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**Enquiries to: Mrs P Coulter**  
**Telephone: 01768 217734**

**Our reference: PC**

**27 February 2018**

### **CUMBRIA POLICE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE**

The Police and Crime Commissioner's Public Accountability Conference will take place on **Wednesday 28<sup>th</sup> March** in Conference Room **3**, Police Headquarters, Carleton Hall, Penrith, at **10.00am**.

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

**G Shearer**  
**Chief Executive**

#### **Attendees:**

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

# **AGENDA**

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

**1. APOLOGIES FOR ABSENCE**

**2. QUESTIONS FROM THE PUBLIC**

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

**3. DISCLOSURE OF PERSONAL INTERESTS**

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

**4. MINUTES OF MEETING**

To receive and approve the minutes of the Public Accountability Conferences held on the 6<sup>th</sup> December 2017 and on the 14<sup>th</sup> February 2018. (copies enclosed)

**5. PERFORMANCE PRESENTATION**

To receive and note Constabulary performance for the most recent 12 months rolling total data, as agreed in the Police and Crime Plan Accountability Framework.

**6. THEMATIC PRESENTATION – SERIOUS ORGANISED CRIME AND DRUG SUPPLY**

To receive and note a presentation on the work being undertaken by Constabulary to address the impact of serious and organised crime and drug supply on our county.

**7. THEMATIC PRESENTATION – ENSURING OFFENDERS FACE A CONSEQUENCE FOR THEIR CRIME**

To receive and note a presentation on the work the Constabulary is undertaking to ensure that all offenders face a consequence for their crime.

**8. ETHICS & INTEGRITY PANEL ANNUALREPORT**

To receive and note the Ethics and Integrity Panel Annual Report.

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

Minutes of the Public Accountability Conference held on  
Wednesday 6<sup>th</sup> December 2017 in Conference Room 3, Police Headquarters,  
Carleton Hall, Penrith, at 10.00am

**PRESENT**

Police & Crime Commissioner - Mr Peter McCall (Chair)

**Also present:**

Chief Constable (Jerry Graham)

Assistant Chief Constable (Mark Webster)

Joint Chief Finance Officer (Roger Marshall)

Detective Superintendent (Vicki Ellis)

Superintendent (Rob O'Connor)

OPCC Chief Executive / Head of Partnerships & Commissioning (Vivian Stafford)

OPCC Admin Support Officer (Lisa Hodgson) – taking minutes

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

**081. APOLOGIES FOR ABSENCE**

Apologies for absence were received from the Deputy Chief Constable (Michelle Skeer)

**082. DISCLOSURE OF PERSONAL INTERESTS**

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

**083. QUESTIONS FROM MEMBERS OF THE PUBLIC**

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

#### 084. MINUTES

The Chair presented the minutes of the Public Accountability Conference held on 11<sup>th</sup> October 2017 and also the minutes from the Public Accountability Conference held on the 15<sup>th</sup> November 2017 which had previously been circulated with the agenda. The minutes were agreed as an accurate record and signed by the Chair.

**RESOLVED,** that, the

- (i) Minutes of the Public Accountability Conference held on the 11<sup>th</sup> October 2017 be confirmed as a correct record and signed by the Chair; and
- (ii) Minutes of the Public Accountability Conference held on the 15<sup>th</sup> November 2017 be confirmed as a correct record and signed by the Chair;

#### 085. THEMATIC PRESENTATION – ANNUAL CONSULTATION SURVEY

ACC Webster presented to the Commissioner results of the 2017 Joint Public Consultation Survey, including feedback on:-

- Feelings of safety
- Local Concerns
- Confidence in the police
- Satisfaction levels

Questions were asked by Ipsos MORI on behalf of HMICFRS in relation to feelings of safety was how safe people said they felt walking alone in their neighbourhood after dark. The survey undertaken in 2016 found that 75% of people said they felt safe.

It was noted that results remain relatively constant over time, although the number of people who said they feel either very or fairly safe in their nearest town centre during the day saw a statistically significant fall when compared to 2016 results (from 90.0% to 86.7%)

Reasons for satisfaction and dis-satisfaction are noted, and responses are then grouped into themes. The highest number of dis-satisfaction was in relation to drug and alcohol issues.

Over three quarters of people in Cumbria (77%) said they felt confident they could access police services if they or someone else needed help in an emergency. This is higher than the national average of 72%.

57% of people in Cumbria said they felt confident they could access police services if they or someone else needed help in a non-emergency. Again this is higher than the national average of 55%.

58% of people in Cumbria said they felt confident they could access police services if they or someone else needed advice or information. Again this is higher than the national average of 55%.

Responses obtained in Cumbria were compared to the latest Ipsos MORI national findings. A higher percentage of respondents in Cumbria provided positive feedback against all 12 indicators than reported nationally.

There has been an increase in the percentage of people who said they 'strongly agree' that they have confidence in the police in their local area, and a decrease in those who said they disagree. There has also been an increase in the percentage of people who said that taking everything into account they felt the police in their area were doing a good or excellent job.

