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

**Our reference: PC**

**Date 28<sup>th</sup> November 2019**

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

The Police and Crime Commissioner's Public Accountability Conference will take place on **Wednesday 18<sup>th</sup> December 2019** in the **OPCC Conference Room**, Police Headquarters, Carleton Hall, Penrith, at **9.30am**.

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

**V Stafford**  
**Chief Executive**

**Attendees:**

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

# **AGENDA**

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

**1. APOLOGIES FOR ABSENCE**

**2. URGENT BUSINESS AND EXCLUSION OF PRESS AND PUBLIC**

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

**3. QUESTIONS FROM THE PUBLIC**

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

**4. DISCLOSURE OF PERSONAL INTERESTS**

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

**5. MINUTES OF MEETING**

To receive and approve the minutes of the Public Accountability Conference held on the 7<sup>th</sup> November 2019 (copy enclosed)

**6. PERFORMANCE PRESENTATION**

To receive a verbal update from the Constabulary in relation to performance for the most recent 12 months rolling total data, as agreed in the Police and Crime Plan Accountability Framework

**7. THEMATIC PRESENTATION – ‘A VISIBLE & EFFECTIVE POLIC PRESENCE’**

To receive and note a Constabulary presentation in relation to ‘A Visible & Effective Police Presence’

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

Minutes of the Public Accountability Conference held on  
Friday 7<sup>th</sup> November 2019 at Carleton Hall, Penrith  
at 10:00am

**PRESENT**

Police & Crime Commissioner - Mr Peter McCall (Chair)

**Also present:**

Chief Finance Officer (Roger Marshall);

OPCC Deputy Chief Executive (Gill Shearer);

OPCC Executive Support Officer (Paula Coulter) – Taking minutes

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

**001. APOLOGIES FOR ABSENCE**

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

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

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

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

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

**004. DISCLOSURE OF PERSONAL INTERESTS**

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

## 005. MINUTES

The Chair presented the minutes of the Public Accountability Conference held on the 25<sup>th</sup> September 2019, these had previously been circulated with the agenda. The minutes were agreed as an accurate record and signed by the Chair.

**RESOLVED,** that, the

- (i) Minutes of the Public Accountability Conference held on the 25<sup>th</sup> September 2019 be confirmed as a correct record and signed by the Chair;

## 006. CONSTABULARY REVENUE BUDGET MONITORING QTR 2 TO SEPTEMBER 2019

The Chief Finance Officer presented the Constabulary Revenue Budget Monitoring QTR 2 report, which was summarised as follows:

The current forecast of net expenditure amounts to £122.307m compared to a revised budget of £122.019m. The variance amounts to a forecast overspend of £288k (0.24%) and is made up of a forecast overspend on expenditure budgets of £859k (0.67%), an increase in income of £29k (0.44%) and an assumption that we will receive £542k in funding in relation to costs incurred during 2019/20 to service Operation Uplift.

The forecast overspend represents an increase of £303k compared with the underspend of £15k reported as at the end of June 2019. The major changes between June and September are principally in relation to the assumptions made with regard to the police officer recruitment in response to the government's proposed increase in police officer number (Operation Uplift) and around central funding for provided in relation to these additional costs. In addition, reductions in PCSO pay (leavers to join as regular police officers), reductions in payments to NWROCU offset by additional expenditure on uniform, operational equipment & services, accommodation, ICT, training and car hire.

Following a discussion, the report was noted.

**RESOLVED,** that, the

- (i) Constabulary Revenue Budget Monitoring QTR 2 Report was noted;

## 007. COMMISSIONERS REVENUE BUDGET MONITORING REPORT QTR 2 TO SEPTEMBER 2019

The Chief Finance Officer presented the Commissioners Revenue Budget Monitoring QTR 2 report which was summarised as follows:

The current forecast of net expenditure amounts to £104.109m compared to a revised budget of £103.742m. The variance amounts to a forecast overspend of £367k (0.35%) and is made up of a forecast overspend of £830k (0.68%) in respect of Constabulary budget, a forecast overspend of £79k (0.43%) on budgets managed by the Commissioner and the current assumption that we will receive £542k of additional funding in relation to costs incurred during 2019/20 to service Operation Uplift.

The forecast underspend on the Commissioner's own office budget arises principally as a result of underspends on staff in the office of the PCC (£24k).

In respect of other budgets managed by the Commissioner, the forecast overspend arises as a result of an overspend on premises costs (£16k) concerning repair and maintenance, capital financing (£36k) related to a change in how capital expenditure is financed and an adjustment to grant income received (£25k). There is also a forecast reduction to investment income of £35k, as planned changes to the investment strategy are deferred until the outcome of Brexit and any associated financial implications are more fully understood. These extra costs are partially offset by reduced transport insurance as a result of a low claims rebate received in respect of the previous year (£10k).

Following a discussion, the report was noted.

**RESOLVED,** that, the

- (i) Commissioners Revenue Budget Monitoring QTR 2 Report was noted;

## 008. CAPITAL BUDGET MONITORING REPORT QTR 2 TO SEPTEMBER 2019

The Chief Finance Officer presented the Capital Budget Monitoring QTR 2 report.

The current forecast of net expenditure amounts to £7.339m compared to a revised budget of £8.395m. The variance amounts to a net forecast underspend on the capital program of £115k (1%) and slippage of £940k (11%) to future years.

£250k of slippage is in relation to Tasers. A discussion will take place with the Chief Constable in relation to Taser demand.

It was noted that the new Eden Deployment Centre is delayed, but due to be complete in January 2020.

A discussion took place around 101 and issues with the SAAB system. The Commissioner will spend time later in the day in the Comms. room to see the issues first hand.

### **Recommendations.**

The Commissioner was asked to approve the following 2 x recommendations:-

**R1)** The Commissioner is asked to approve the transfer of £43k from the Smartphones budget and £4k from the Websense/ePKI project. These are to cover the costs of recurring licences that are renewed each year and therefore do not meet the definition of capital expenditure

**R2)** The Commissioner is asked to approve the transfer of £69k from Control Room Futures budget. This is to cover the cost of a software licence - £12k and additional staffing costs from the go live phase for training and overtime. Within the approved capital budget, there was provision of additional project resources. These items do not meet the definition of capital expenditure so need to be treated as revenue expenditure and as such, the request is being made to transfer budget from capital to revenue.

Following a discussion, the report was noted and the recommendations R1 & R2 were both approved in accordance with the detail set out within the report.

**RESOLVED,** that, the

- (i) Capital Budget Monitoring QTR 2 Report was noted; and
- (ii) Recommendations R1 & R2 were both approved in accordance with the detail set out within the report;

## 009. TREASURY MANAGEMENT ACTIVITIES QTR 2 TO SEPTEMBER 2019

The Chief Finance Officer presented the Treasury Management Activities QTR 2 report, the purpose of which is to report on the Treasury Management Activities (TMA), which have taken place during the period July – September 2019, in accordance with the requirements of CIPFA's Code of Practice on Treasury Management. TMA are undertaken in accordance with the Treasury Management Strategy Statement (TMSS) and Treasury Management Practices (TMPs) approved by the Commissioner in February each year.

As at 30 September 2019 the total value of investments was £20.151m and all were within TMSS limits. A full list of the investments that make up the balance of £20.151m is provided at Appendix A within the report, which is available on the Commissioner's website.

In accordance with the Prudential Code, the TMSS includes a number of measures known as Prudential Indicators, which determine if the TMSS meets the requirements of the Prudential Code in terms of Affordability, Sustainability and Prudence. An analysis of the current position with regard to those prudential indicators for the financial year 2019/20 is provided at Appendix B. The analysis confirms that the Prudential Indicators set for 2019/20 are all being complied with.

Following a discussion, the report was noted.

**RESOLVED,** that, the

- (i) Treasury Management Activities QTR 2 Report was noted;

**Meeting concluded at 10:55am**

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

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

# Performance

Public Accountability Conference  
December 2019

ACC Slattery



 101

 [www.cumbria.police.uk](http://www.cumbria.police.uk)

