabulary has an Efficiency and Productivity Strategy, which incorporates specific reviews of services, savings targets and consideration of HMICFRS VFM indicators. However, this has been relatively low profile in during Covid.		<ul style="list-style-type: none"> - Savings identified and delivered through the Futures programme as opposed to the unreasonable use of reserves to balance budgets. - Whistle blowing and fraud / corruption processes in place. - Rolling multi-year revenue and capital programme in place. 		
	Does the authority's finance team have appropriate input into the development of strategic and operational plans?	<ul style="list-style-type: none"> - For the Constabulary, the Joint Chief Finance Officer is a member of the Chief Officer Group who meet on a weekly basis and have ultimate decision making responsibility for the Constabulary. - For the OPCC, the Joint Chief Finance Officer is a member of the PCC Executive Team who meet on a weekly basis and have ultimate decision making responsibility for the PCC. - In addition, the Joint CFO is part of the Management Board (in relation to CC activity) and the Collaborative Board which is a joint board made up of senior members of the OPCC and Constabulary. - Senior finance representatives sit on all key decision making and informative boards e.g. Workforce, Business, Operations, Digital and 		<ul style="list-style-type: none"> - From April 2023, with the introduction of the PFCCs responsibility for Fire, the Joint CFO was replaced with two separate CFOs, one for the PFCC/Fire and the other for the Constabulary. - The Constabulary CFO is a member of the Chief Officer Group which is the main decision making body for the Constabulary and meets on a twice weekly basis. The Constabulary CFO also attends all the key governance boards within the Constabulary to maintain situational and financial awareness. - The PFCC/Fire CFO is a member of the PFCC Executive Team which is the main decision making body for the OPFCC and meets on a weekly basis. 		
	Do managers across the authority possess sufficient financial literacy to deliver services cost effectively and to be held accountable for doing so?	<ul style="list-style-type: none"> - Each key stakeholder/budget holder in the organisation has a named finance contact. The Financial Services Team are well qualified and a business partnering approach is being promoted. - A more systematic approach to ensuring that Budget holders have the appropriate financial management skills is being considered. 		Summer 2024 leadership programme delivered covering modules on finance, efficiency, productivity and business acumen.		The Constabulary is developing a new in-house leadership programme, a financial module is to be developed as part of this.
	Has the authority sought an external view on its financial style, for example through a process of peer review?	Not specifically, but the Financial Services team recently undertook the CIPFA Achieving Financial Resilience Financial Management Self Assessment and as a result an action plan has been developed. The self assessment sought the views of chief officers, senior managers and external partners (JAC, internal and external audit) on a number areas of financial management. The self assessment resulted in a score of 4 out of		<ul style="list-style-type: none"> - CFO mentoring in place. - Budget review carried out as part of 2025/26 budget setting process. - The finance function capacity and capability has been reviewed in 2024/25. - The Constabulary CFO is member of NPCC Finance Coordination Committee. 		
	Do individuals with governance and financial management responsibilities have suitable delegated powers and appropriate skills and training to fulfil these responsibilities?	<ul style="list-style-type: none"> - Yes, as set out in Scheme of Delegation, Budget protocols, Financial Regulations, Financial Rules and Joint Procurement Regulations. - In relation to financial skills, budget holders are supported by named Financial Services Officers who support their particular areas of business. Training to non-financial managers is currently ad-hoc and is provided on a one to one basis by finance staff. A more formal in-house training programme is to be developed as part of the AFEP action plan. 				The Constabulary is developing a new in-house leadership programme, a financial module is to be developed as part of this.

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FM Code Standard	Question	Answer	RAG		RAG	Areas for Improvement - July 2025
G) The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to Members	Does the authority have a sufficiently robust understanding of the risks to its financial sustainability?	The key risks are highlighted in the annual budget and medium term financial forecast.				
	Does the authority have a strategic plan and long-term financial strategy that address adequately these risks?	Yes, we have a medium term financial forecast which is produced annually, although the main focus is for a 4 year MTFF timeframe, the report includes commentary on future estimation uncertainty and considers risks to funding and budget setting . We also publish a separate longer term Capital Programme and Reserves Strategy which cover a 10 year timeframe.		Rolling MTFP (now 5 yr)/ capital programme produced. The Constabulary CFO is a member of the Chief Officer Team. The PFCC/Fire CFO is a member of the OPFCC Executive Team.		
	Has the authority sought to understand the impact on its future financial sustainability of the strategic, operational and financial challenges that it might face (e.g. using a technique such as scenario planning)?	Scenario planning is used internally within Financial Services to formulate the medium term financial plan. Published budget reports include a risk assessment/sensitivity analysis which highlights the financial risk to key budget assumptions e.g. changes in future pay awards, precept levels etc.				
	Has the authority reported effectively to the leadership team and to members its prospects for long-term financial sustainability, the associated risks and the impact of these for short- and medium-term decision making?	Regular reports to the Chief Officer Group and PCC Executive Team during the budget preparation process highlight the various risks and possible scenarios. The key strategic issues are then reported to the PCC Public Accountability Conference at the annual budget setting meeting. All documents associated with the budget process are published on the PCC website as part of the Key Financial Publications section. During the year regular revenue and capital monitoring reports will highlight changes in significant risks and issues, and suggest appropriate action		Regular updates in relation to the financial position are provided at various board meetings. Progress towards the savings target is measures monthly through the Futures Programme Board.		
I) The authority has a rolling multi-year Medium Term Financial Plan consistent with sustainable service plans	Does the authority have in place an agreed medium-term financial plan?	Yes, the Medium Term Financial Forecast covering the period 2021/22 to 2024/25 was published in February 2021 alongside the annual revenue budget.		The MTFF covers a 5 year timeframe and the capital strategy is modelled over a longer 10 year timeframe as is the reserves strategy.		
	Is the medium-term financial plan consistent with and integrated into relevant service plans and its capital strategy?	Yes				
	Has the medium-term financial plan been prepared on the basis of a robust assessment of relevant drivers of cost and demand?	- Yes, the Chief Officer Group (COG) consider information on current and future demand pressures (as currently known) including the implications for new technology and equipment - The Constabulary also considers relevant NPCC guidance and best practice e.g. stop & search, body worn video. - Across COG, members are engaged in national forums which enables the potential financial implications of new national systems and changes to national guidelines and procedures to be identified early		During the budget setting process for 2025/26 the budget and underlying assumptions were subject to an independent external review and were found to be appropriate.		
	Has the medium-term financial plan been tested for resilience against realistic potential variations in key drivers of cost and demand?	- Yes, but in an emergency service employing omnicompetent police officers changes in demand can be accommodated by deployment policies and priorities. - Cost drivers and sensitivity analysis to changes in cost, income and demand are included in the MTFF.				
	Does the authority have in place a suitable asset management plan that seeks to ensure that its property, plant and equipment including infrastructure assets contribute effectively to the delivery of services and to the achievement of the authority's strategic aims?	Yes, there are separate asset management plans/strategies for Estates, Fleet and Digital Data and Technology. The plans are developed to coincide with the PCC term of office and an annual update is provided through the Corporate Support Strategy Update which is considered alongside the budget at the February meeting of the Public Accountability Conference. The last published individual asset management strategies cover the period 2019 to 2021. New strategies for the period 2021 to 2024 will be developed in September 2021.		The various strategy documents that support the budget setting process are considered on an annual basis at the September meeting of the Executive Board Police.		