Nearly half of respondents felt they had a good understanding of cyber-crime, drugs trafficking, and child sexual exploitation, whilst nearly 4 in 10 felt they had a good understanding of modern slavery / human trafficking. Less than 2% had never heard of any of them. Awareness in Cumbria was higher than the national average in all cases

Over half of respondents felt local meetings were the best method, followed by speaking to a police officer whilst on patrol. The least favoured option was online meetings. However, it was noted that often when community meetings / public surgeries have been set up there has been little or no interaction.

This year's Joint Consultation Survey ran between the 1<sup>st</sup> August and 10<sup>th</sup> September 2017. The survey was distributed to:

- The 874 existing members of the Constabulary's Citizen Panel;
- 2,300 random households across the county;
- All District and County Councilors;
- All Parish Councils;
- Hate Crime Reporting Centre's across the county;
- Churches Together;
- The Young Person's advocate within the OPCC for circulation to key contacts;
- Youth Engagement Officers within the Constabulary for circulation to young people;
- The survey was also made available online via the Constabulary's website, and publicised via social media.

In total **1,546** people completed the survey. 797 by paper (51.6%) and 749 online (48.4%). Of those who responded to the survey and provided demographic information:

- Feedback was fairly evenly distributed across the three Neighbourhood Policing Teams.
- Slightly more women responded than men (56% / 44%).
- A higher proportion of older people responded to the survey, with the majority of respondents aged between 45 and 74 years old (64%).
- Nearly all respondents were White British (98%).
- The majority of respondents said they were heterosexual (92%).
- Three quarters of respondents said they lived with other people.
- Over 60% of respondents said they live in an urban area (city or town).
- Over 80% said they owned their property outright, or with a mortgage.
- Nearly a quarter consider themselves to have some form of disability or substantial medical condition, with the majority of these stating it was a physical disability.

Following a discussion, the report was noted.

**RESOLVED**, that,

- (i) the report be noted;

#### **086. THEMATIC PRESENTATION – A VISIBLE AND EFFECTIVE POLICE PRESENCE**

Superintendent O'Connor presented the report, the purpose of which was to provide the Commissioner with assurance that the Constabulary is working to maintain a visible and effective policing presence in communities by:

- understanding the current demand on resources
- ensuring that Officers are in the right place at the right time to provide a responsive, professional services
- working collaboratively to maximise the quality of service
- broadening the range of engagement techniques to ensure they reach all sections of the community and
- showing how HMIC has judged effectiveness

It was noted that:

- June & July 2017 showed the highest number of 101 inbound calls ever recorded;
- July 2017 showed the highest number 999s ever recorded and August 3<sup>rd</sup> showed the third highest;
- Recorded incidents are down by 3%;
- Crime continues to increase in volume;

Future demand is predicted using statistical models and shows continued rises especially in violence, sex offences, theft and domestic abuse. New crimes types are technology based and enabled by technology and are likely to increase. Historic cases likely to continue to increase as new areas are being identified.

Following a discussion, the report was noted.

**RESOLVED,** that,

- (i) the report be noted;

#### **087. PERFORMANCE PRESENTATION**

ACC Webster presented to the Commissioner the Constabulary's performance for the 12 months to October 2017 as agreed in the Police and Crime Plan Accountability Framework. The report was discussed by exception.

It was noted that there was a 3.7% increase in crime overall (+950 offences). Nationally, Cumbria is the third lowest force for the category of violence against the person. A discussion took place regarding violence against police officers.

Domestic abuse accounted for 36% of violence against the person offences while Assault without injury saw the biggest numerical increase in offences (+425). It was noted that alcohol is a major factor for violent crime.

Theft is very low nationally, and pro-active policing work is identified via the available intelligence.

Areas of concern relating to Anti-Social Behaviour (ASB) are being focussed on by police.

Following a discussion, the report was noted.

**RESOLVED,** that,

- (ii) the report be noted;

## 088. THEMATIC PRESENTATION – DOMESTIC ABUSE

Detective Superintendent Vicki Ellis presented the report, which gave the Commissioner assurance on:

- The current 'picture' – An Overview
- Investigating Domestic Abuse and the Outcomes.
- Supporting Victims of Domestic Abuse – A Multi-Agency Approach.
- Dealing with the Suspect

The main challenges that are affecting quality of service and performance are Cumbria's high levels of repeat Domestic Abuse victimisation (41%) and repeat Domestic Abuse offending (44%). The consumption of alcohol was recorded as being present in 71% of Domestic Abuse related crimes. Children are present in a high percentage of Domestic Abuse incidents.

Domestic Abuse will not be tolerated or accepted, and the Constabulary is looking into ways to do more to encourage early intervention and partnership commitment. The Constabulary is working closely with the ISVA service and CPS. Safeguarding staff monitor calls and logs, and can quickly signpost partner agencies.