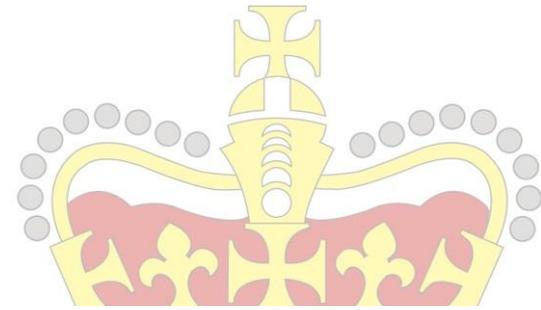
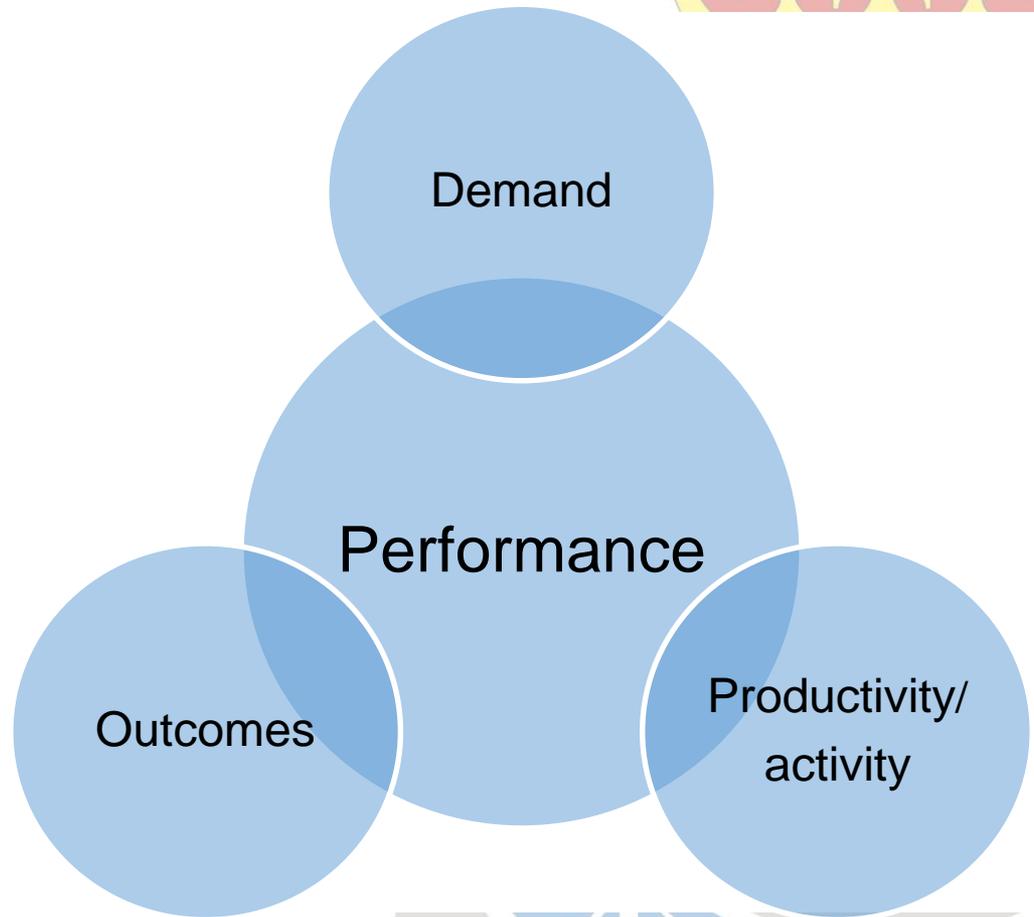
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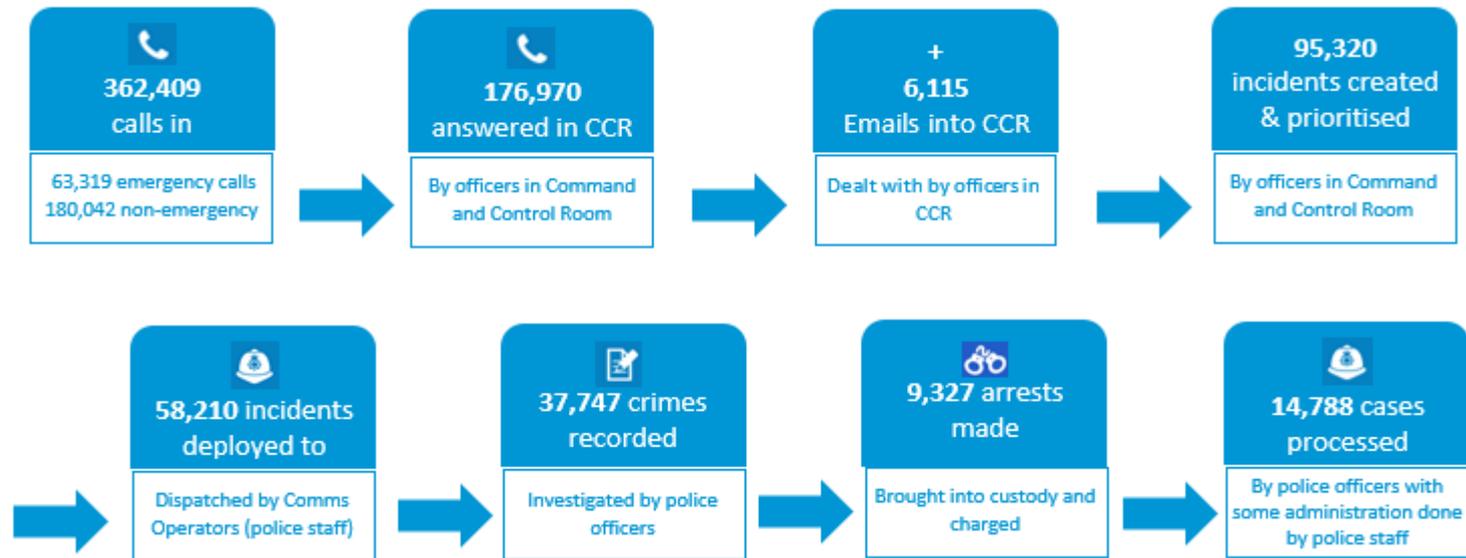
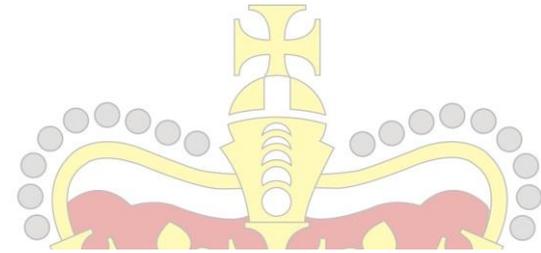
# Purpose of this report

To provide information to the public that shows performance in the context of the demand the police service deals with, the productivity of the officers and staff and the outcomes that are delivered.

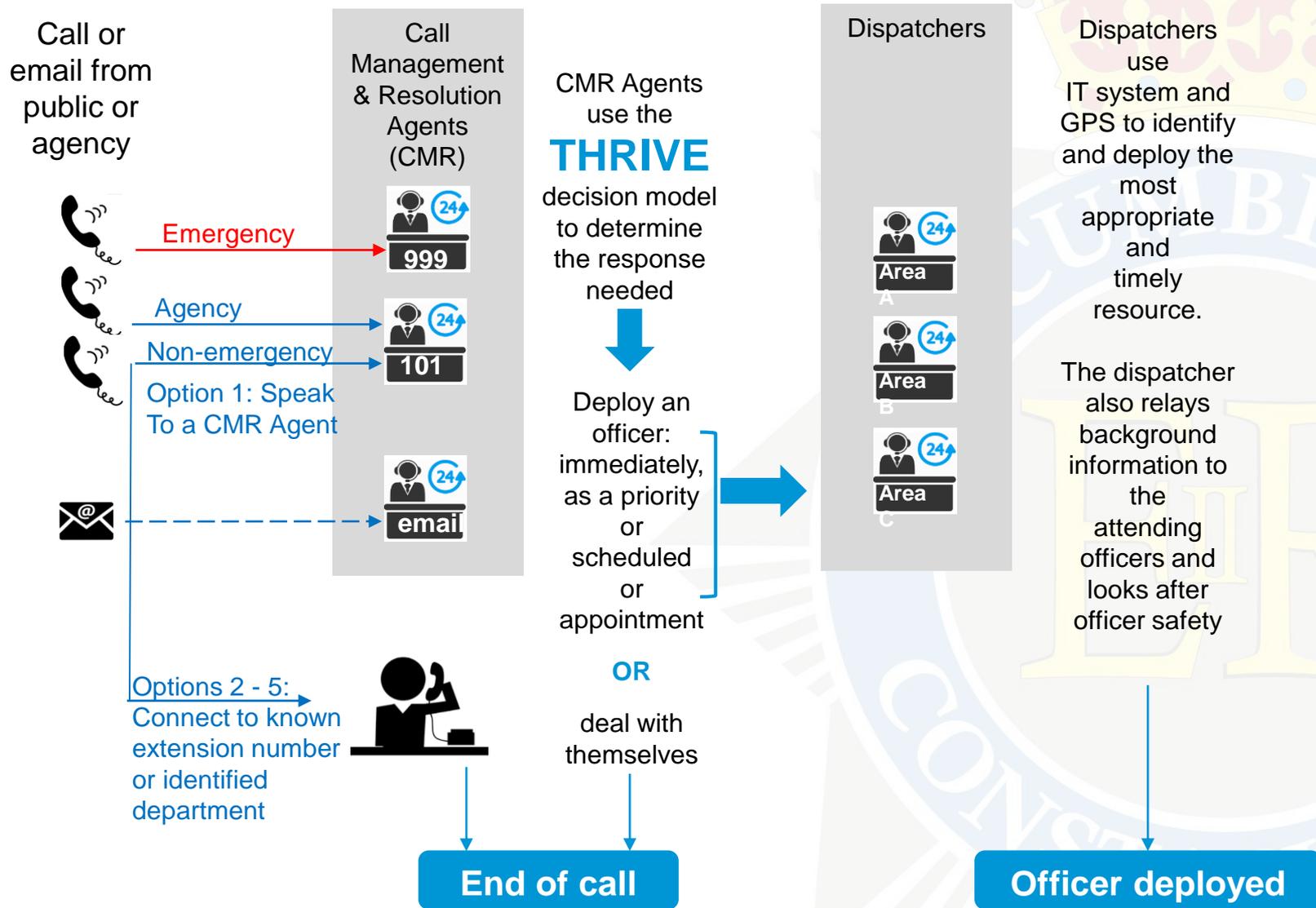
**The period covered is the 12 months to end October 2019.**



# Flow of demand



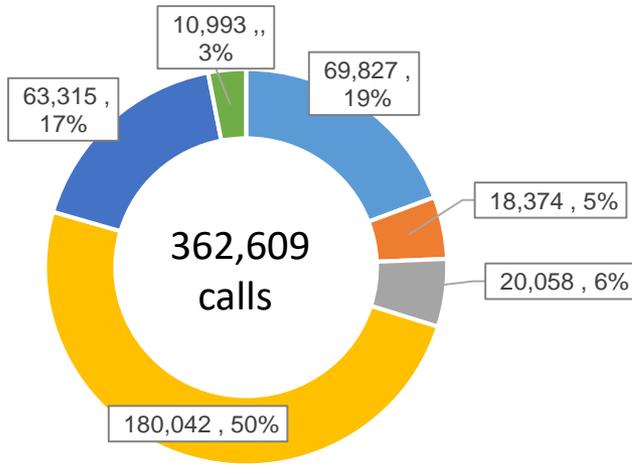
# How we respond to calls for service –putting officers and staff where they are needed



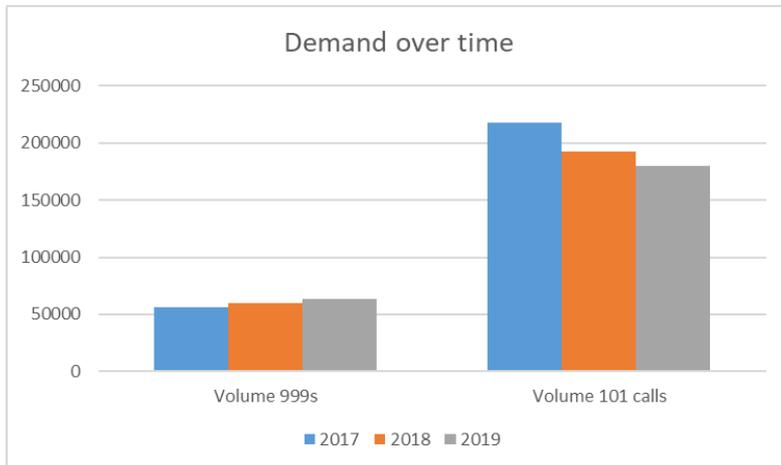
# Responding to the public – calls for service-demand