Cumbria Domestic and Sexual Abuse Board will look at training and understanding, and will monitor trends.

It was noted that there had been four FGM cases in the last 12 months.

- 40 % of Domestic Abuse cases reported to police
- 20% of Domestic Abuse cases reported to other services
- 40% untouched

The average person suffers Domestic Abuse 35 times before it is reported. The Constabulary actively encourage reporting as early as possible, and keep reporting if it happens again.

Following a discussion, the report was noted.

**RESOLVED,** that,

- (ii) the report be noted;

The Commissioner thanked everyone for their contribution.

**Meeting ended at 12.05pm**

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

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

Minutes of the Public Accountability Conference held on  
Wednesday 14<sup>th</sup> February in Conference Room 3, Police Headquarters,  
Carleton Hall, Penrith, at 10.00am

**PRESENT**

Police & Crime Commissioner - Mr Peter McCall (Chair)

**Also present:**

Chief Constable (Jerry Graham)

Deputy Chief Constable (Mark Webster)

Joint Chief Finance Officer (Roger Marshall)

Deputy Chief Finance Officer (Michelle Bellis)

Director of Corporate Support (Stephen Kirkpatrick) – for Part 2 Items

Head of ICT (Ian Hogarth) – for Part 2 Items

OPCC Chief Executive / Head of Partnerships & Commissioning (Vivian Stafford)

OPCC Executive Support Officer (Paula Coulter) – taking minutes

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

**089. APOLOGIES FOR ABSENCE**

Apologies for absence were received from the Assistant Chief Constable (Mark Webster)

**090. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC**

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

**RESOLVED,** that under section 100A(4) of the Local Government Act 1972, (as amended), the press and public be excluded from the meeting during consideration of the following items on the grounds that they involve the likely disclosure of exempt information as defined in the paragraph indicated in Part 1 of Schedule 12A to the Act –

Item No	Item	Paragraph No
09	Estate and Fleet Strategies – 2018 Annual Update	3 & 7

10	ICT Strategy 2018 - 2021	3 & 7
11	Constabulary Funding Arrangement 2018 - 2019	3

### **091. DISCLOSURE OF PERSONAL INTERESTS**

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

### **092. QUESTIONS FROM MEMBERS OF THE PUBLIC**

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

### **093. CAPITAL BUDGET MONITORING 2017/18 – QUARTER 3 TO DECEMBER 2017**

The Deputy Chief Finance Officer presented the report, which provided the Commissioner with an update on the 2017/18 capital programme based on the position at the end of quarter 3 (31 December).

The report showed that the current forecast of capital expenditure for the year was £6m, compared with a budget for the year of £9m. This represented a variation of £3m (33%) made up of slippage of £2.8m to future years and £0.2m of underspends on approved budgets. The slippage had been experienced over a number of capital schemes, for example as a result in delays in the commencement of the scheme to construct the Eden Deployment Centre on the HQ site (£1.1m) for which tenders are currently being evaluated and work is expected to start on site in spring, delays in the delivery of a number of vehicles (0.7m), many vehicles have long lead in times and at this stage it is expected that a number of delivery dates will now fall into the next financial year, in addition there is forecast slippage across a small number of ICT schemes.

A brief explanation paragraph of the in year progress in respect of ICT, Fleet, Estates and Other schemes is provided on page 2 of the report.

The position in respect of the overall 4 year capital programme is that other than the slippage from 2017/18 into future years, the approval of the control room futures project has had the effect of changing all 4 years budgets. Details of the changes can be found in the ICT section on page 2.

The Commissioner was asked to note the report and approve recommendations R1 to R7 as set out on page 2.

Following a discussion, the report was noted.

**RESOLVED**, that,

- (i) the report be noted; and
- (ii) Recommendations R1 to R7 were approved, as set out on page 2 of the report;

Agenda Items (3) and (4) were taken together (as set out below)

**094. CONSTABULARY REVENUE BUDGET MONITORING 2017/18 QUARTER 3 TO DECEMBER 2017**

**095. COMMISSIONER'S REVENUE BUDGET MONITORING 2017/18 QUARTER 3 TO DECEMBER 2017**

The Chief Finance Officer presented the reports together. It was noted that from a Constabulary perspective the overspend is currently just over £1m, which is consistent with figures previously reported. The major issue is officer pay, as already discussed at previous meetings. It was also noted that there are more vacancies which are taking longer to fill.

The OPCC budget has an overspend of £40k, which is largely made up of an overspend on the premises budget due to inspections carried out following on from the Grenfell fire, and which has been offset by an underspend on the OPCC office function.

Figures will continue to be monitored closely as figures can drop as we move closer to the year end. The budget will be supported by reserves to mitigate the majority of the overspend.

The combined finance function was discussed, and it was felt to be working well. As well as being more streamlined, it was also felt to be more open and transparent. The Chief Finance Officer will feedback to the Commissioner on this in more detail once the arrangement has been in place for a full year.

Following a discussion, the reports was noted.

**RESOLVED**, that,

- (i) the reports be noted;

**096. TREASURY MANAGEMENT ACTIVITIES 2017/18 QUARTER 3 (OCTOBER TO DECEMBER 2017)**

The Deputy Chief Finance Officer presented the report.

The Commissioner approves an annual treasury management strategy in February of each year (the strategy for 2018/19 appears later on this agenda). The report provided details of treasury management activities undertaken in the first three quarters of the 2017/18 financial year to December 2017. The report provided a forecast of income from investments for the year which is currently on target at £75k. The report provided details at Appendix A of the outstanding investments as at 31 December which amounted to £21.9m.

The report also provided assurance in on page 2 and in more detail at Appendix B that the Commissioners prudential indicators set as part of the strategy in February have are all being complied with during the period.

The commissioner was asked to note the report.

Following a discussion, the report was noted.

**RESOLVED**, that,

- (i) the report be noted;

**097. DECISION 001-2018 – TREASURY MANAGEMENT STRATEGY STATEMENT 2018/19 AND PRUDENTIAL INDICATORS 2018/19 TO 2020/21**

The Deputy Chief Finance Officer presented the report.

In accordance with the CIPFA code of practice on TM in Public Services, the Commissioner is required to approve on an annual basis a TMSS and a series of prudential indicators. The report addressed both of these requirements.

The TMSS was consistent with that presented in previous years and included general principles, external guidance, the forecast treasury position and forecasts for interest rates. Interest rates are currently at a low level and have been so since 2009 when the Bank of England base rate was reduced to 0.50% with a further subsequent reduction to 0.25% during 2016 and an increase back to 0.50% in November, the rise in November represented the first increase in base rates since July 2007. The strategy forecasts that base rates are unlikely to rise above this level of 0.50% for the next 3 years.

The strategy included a borrowing and investment strategy. There are currently no plans to borrow in the short term although the Commissioner does have an underlying need to borrow

as measured by the “Capital Financing Requirement”. The CFR as it is known is anticipated to be £18m at the start of 2018/19, of this sum £4.9m relates to financing requirements in respect of the PFI at Workington. At the current time, the relatively low interest rates compared with the rates at which the Commissioner could borrow means that it is not cost effective to borrow.

The main priority of the investment strategy is security of sums invested. This is supported by careful counterparty selection criteria as set out in Appendix A on pages 17-23. The counterparty selection criteria sets out the maximum amounts and durations for investments in particular categories according to the credit rating of the counterparty.

The TMSS includes at section 6 (page 14) an annual MRP statement which the Commissioner is required to set to make prudent provision for the repayment of debt.

Appendix B on pages 24-32 provides details of the range of prudential indicators that the Commissioner is required to set in accordance with the Prudential Code. Under the code, the Commissioner is free to determine his own capital investment level controlled by self-regulation. The setting of prudential indicators provides this self-regulation and operates to ensure that capital investment plans, contained within the capital programme (elsewhere on this agenda) are affordable, prudent and sustainable.

The TMSS is also supported by detailed Treasury Management Practices. The TMSS and associated TMPs have been developed in conjunction with the external TM advisors “Arlingclose” and will be subject to post approval scrutiny by the JASC on 21/03/18. In late 2017 the CIPFA Treasury Management and Prudential Codes were updated and the detailed guidance notes that are published alongside these codes are still awaited, whilst it is not expected that there will be any significant changes in respect of the code revisions, the TMSS and TMPs will be reviewed once the guidance is received and if necessary any changes required will be reported back to a subsequent meeting. Pending that review, the TMPs that will be published alongside the TMSS on the Commissioners website have at this stage only been updated to reflect the new joint CFO role and some other post changes within financial services following that review.

The Commissioner was referred to the recommendations as set out in section 2 and was asked to approve on one by one basis.

Following a discussion, the report was noted.

**RESOLVED**, that,

- (i) the report be noted; and
- (ii) the recommendations as set out in section 2 of the report were all approved on a one by one basis;

## 098. DECISION 002-2018 – CAPITAL STRATEGY 2018/19 & BEYOND

The Deputy Chief Finance Officer presented the report.

The report was presented as part of the overall suite of budget reports for 2018/18. The report set out the capital investment programme and covers the immediate 4 year timeframe of the MTF of 2018/19 to 2021/22 plus an additional longer timeframe over 10 years to 2027/28 to demonstrate that plans are affordable, sustainable and prudent in the longer term (in compliance with the requirements of the prudential code).

Capital expenditure plans fall into 3 main categories of asset ICT, fleet and estates with a small amount of “other” spend such as CCTV replacement and portable ballistic equipment (shields) which does not neatly fit into any of the main categories.