Volume of calls into Constabulary  
12 months to October 2019



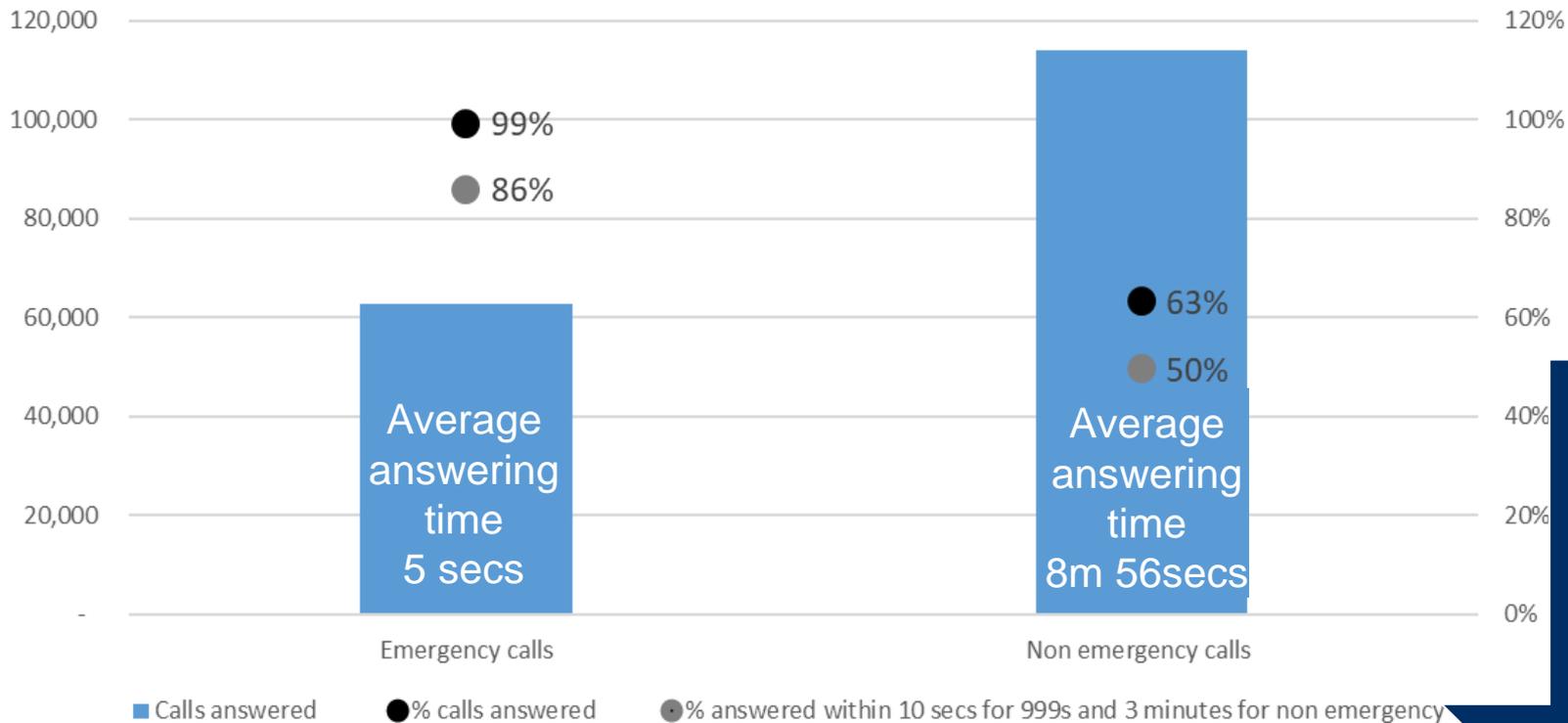
- Inbound to known extension
- Inbound to Custody
- Inbound to another Department
- 101 calls into CMR
- 999 calls into CMR
- Agency calls into CMR



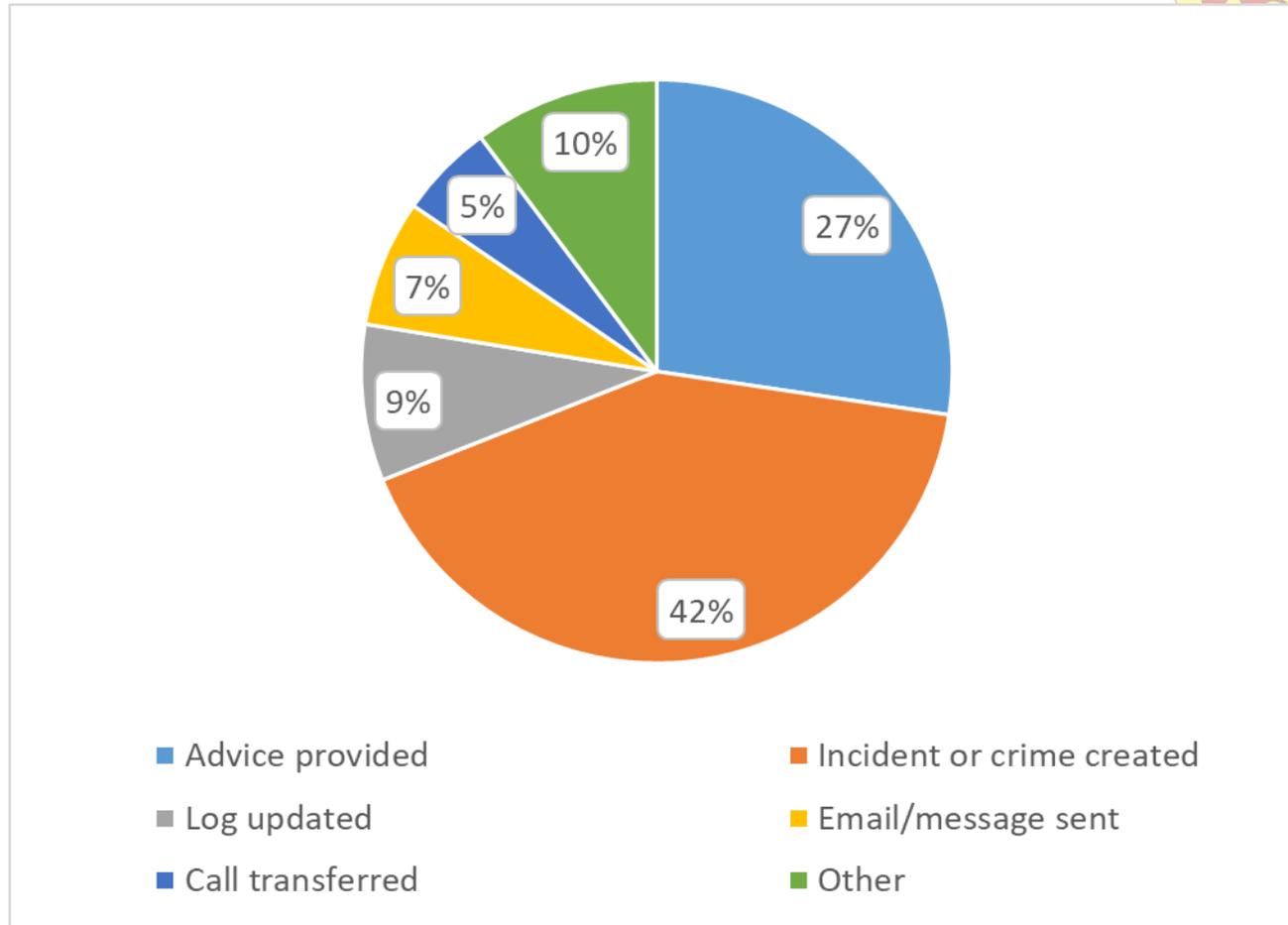
- CMR officers deal with 70% of all the calls into the Constabulary
- 50% of all calls are non emergency calls
- 17% of all calls are emergency calls
- 30% of callers chose an extension or a department to speak to
- Emergency call demand has increased by 12% over past 3 years
- 101 calls into CMR have decreased by 17%
- Emails have increased year on year. 6,115 emails have been dealt with in the past 12 months

# Responding to the public – calls for service- 999 and 101 performance

Call answering performance in CMR  
12 months to end October 2019



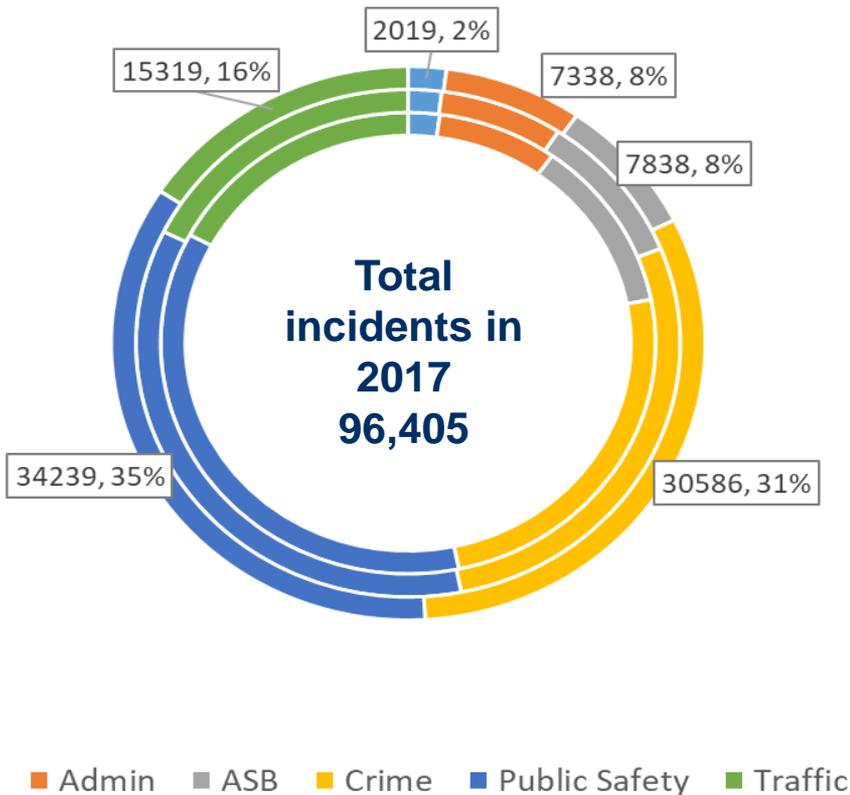
# Responding to the public – what happens to the calls answered by CMR police officers