The capital programme over 10 years to 2027/28 amounts to £63m. Made up of ICT £28m, Fleet £14m, Estates £20m & other £2m. The ICT schemes include the continuing mobile and digital programme and also the inclusion of the control room futures scheme (a scheme to replace the ICT system within the control room) and provision for the national ESN project to replace the airwave radio system. The fleet schemes include the cyclical replacement of vehicles and includes the outcome of the review of fleet in 2017/18 to reduce vehicle numbers and reduce the fleet capital programme. The estates schemes include works to the estate to provide a new deployment centre in North Cumbria and provision for options for the west Cumbria estate to be evaluated.

The capital programme is supported by the ICT, Estates and Fleet strategy documents presented elsewhere on the agenda.

The capital programme is fully funded over the whole 10 years of the programme as currently modelled. By the end of 2020/21 accumulated capital grant and capital reserves will have been fully utilised. It has therefore been necessary to increase the amount of funding provided from the annual revenue budget from the current level of £1.7m in 2017/18 to £3m pa in the later years.

The Commissioner was referred to the recommendations as set out in section 2 and was asked to approve on one by one basis.

Following a discussion, the report was noted.

**RESOLVED,** that,

- (i) the report be noted; and
- (ii) the recommendations as set out in section 2 of the report were all approved on a one by one basis;

**099. DECISION 003-2018 – 2018/19 BUDGET AND MEDIUM TERM FINANCIAL FORECAST**

The Chief Finance Officer presented the report.

The Commissioner was asked to approve the revenue and capital budgets for 2018/19 and the level of council tax to support the budget, having taken into account the advice of the Joint Chief Finance Officer in his report on the robustness of the proposed budgets. The papers provided provisional financial information for the years 2019/20 to 2021/22 and for 10 years in respect of the capital programme.

The Commissioner was asked to note the attached Joint Chief Financial Officer's report on the robustness of the budget 'The Local Government Act 2003 Requirements' report (item 8a), taking into account his advice in respect of his decisions on the proposed budgets.

Appendix C of the attached report 'Budget 2018/19 and Financial Forecasts 2019/20 to 2021/2022' (item 8b) sets out the budget resolution for decision by the Commissioner in order to formally approve the level of council tax precept. In the context of the budget resolution, it is recommended that:

- a) The revenue budgets outlined in the report and appendices be approved, having regard to the Local Government Act 2003 Requirements report
- b) That the policy on reserves at appendix B be approved
- c) That the budget requirement for 2018/19 be set on the basis of the amount within the budget resolution at appendix C
- d) The council tax for Band D properties be approved at £232.74 for 2018/19, an increase of £11.97 or 5.42%, being the amount within the budget resolution

Following a discussion, the report was noted.

**RESOLVED**, that,

- (i) the report be noted; and
- (ii) Recommendations a) to d) as set out within the report were all approved on a one by one basis;

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## **PART 2 – ITEMS CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC**

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The Constabulary Director of Corporate Support (Stephen Kirkpatrick) and Head of ICT (Ian Hogarth) joined the meeting for the Part 2 Items.

### **100. DECISION 004-2018 – ESTATE AND FLEET STRATEGIES (2018 ANNUAL UPDATES)**

The Director of Corporate Support presented the report.

The Estate and Fleet Strategies have been developed by Cumbria Constabulary and were presented to the Police and Crime Commissioner for consideration. Both strategies set the plans and strategic direction for estate and fleet activities across both the Office of the Police and Crime Commissioner and the Constabulary.

The covering paper provided the annual update to both the 2018 – 2020 Estate and Fleet Strategies. The strategies are updated annually to capture the changing operational requirements of the Commissioner and the Constabulary. The strategies set out the current and emerging issues together with the strategic priorities for the year.

The Commissioner was asked to approve the 2018 – 2020 Estate and Fleet strategies.

Following a discussion, the report was noted.

**RESOLVED**, that,

- (i) the report be noted; and
- (ii) the 2018-2020 Estate and Fleet Strategies were approved;

### **101. DECISION 005-2018 – ICT STRATEGY 2018-2021**

The Head of ICT presented the report.

The Cumbria Constabulary ICT Strategy 2018 – 2022 aims to provide a link between the strategic objectives of the organisation and the priorities for the ICT Service. It seeks to outline the current and future requirements for ICT and documents the measures and changes that are required to meet these.

The strategy supports the priorities set out in the Police & Crime Commissioner's Police and Crime Plan 2016 – 2020 and is also cognisant of external influences which will significantly impact our future direction.

The strategy outlines five key priority areas of delivery and the projects, outcomes and approaches that will deliver these strategic priorities, however it was be noted that they are not mutually exclusive. It was clear that the reliance on technology within the Constabulary is now higher than at any other time and will continue to grow. The strategy therefore focuses on building solutions that are portable, cost effective and deliver operational policing systems and applications to all users whilst controlling implementation and on-going revenue budgets accordingly.

The ICT Strategy has been designed to be a live document that is continually updated as part of the implementation of the strategy. As the business requirements of the Constabulary change, the strategy will be updated to reflect this.

The Commissioner was asked to approve the ICT Strategy 2018 – 2022 to endorse the continuation of delivery against the Key Strategic Objectives detailed within the strategy.

Following a discussion, the report was noted.

**RESOLVED,** that,

- (i) the report be noted; and
- (ii) the ICT Strategy 2018 – 2022 was approved;

#### **101. DECISION 006-2018 – CONSTABULARY FUNDING ARRANGEMENT 2018/19**

The Chief Finance Officer presented the report.

The Police and Crime Commissioner is the recipient of all funding for policing and crime within the force area and is required to maintain the force. The annual constabulary funding arrangement sets out the arrangements between the Police and Crime Commissioner and the Chief Constable in respect of that funding including the detailed amounts of funding for policing operations, terms and conditions of funding and those areas of financial management where the Chief Constable can operate independently and those where the Chief Constable must refer back to the Commissioner.

The Commissioner was asked to approve the 2018/19 Constabulary Funding Arrangement.

Following a discussion, the report was noted.

**RESOLVED**, that,

- (i) the report be noted; and
- (ii) the 2018/19 Constabulary Funding Arrangement was approved;

It was noted that this would be the Chief Constable's final PAC meeting prior to retirement, and the Commissioner thanked the Chief Constable for his wise and solid financial management of the Force.

The Commissioner thanked everyone for their contribution.

**Meeting ended at 11.45am**

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

# Ethics and Integrity Panel



## Title: Annual Report

**Date: 28<sup>th</sup> March 2018**

**Agenda Item No: 08**

**Originating Officer: Chair of the Ethics & Integrity Panel**

**CC:**

### 1. Introduction & Background

- 1.1 The purpose of the Ethics and Integrity Panel is to promote and influence high standards of professional ethics in all aspects of policing and to challenge; encourage and support the Commissioner and the Chief Constable in their work in monitoring and dealing with issues of ethics and integrity in their organizations. The Panel's role is to identify issues and monitor change where required. The Panel has no decision making powers, although it is able to make recommendations to the Commissioner and the Chief Constable. It considers questions of ethics and integrity within both organisations and provides strategic advice, challenge and support in relation to such issues.
- 1.2 This report provides an overview of the work that the panel has carried out during 2017.
- 1.3 The Panel meets on a quarterly basis in private but its agenda and reports are published on the Commissioner's website following each meeting, with only sensitive or confidential information being excluded. Reports are provided by the Panel to the Commissioner's public meeting to provide information about the Constabulary's performance in areas that relate to ethics and integrity. The purpose of this is to promote public confidence.
- 1.4 An annual work programme is agreed to enable it to fulfil its terms of reference and scrutiny role. The programme fixes the tasks to be undertaken by the Panel at each of its scheduled meetings and has been set to ensure whenever possible that meetings are balanced in terms of the volume of work. The work of the Panel has continued to develop during 2017 and the 2018 work programme revised to reflect such changes. Again there are to be two thematic sessions held during the year. A copy of the Panel's current work programme can be found at [Appendix 1](#).
- 1.5 Membership of the Panel currently stands as:
  - Ms Lesley Horton
  - Mr Alan Rankin
  - Mr Michael Duff
  - Mr Alex Rocke

## 2. Public Complaints and Quality of Service

2.1 During 2017 the Panel noted that the standard of the Constabulary's public complaint files had been maintained throughout the year following previous recommendations made by the Panel. The Panel continued to review complaint files on a six monthly basis to ensure that standards were retained.

2.2 Over the reporting period the Panel reviewed 33 complaint files. At each dip sample any recommendations or comments are collated within an action sheet, some of which include:

- More extensive use of Body Worn Video by officers would be able to support or negate complaints made by members of the public. The Panel proposed that an example of good practice be circulated within the Constabulary bulletins.

The action plans are monitored by the Panel at their next dip sample session to ensure that these are completed and where appropriate implemented in a timely manner.

2.3 The Panel has also been asked by the Police and Crime Commissioner to look at a number of specific complaint files following communication to him from members of the public. The Panel undertook reviews and concluded that on each occasion the complaint had been dealt with fairly, proportionately and in line with statutory guidance.

2.4 At their quarterly meetings the Panel receive performance data from the Constabulary on the number of complaints they have received and how these have been subsequently managed, including whether this was in line with required timescales.

2.5 A new 'There and Then' system had been introduced whereby complaint calls were taken by experienced investigators, and if there were no criminal allegations being made, they would try and resolve the matter on that day where possible. This provided a quicker service for some of the more low level complaints with positive feedback being received from members of the public. The Panel had dip samples some of the initial cases and would continue to include these to ensure fairness and consistency.

2.5 Work undertaken by the Office of the Police & Crime Commissioner in relation to complaints and quality of service was also reviewed by the Panel. Members of the public write to the Commissioner regarding policing matters and issues. The OPCC through raising the issues with the Chief Constable's staff office facilitated individuals to receive a written response answering their questions or queries.