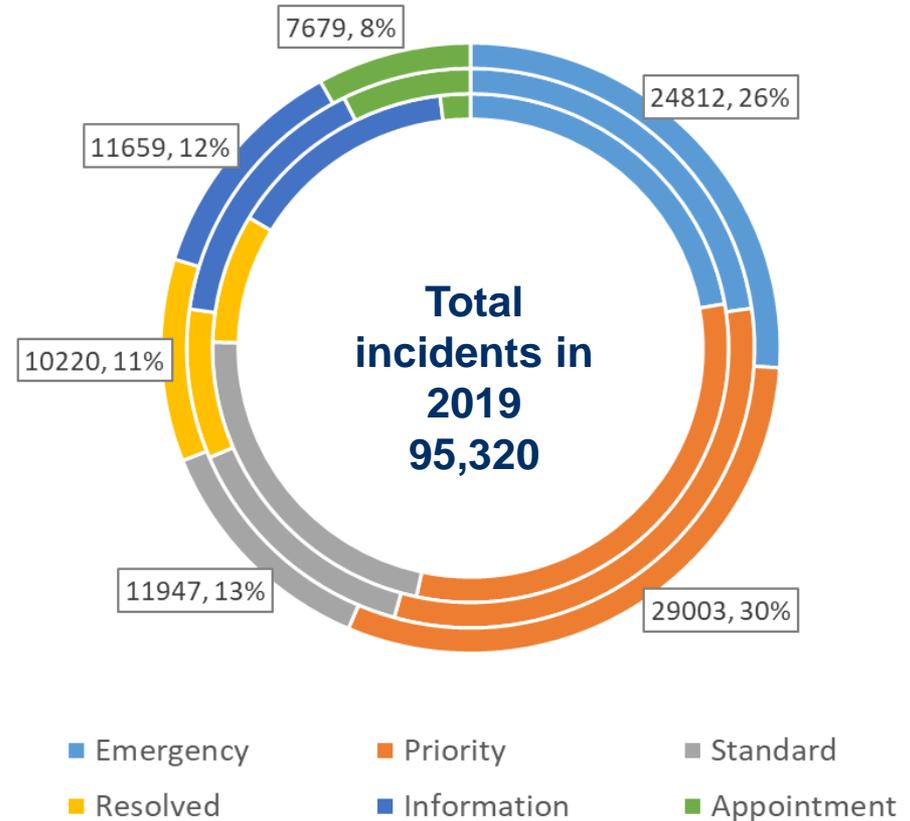
# Responding to public – incident demand and type



Incidents by category over the past 3 years



Incidents by priority over the past 3 years



- **39% of all incidents are dealt with in Command and Control Room without deployment**



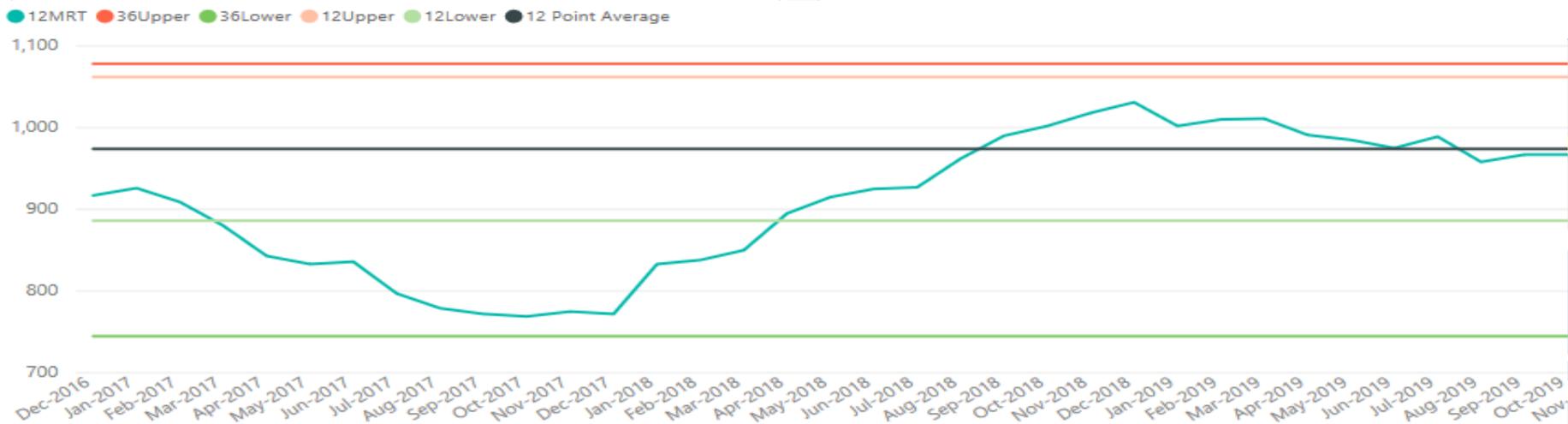
# Responding to the things that the public said were important



Top 3 things you said were important priorities for you: **Drug dealing, antisocial behaviour and antisocial driving behaviour** (which is covered in Visible and Effective Police presence presentation)

**Operation Nile** – county lines  
 5 people convicted- sentenced to **56 years and 2 months** plus 10 locals from Carlisle and North Cumbria prison sentences between 1 and 6 years  
 Class A drugs removed from circulation  
 Cash seized and mobile & phones taken out of service

**Operation Horizon** – county lines  
 Disrupted the supply network at a higher level.  
 18 people already sentenced to over 63 years  
 19 further people due in court January 2020 for trial or sentence



# Responding to the things that the public said were important



## Operation Earnest— county lines

More than 25 arrests on suspicion of offences including class A drug supply and weapons offences. Cases are progressing through the criminal justice system.

Drugs with a total street value of more than £100,000 recovered mainly heroin and crack cocaine.

200 homes visited as officers spoke face-to-face with residents to see what issues were affecting them and gathered information.

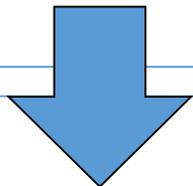
More than 100 stop-searches of vehicles and people.

6 injunctions and evictions of local people suspected to be working with county line drug gangs.

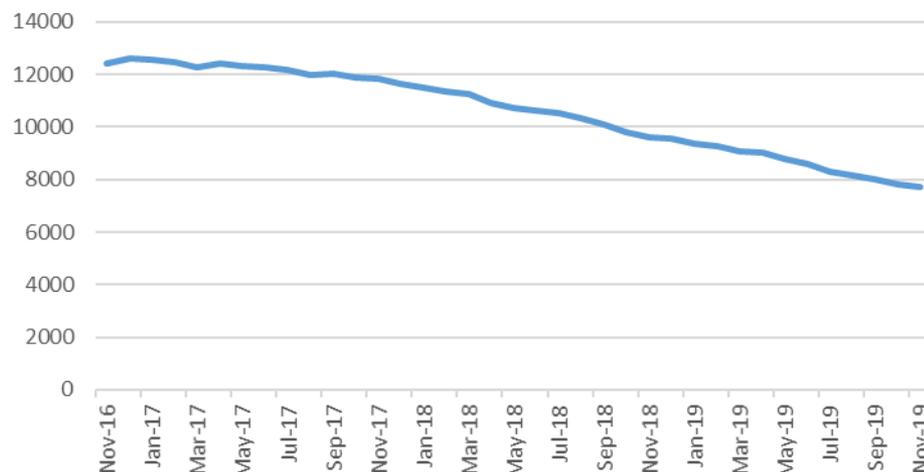
A number of drug driving arrests.

Vehicles and weapons seized.

**Also significantly reduced other crime, disorder and ASB**



Antisocial behaviour Nov 2016 - October 2019



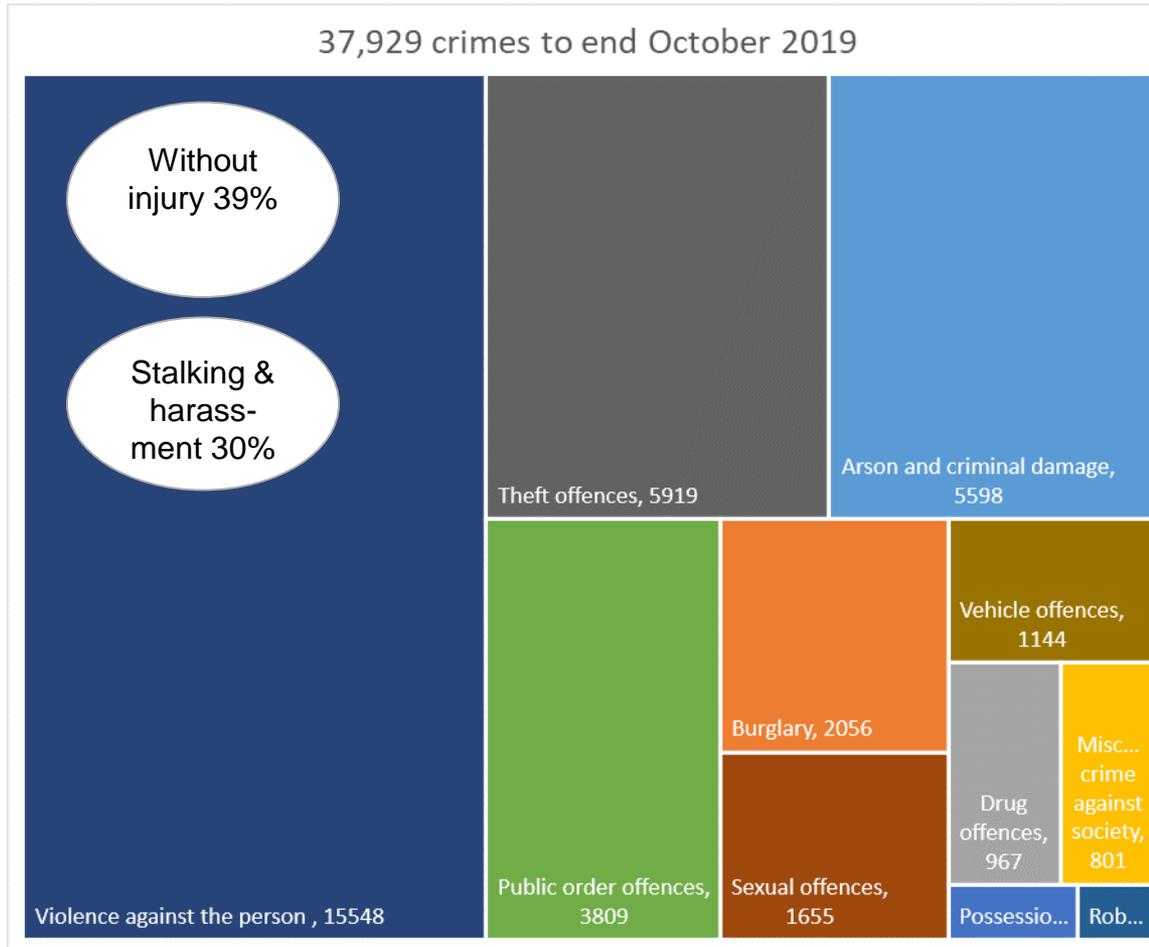
Many other initiatives driving down ASB, for example