## 3. Police Officer and Police Staff Misconduct

3.1 As part of their work programme the Panel have reviewed police officer and police staff misconduct files prior to both their May and November 2017 meetings. The Panel have noted a continued improvement in the way the files have been dealt with and the information recorded therein.

3.2 During their sessions the Panel reviewed all files, providing views and recommendations for any improvement in the way information was provided or public perception of the handling of such cases. They were pleased to note that the quality of the files had improved and that following their comments a template had been created to assist managers in recording their findings and

detailing what actions have taken place or training to be completed.

- 3.3 The Panel receive on a quarterly basis information relating to police officer misconduct from the Constabulary's Anti-Fraud and Corruption Unit and information relating to police staff misconduct on a six monthly basis. This enables the Panel to monitor performance in relation to these areas of business and consider any patterns or trends.
- 3.4 Having reviewed such files, the Panel have gained assurance that the Constabulary are dealing with misconduct and complaints in a professional manner. At no time did the Panel disagree with the outcome of any of the files. Where they provided advice or recommendations, this was to improve the service provided or the process being undertaken.

#### 4. Code of Ethics and Code of Conduct

- 4.1 As part of the Panel's role it seeks to ensure that both the Constabulary and the Police and Crime Commissioner have embedded within their organisations the **Code of Ethics** and **Code of Conduct** respectively.
- 4.2 During their various dip sample sessions the Panel saw first-hand that policies and procedures within the Constabulary had the ethos of the Code of Ethics embedded within them. When carrying out reviews of performance, the Panel were provided with evidence of the methods used by the Constabulary to promote the Codes of Ethics since its inception. These included new training sessions which all officers and staff were required to undertake, information on noticeboards, newsletters and Chief Officer road shows.
- 4.3 Similarly the Commissioner upon taking office in May 2016 swore an oath to act with integrity and signed a Code of Conduct. A Code of Ethics developed by the Association of Police and Crime Commissioners (APCC) has also been adopted by the Commissioner. It sets out how The Commissioner has agreed to abide by the seven standards of conduct recognised as the Nolan Principles. This Ethical Framework allows transparency in all areas of work of the Police and Crime Commissioner. These principles encompass the Commissioner's work locally and whilst representing Cumbria in national forums. The Panel did not identify any complaints received from either members of staff or the Commissioner during 2017.
- 4.4 The Panel have been provided with assurance whilst carrying out their role that both organisations take the ethos of the Code of Ethics and Code of Conduct extremely seriously and this has been evident in the reviews and dip samples they have undertaken in other areas of business.

#### 5. Grievances and Civil Claims

- 5.1 On a six monthly basis the Panel have reviewed **Grievances** being processed by the Constabulary during agreed reporting periods. Although the numbers were very low, the Panel gained assurance that the Constabulary were proactively encouraging officers and staff to raise such matters. It was noted that many issues were raised and dealt with on an informal basis which those concerned felt was more beneficial.
- 5.2 The Panel were advised that the staff union, Unison, were pleased that issues were resolved at an early stage and saw this as a positive step by the Constabulary. Although this may be good for the

individuals involved the Panel felt that it did not allow the matters to be recorded and enable the organisation to learn for the future or make appropriate changes.

- 5.3 On behalf of the Police and Crime Commissioner the Panel also monitor **Civil Claims** being processed by the Constabulary's Legal Department. They received information about the types of claims being made, the stage the proceedings had reached and about the claims that had been resolved. As part of this oversight the Panel seek assurance that any trends are being identified and how the organisation learnt from particular cases disseminating information throughout the organisation to avoid future risks and claims.
- 5.4 To date the Panel have not identified any issues or concerns in either area of business. On a national and local level the Constabulary, along with other forces, are in the process of dealing with employment tribunals in relation to police pensions. Currently there were 114 claims with more being added following the Constabulary implementation the national pension regulations. The claims were being co-ordinated nationally by Hertfordshire Constabulary.

## 6. Thematic Inspections

- 6.1 The Panel have reviewed two areas of thematic work during 2017 and one in February 2018. The first being **Special Constabulary Recruitment** during a session in February 2017. The Panel discussed the recruitment, training and onward retention of volunteers within the Special Constabulary; including the the types of volunteers that the Constabulary wished to recruit and the reasons behind individuals wishing to join.
- 6.2 Due to the various roles that the Constabulary would like them to perform it was proposed that the Constabulary consider how they carried out their recruitment and whether it should be at times tailored to enable them to recruit volunteers with specialist or community skills. They also considered that if the Constabulary would like to have volunteers with specialist skills to assist particular departments then was it necessary for them to be enrolled within the Special Constabulary or could they be enrolled as a police volunteer. From this work the Constabulary subsequently looked at the broader scope of citizens in policing.
- 6.3 The Panel were keen to ensure that systems would be in place for ongoing support to volunteers once they were recruited; what supervision they would have, ongoing training and monitoring of their wellbeing needs. Further updates and discussions were provided to the Panel at their May meeting.
- 6.4 Prior to their May meeting the Panel undertook a dip sample of **Stop and Search** forms to ensure that the completion of the forms had been maintained. Of the 42 forms reviewed on 3 were felt to be non-compliant and 7 which required some improvement. The Panel had noted significant improvements in the completion of the forms; and although the overall number of searches was reducing the percentage of positive outcomes was increasing. Members suggested that an increase in the wearing of Body Worn Video by officers, would either support or negate any subsequent complaints following the stop and search process.
- 6.5 At their September thematic session the Panel undertook a review of **Body Worn Video (BWV)**. This had successfully been introduced for front-line officers in 2010, with 238 devices being purchased of which approximately 160 were operationally deployed.