- Community Alcohol Partnerships tackling underage drinking
- Carlisle City Watch Partnerships day time economy; drug dealing, begging, street drinking, vulnerability, trafficking and exploitation
- Targeted action dealing with Long term neighbourhood issues

# Crime and investigations – current demand



- Recorded crime has increased to 37,929 in the 12 months to end October 2019, compared to 33,796 for the same period last year. This is an increase of 12%.
- 3 main reasons for increases in police recorded crime**
  - continuing improvements to recording processes and practices (most impact- violence without injury categories, public order & other sexual offences)
  - more victims reporting crime (all sex offences, domestic abuse, hate crime)
  - genuine increases in crime (more proactive work on e.g. drugs, theft)
- Cumbria’s crime reflects the national trend



# Crime and investigations – comparison data



National comparison are to June 2019 (excludes City of London) for recorded crime volumes:

- 2<sup>nd</sup> lowest for drugs offences
- Third lowest level of all recorded crime in England and Wales
- Fifth lowest level for violence against the person and fourth lowest for violence without injury
- Seventh lowest for sex offences
- Ninth lowest for public order

How crimes with specific factors compare to previous 12 months

Alcohol related crime down by 39%  
now makes up 7% crime

Historic crime increased by 40%  
now makes up 5% of crime

Cyber crime increased by 44%  
Now makes up 5% of crime

# Crime - open investigations



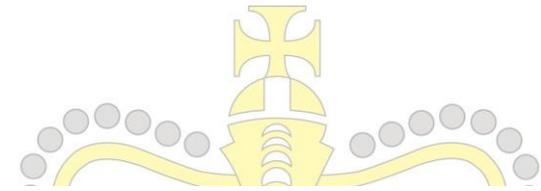
Open investigations on 10 December 2019



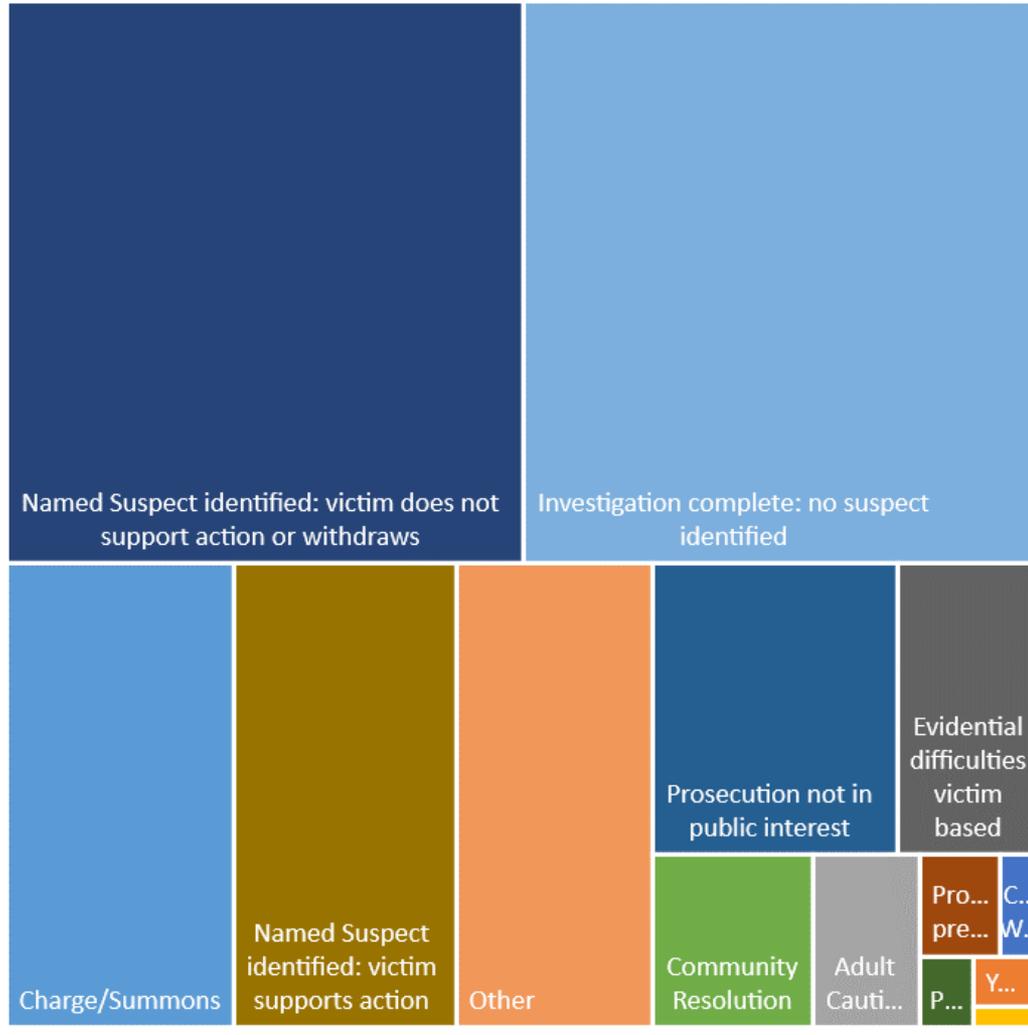
Active Crimes Per Investigating Officer



# Crime and investigations- outcomes



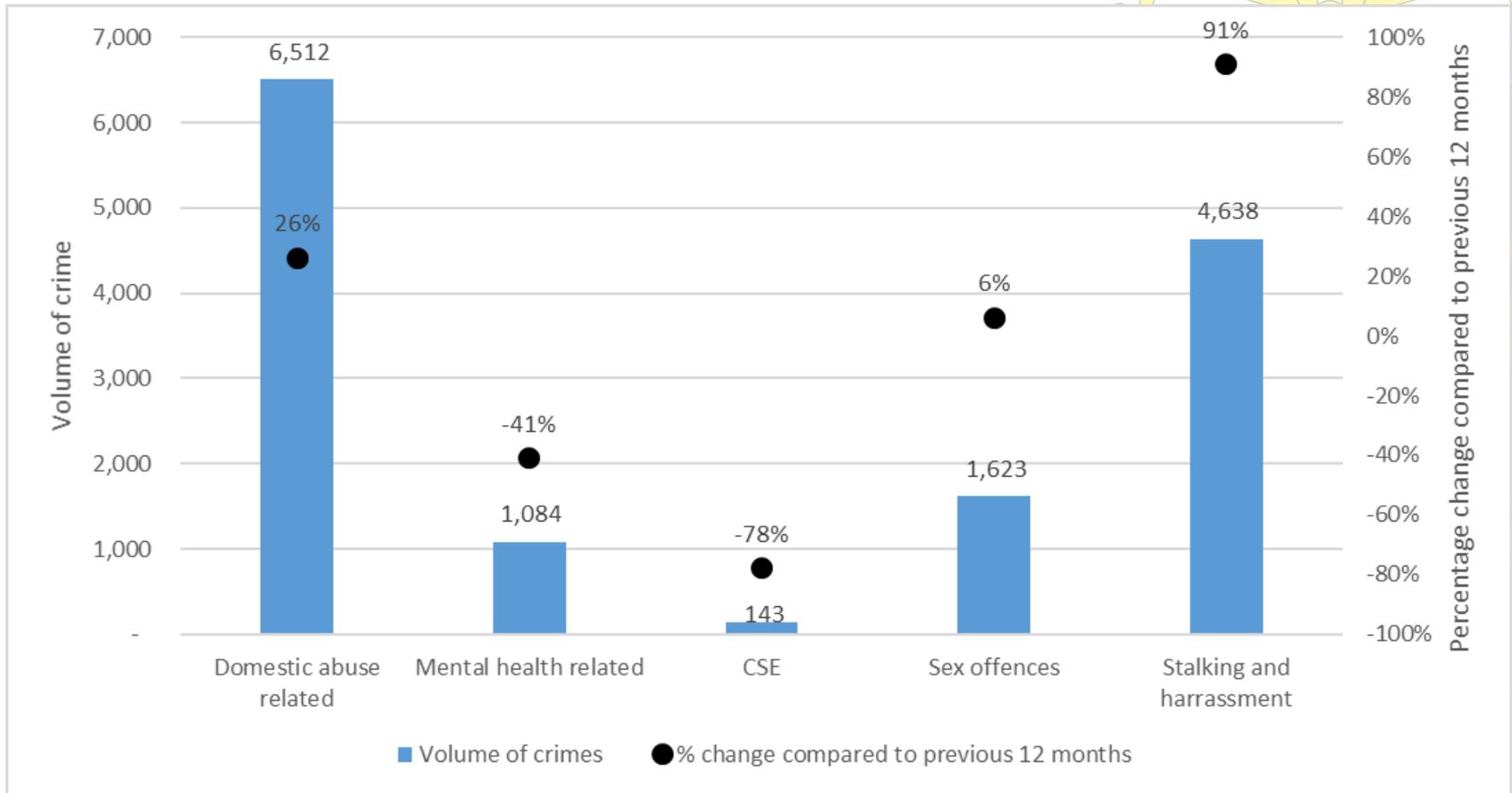
Types of outcomes to end October 2019



## Activity being undertaken to improve investigations and outcomes during 2019-20

- improve investigative skills via Continuous Professional Development
- explore an ICT system that tracks training and accreditation to support a skilled and trained workforce
- ISO Accreditation in forensics departments
- re-prioritise resources to undertake future demand in DFU and DMIU work, to meet the demand
- deliver the Investigative Quality Plan

# Protecting vulnerable people- demand



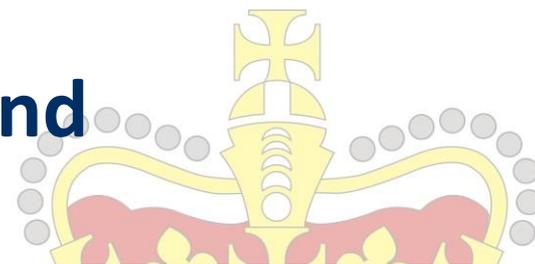
3,582 missing people

1,956 high risk

1,863 medium risk

123 low risk

# Protecting vulnerable people- demand



- Implementing new risk assessment models
- More understanding on repeats to identify interventions that work
- Partnership working (performance, use of technology, governance)
- Missing from Home officers, new technology
- Mental health officers
- Further training and learning from experience/good practice on stalking and harassment

# Criminal justice

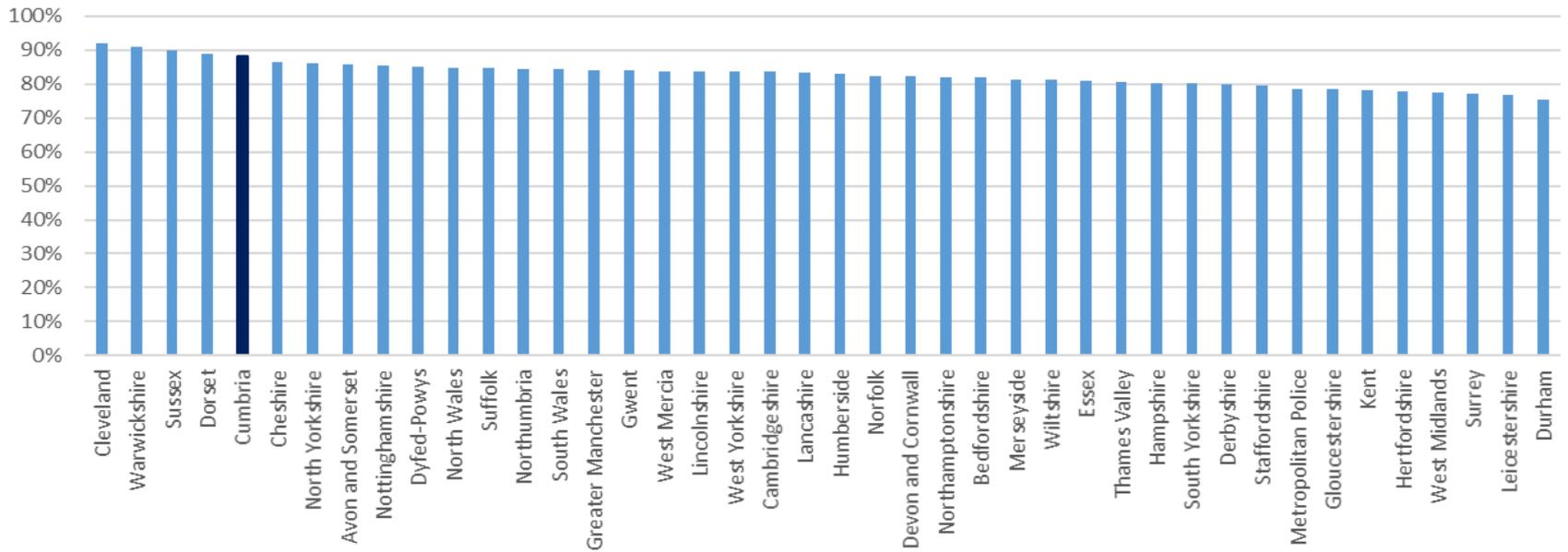
**9,327**  
arrests made

**2,144**  
Voluntary  
attenders

11,471 people processed through Custody

**14,788** cases  
processed

2018 Court outcomes by police force area - convictions



# A visible and effective police presence

Public Accountability Conference  
December 2019

Chief Superintendent Rob O'Connor



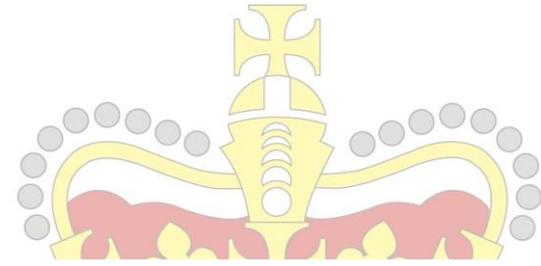
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# Purpose of this report

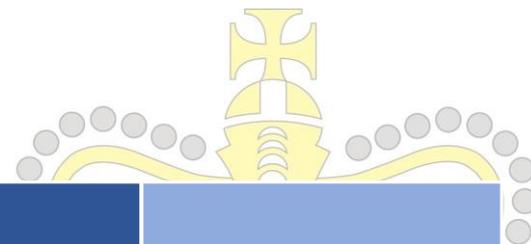


To provide assurance that:

- Additional funding secured through the council tax precept is making a real difference in the community
- The Constabulary is on track to secure additional officers through the national programme 'Operation Uplift'.
- The Constabulary continues to explore developments through collaborative working and technological advancements to improve services, maximise police visibility and the capabilities of its workforce.



# Officers in right place



645 Officers  
12 Staff  
95 PCSOs  
**57 Specials**  
55% officers

432 Officers  
231 Staff  
37% officers

53 Officers  
272 Staff  
5% officers

## VISIBLE FRONTLINE POLICING

Neighbourhood and response officers, policing events, community problem solvers, PCSOs, traffic units, dog section, armed response

## FRONTLINE POLICING

Call management and resolution, dispatching to incidents, public protection units & Safeguarding Hub, CID, Digital Media Investigation Unit, serious & organised crime units, CT, economic and specialist investigation units, front desks, v

## BUSINESS SUPPORT

Training, HR, finance, legal, fleet, estates, ICT, professional standards, press and media, performance review, procurement, admin support

## OPERATIONAL SUPPORT

Civil contingencies, intelligence analysis, forensics, criminal justice, Central Ticket Office, crime management, force command

35 Officers  
131 Staff  
3% officers

# Officers in the right place:

## Non-operational roles being done by uniformed officers

- **Training**

Probationer training, area training, specialist operational training (firearms, roads); training requiring policing skills and knowledge- e.g. CSE, domestic violence

- **Digital Policing roles**

Specialist knowledge of police processes ensuring that benefits are realised

- **Change**

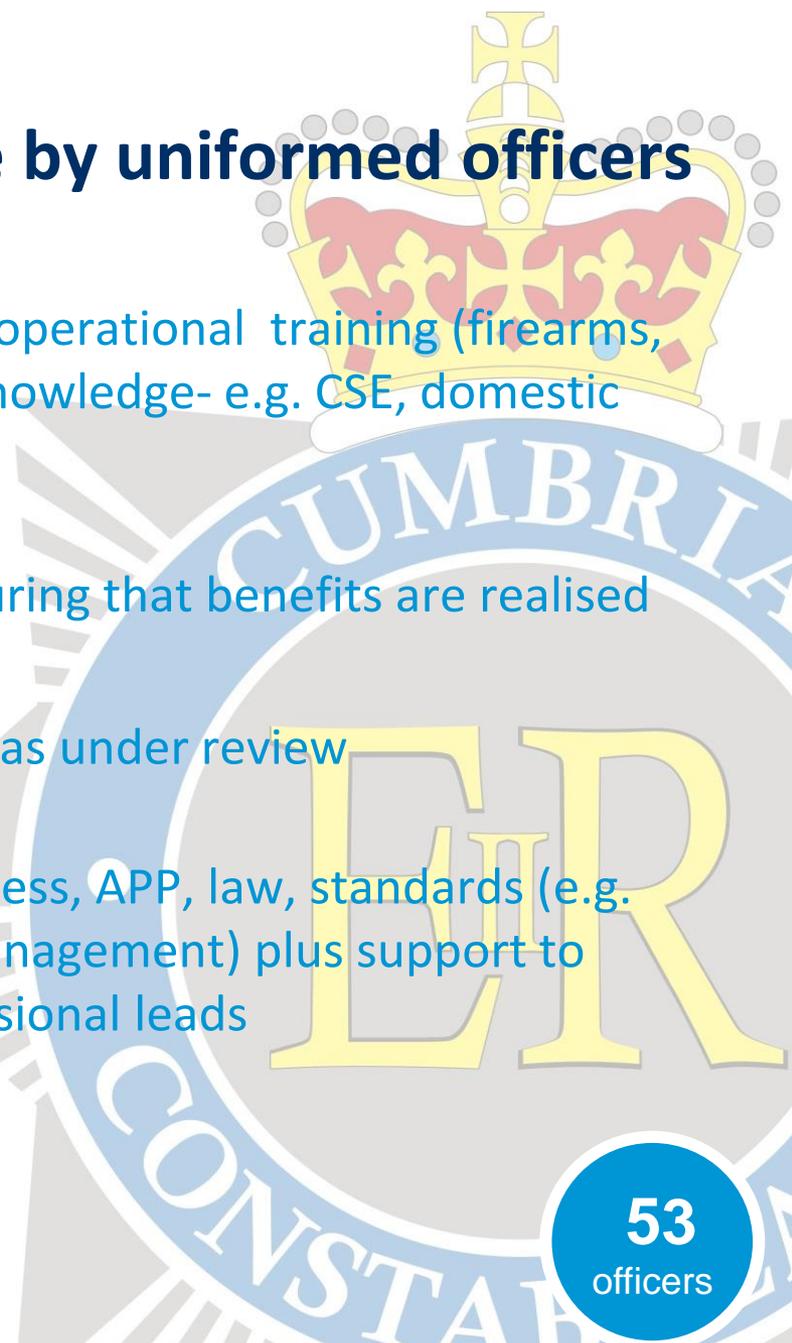
Specialist policing knowledge for specific areas under review

- **Business Improvement Unit**

Officers requiring policing knowledge of process, APP, law, standards (e.g. missing from home, DV, Stop Search, case management) plus support to performance, policy development and professional leads

- **Professional Standards**

Investigators (ACU) and complaints

The background of the slide features the crest of the Cumbria Constabulary. It includes a crown at the top, a shield with a cross, and a circular emblem with the word 'CUMBRIA' at the top and 'CONSTAB' at the bottom. The letters 'ER' are prominently displayed in the center of the emblem.