- 6.6 The Panel sought assurance that images were being captured and stored in line with Data Protection Regulations. Statutory guidance was in place which mandated when recording was permitted and the Panel noted that Cumbria had mandated recording at incidents of Domestic Violence.
- 6.7 Members had sought clarification as to why continuous recording was not permitted and noted that there had to be a rationale for recording people proportionately, taking images indirectly of individuals not involved in the incident, and retention of the footage for a period of time also had to be taken into account. Standard Operating Procedures (SOP's) for Body Worn Video have not really changed since BWV was first introduced. A piece of work is going to be undertaken to update the SOP's, and it was agreed that the Ethics & Integrity Panel would be included in the consultation process.
- 6.8 Ethical considerations were discussed such as the impact on police and public relations; the impact on prosecutions/court hearings; impact on victims and the storage and deletion of recordings. The Panel were keen to be assured about the downloading, storage and disposal of the images recorded. Work was being carried out by the Constabulary to improve both of these facilities from current arrangements with a project team looking at a cloud based system to manage all of the requirements and be auditable. A digital evidence repository would need to be able to handle Constabulary footage as well as evidence that members of the public may also send in and may include drone footage, dash-cam footage, I-phone footage etc. Footage would be checked for potential viruses, and would also be able to shared with other agencies (e.g. CPS).
- 6.9 At their thematic session in August 2018 the Panel would be revisiting this area of business to review its progress.
- 6.10 During the February thematic session the Panel had visited the Constabulary's Communications Centre to ascertain how the **Professional Discretionary Framework** had been implemented and was being utilised by officers and staff. The members spent over an hour listening in to telephone calls received and how they were handled by officers and staff. There had been a mixture of the types of calls received but it was noted that there was a recurring theme of mental health issues and vulnerability. Officers were very good at handling them, polite and firm with the non-999 calls, identifying any vulnerability for future records.
- 6.11 17% of the calls received related to crimes, with the rest being mostly public safety issues. It has been a step-change for the Constabulary to put officers into the Comms Centre, however early identification of vulnerability had been commented upon by HMIC. The officers provided instant problem solving for the caller with 30% less deployment for front line officers; leaving them free to deal with more complex jobs.
- 6.12 The Panel had taken the opportunity to dip sample cases dealt with under the discretionary framework to ensure that the framework had been applied correctly. They identified that in one instance the framework had not been used when it could have been applied. This had been in relation to a theft from a shop in a very rural location. The benefit to the community of having an officer go and speak with the owner far outweighed that of using the framework. Generally they found that the recording of the use of the framework was detailed, appropriate, at the right level and volume.
- 6.13 Some of the matters they had reviewed related to safeguarding of vulnerable people. Utilising safeguarding resources now within the Comms Centre, enabled matters to be dealt with quickly, taking pressure off the hubs and assisting officers at ground level. DCC Skeer advised that the

Constabulary had received £3m transformation funding to enable inter-agency working. This had proved very successful in providing officers with support and advice to deal with matters. A large amount of training had been given to officers and staff on the difference elements of the mental health spectrum, which was providing a great insight to be able to deal with individuals. It was noted that during the previous year demand relating to mental health matters had increased by 177%. It was important multi-agency solutions were sought. Hubs across the county have partners co-located which look at how issues can be problem solved.

- 6.14 During their morning session and with the aid of the performance report, the Panel reiterated their assurance that the professional discretion framework was working well within the Comms Centre and was being appropriately applied.

## **7. Conclusion**

- 7.1 The Panel continues to develop their role, expanding into other areas of business to assist not only the Constabulary but enable the Police and Crime Commissioner to have further and more detailed oversight of the work of the Constabulary.
- 7.2 Recommendations and guidance have been welcomed not only by the Constabulary but also the OPCC, resulting in a number of changes and developments to processes and procedures. The future work of the Panel will continue to be reviewed and developed to ensure that the Panel remain an independent body in their oversight of the Constabulary and OPCC.

## **8. Recommendations**

The Commissioner is asked to:

- (i) receive and note the report on the work undertaken by the Ethics and Integrity Panel during the past year; and
- (ii) note the positive changes to processes and practices as a direct result of work and recommendations made by the Panel.