**53**  
officers

# Local Focus Hubs: focusing on your area and part of how we provide local policing

## Response

Proactive patrol  
Responding to calls for services  
Interaction with public & victims when dealing with crimes & incidents



## Neighbourhood

6 District based hubs



## Specialist capability

Roads policing units, firearms units and dog units working in the TPAS  
Area based Crime and Safeguarding Teams (CID & public protection detectives)

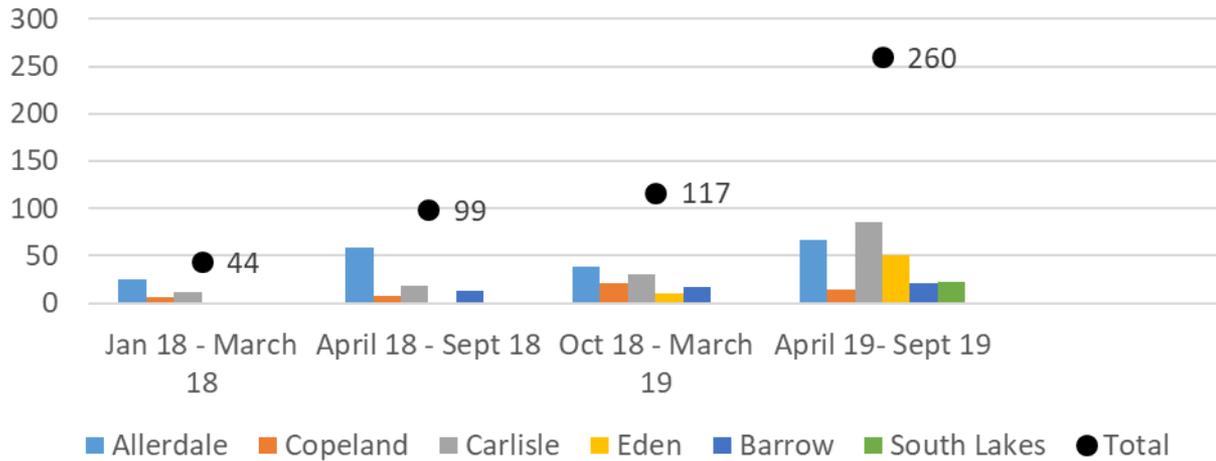
- Providing 24/7 cover in 3 Territorial Policing Areas (N,S & W)
- 5 inspector led shifts per TPA, working from 6 deployment centres (Carlisle, Penrith, Kendal, Barrow, Workington Whitehaven)
- Resources distributed across the 3 TPAs based on demand

- 6 inspector led neighbourhood teams coterminous with Districts
- Dedicated problem solving resources to reduce demand and protect public
- PCSOs dealing with ASB, engaging with local people and providing visible presence
- Extra 25 officers to support proactive work in 2018
- Extra for vulnerability in 2019

Through the Local Focus Teams, the 6 inspectors drive local partnership working. This approach utilises local agencies alongside police resources

# Local Focus Hubs- referrals

Overall Referrals to Hubs

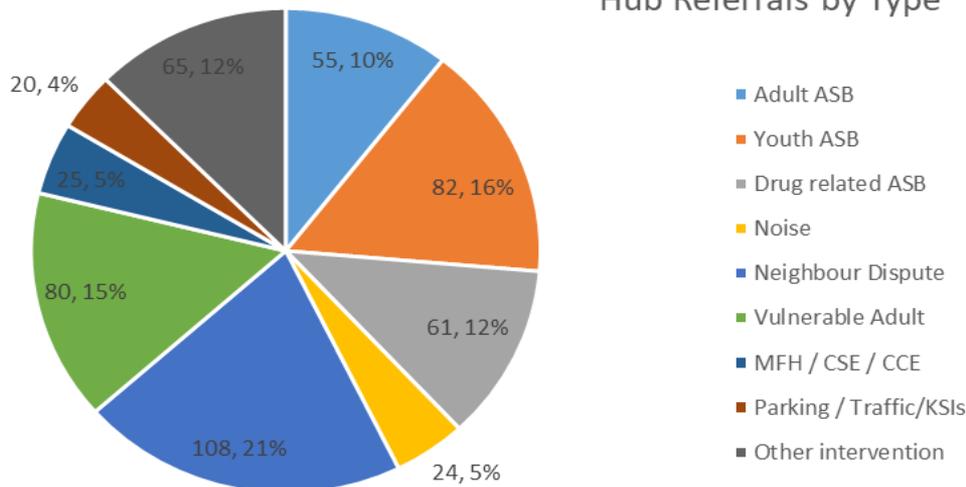


520 referrals

38% relating to antisocial behaviour

20% relating to vulnerable people

Hub Referrals by Type



# Local Focus Hub Outcomes: examples of success

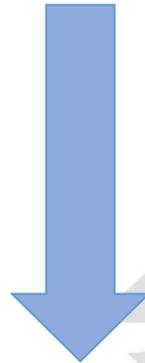
Barrow  
Community  
Alcohol  
Partnership

Longtown  
Community  
Alcohol  
Partnership



Tackled & reduced underage drinking  
Both up for national awards

Egerton  
Court



Tackled & reduced drugs,  
violence and ASB  
Reductions of 83% in  
incidents reported to police  
from peak month  
Community and partnership  
building- welfare hub

Allerdale  
Vulnerable  
male causing  
neighbour  
problems



Male with mental health  
issues generating repeat  
calls for all agencies, and  
escalating behaviour from  
neighbours trying to live in  
the same street  
Hub drives partnership  
approach delivered support –  
reducing demand

# Policing Pledge – Impact of extra 25 officers



FOR A SAFER COMMUNITY



FOR A SAFER COMMUNITY



FOR A SAFER COMMUNITY



FOR A SAFER COMMUNITY



FOR A SAFER COMMUNITY



FOR A SAFER COMMUNITY

**Dedicate resource has delivered since last October:**

**Over 470 arrests**

**550 searches of people, vehicles & houses**

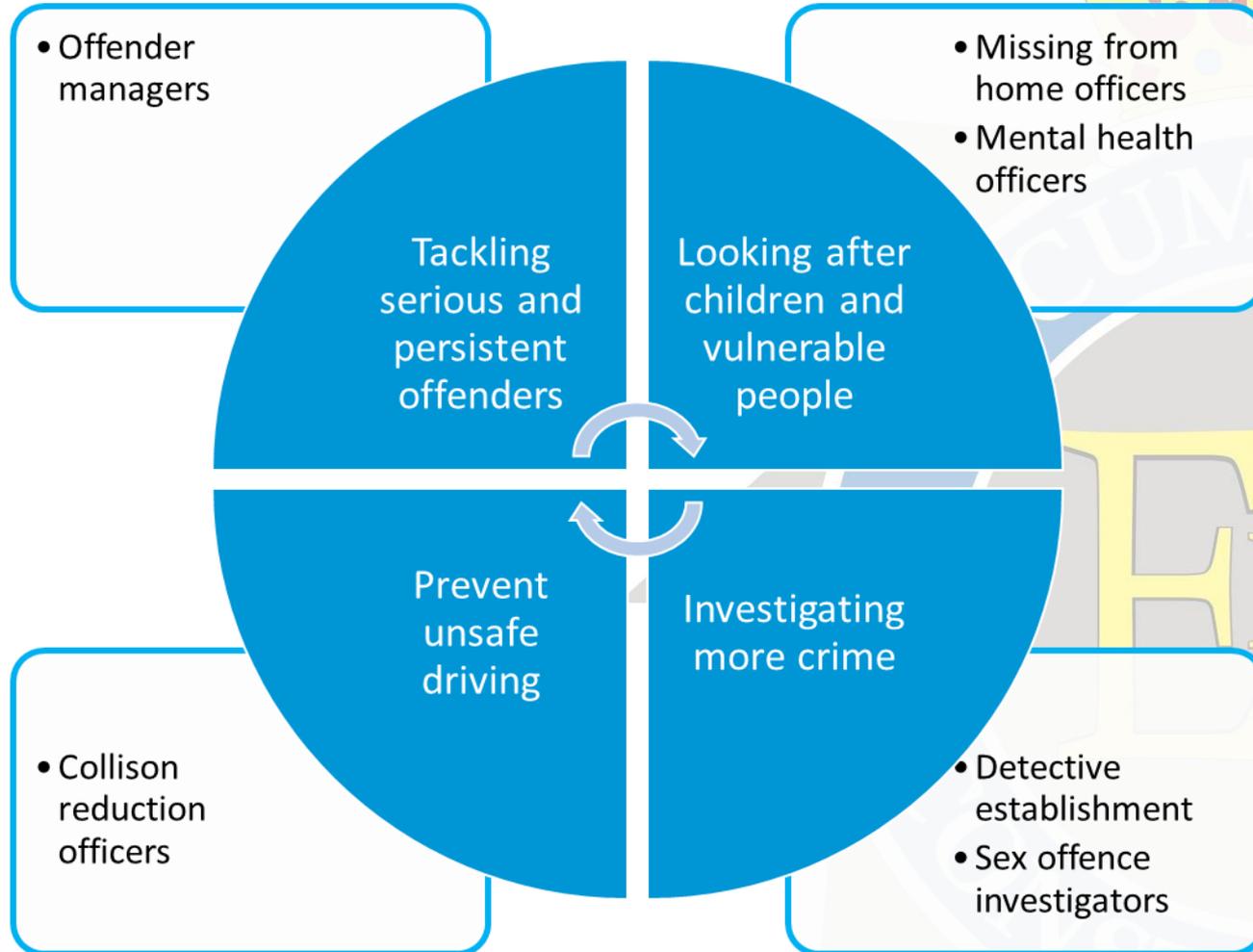
**Over 500 intelligence reports**

**Targeted visible patrols**

**PLUS**

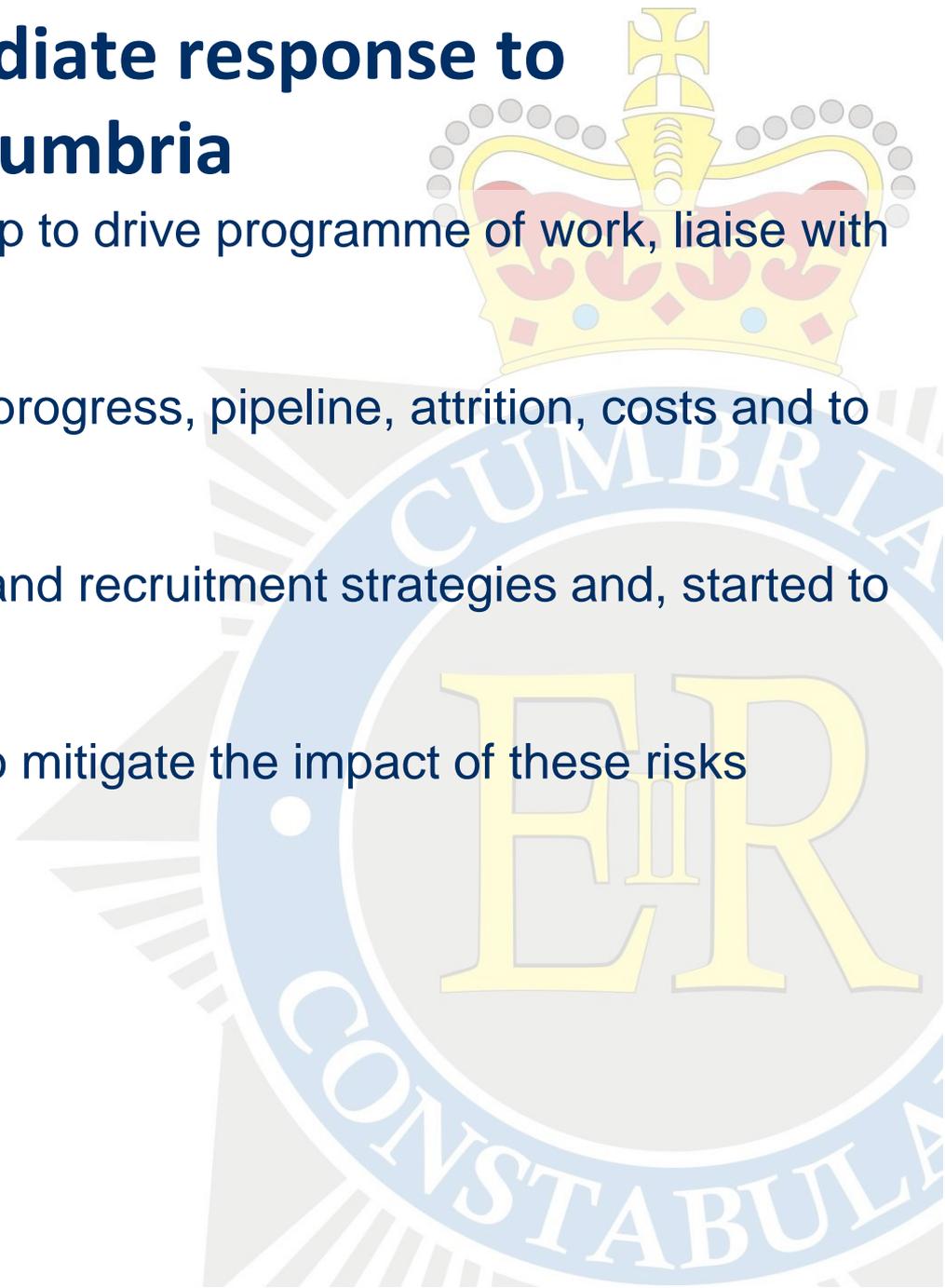
**Specific operations focusing on local issues, county lines and drug dealing**

# Policing Pledge: extra 20 officers



# Operation Uplift: immediate response to maximise benefits for Cumbria

- Established strategic GOLD group to drive programme of work, liaise with HO and to achieve the target
- Developed a dashboard to track progress, pipeline, attrition, costs and to ensure diversity and inclusion
- Developed our communications and recruitment strategies and, started to implement these
- Identified risks and taken steps to mitigate the impact of these risks



# Building capacity: Citizens in Policing Project



- Implementing a programme of work to increase the number of Specials, Volunteers and Police Cadets



- Establishment of 60
- Recruitment campaign to increase numbers
- Includes some university 'Specials' who take part in the scheme as part of their degree course
- Deployed operationally

- Currently utilising specialist skills working in PPU's and DMIU
- Supporting local policing priorities
- Being involved and supporting Watch schemes

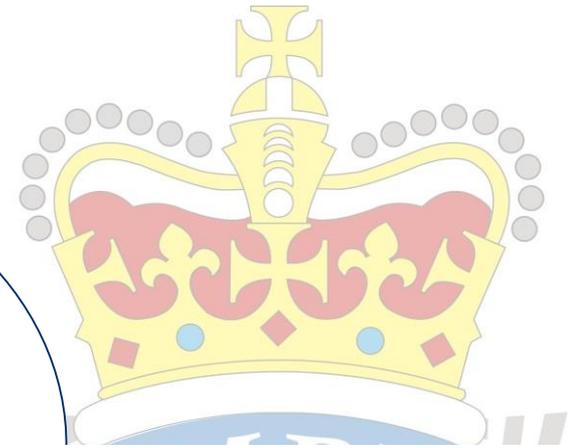
- Promotes a practical understanding of policing amongst young people
- Encourages spirit of adventure and good citizenship
- Support local policing priorities and giving young people a voice to be heard
- Inspire young people to participate positively in their communities
- the second largest county nationally for Mini Police numbers.

# Engaging with local communities

## Community Engagement and Consultation Strategy 2019 - 2022

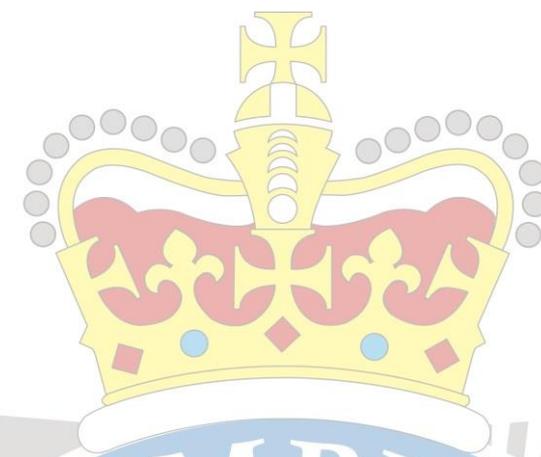


Engagement and clear communications with schools  
Attendance at Town Council meetings  
Having community/partnership meetings  
Police Desks (advertised on our website)  
Use of web & social media



- Updated strategy to reflect CoP NHP standards
- Minimum standard of engagement
- Driven by NPT Inspectors
- Supported by local more detailed engagement plans

# Engagement and contact



Website traffic up 28% to 194,467 unique visits  
Twitter up 2.4% to 146,684 followers  
Facebook up 16% to 72,331  
Instagram up 92% to 11,00  
Snapchat up 168% to 3640



Social Media Platforms	Facebook	Instagram	Twitter	Snapchat views
Reach:	311,500	16,834	1.74 million	2,674
Content shares:	307			
Content views (video):	73,200			
Content likes:	1,684	932	299	



**NEW** Local Focus Newsletters being rolled out from Dec 2019



# Diversity and inclusion: new strategy and action plan



## Cumbria Police Diversity, Equality and Inclusion Strategy 2019 - 2022



CELEBRATING DIFFERENCE | VALUING EVERYONE



# Collaboration to build capacity and capability

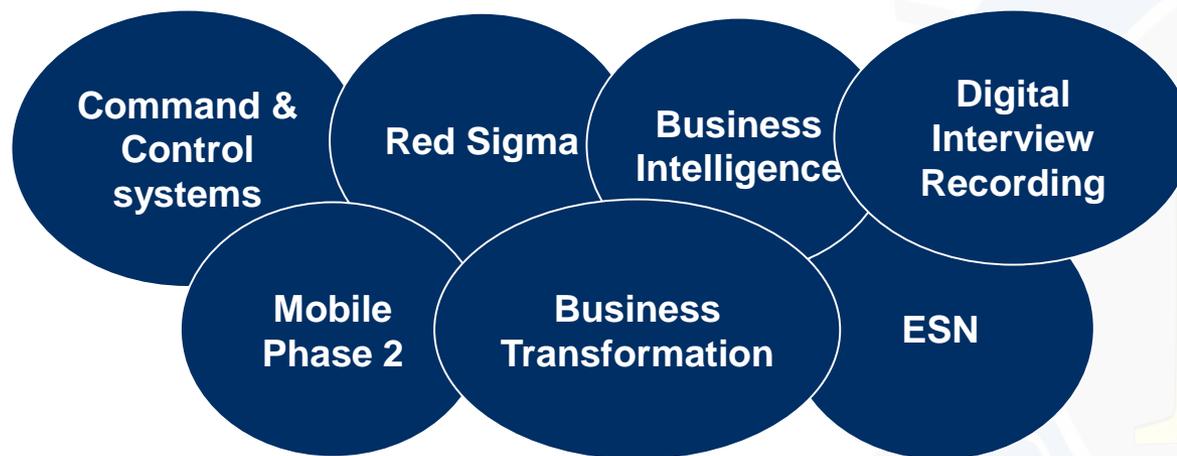


- Working with other forces and partners:
  - Mutual aid for specialist uniformed policing
  - Collaborations for operational support services (provides additional capabilities and reduces local abstractions) covers CT, underwater search, firearms and public order
  - Blue Light Collaboration
  - Working with Durham to implement crime and intelligence IT system
  - Working with Durham to support digital skills and modernisation agenda, making sure officers have skills required to police in a digital world
  - Working with Durham on developing the capacity and effectiveness of the information management function
  - Working with national IT programmes to improve efficiency – leading with NEP



# Developing technology to build capacity and capability

- Investing in technology to free up time through streamlining and digitising processes, providing better information
- These will deliver productivity gains, improve decision making and visibility



- Our approach to benefits management is being refined through the CCIP and will be included in performance management to make sure that we maximise our investment

# Independent assessment of our effectiveness

Cumbria graded by HMICFRS as **good** across all strands

Outstanding in crime recording- only one of 2 forces in England and Wales on first inspection



the extent to which the force is effective at reducing crime and keeping people safe is good.



the extent to which the force operates efficiently and sustainably is good.



the extent to which the force treats the public and its workforce legitimately is good.



FORCE AREA



2613

square miles

POPULATION



0.50m  
people

1%  
local 10 yr  
change