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Our reference: PC

Date 28th November 2019

CUMBRIA POLICE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE

The Police and Crime Commissioner's Public Accountability Conference will take place on **Wednesday 18th 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 7th 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 7th 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 25th 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 25th 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



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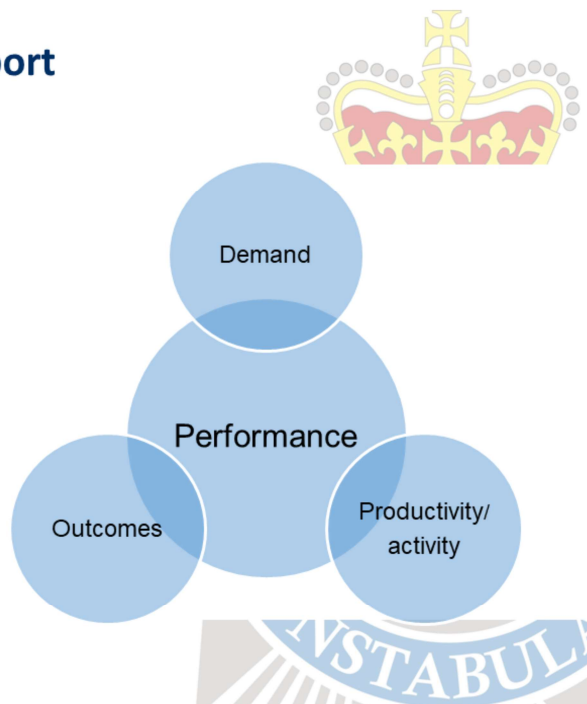
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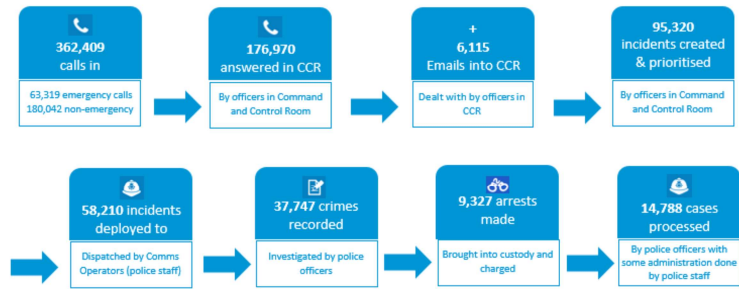
Purpose of this report

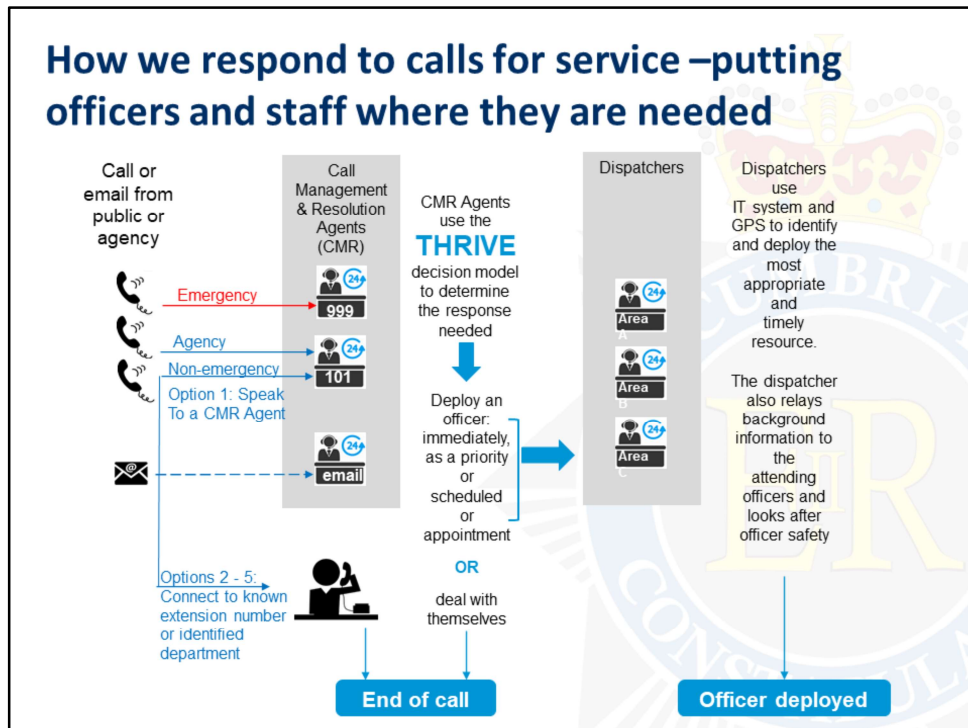
To provide information to the public that shows performance in the context of the demand the police service deals with, the productivity of the officers and staff and the outcomes that are delivered.

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



Flow of demand





This is a very high level description which shows broadly how CCR operates. The important points to note about how it operates are:

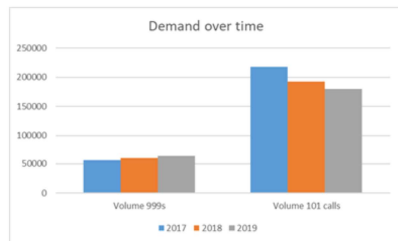
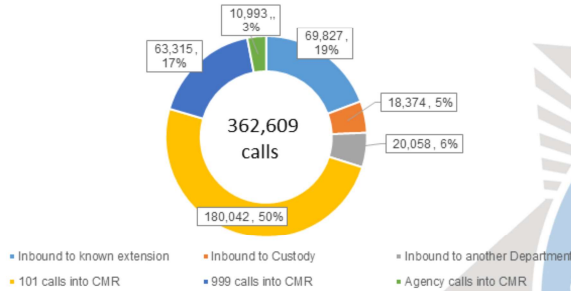
1. The approach utilises *Lean* principles, by having the most capable resource (that is, the most knowledgeable, experienced and skilled) at the front end of the process to drive out inefficient and wasteful activity and to view the system as a whole. **The approach shifts the emphasis from a call centre ethos (handling calls for service and passing them on to be dealt with) to a problem-solving ethos where officers seek to resolve calls for service immediately they are received.**
2. All calls into the Constabulary are answered and dealt with by a police officer in the Command and Control Room. This takes longer to deal with but provides a better and more robust service to the caller, often providing reassurance in difficult and stressful situations, as well as knowledgeable and practical advice. This also often negates the need for a police officer to travel to the incident, which helps us to manage our resources better.
3. Using police officers' experience and knowledge means that we can ask the right questions to determine the best course of action for the person calling us. The THRIVE decision model helps us to decide the most appropriate response to provide by considering threat, harm, risk, investigation opportunity and engagement

opportunities. This is especially useful and responsive for people who may be more vulnerable , which is one of our increasing demands (examples include domestic violence and child sexual exploitation). HMIC has commented on the quality of this service to the public and how it contributes significantly to protecting the public.

4. The approach delivers a command and control culture to keep people safe, provide optimum management of police resources to respond to incidents and, lay the foundations for managing out demand that is not appropriate for the police to deal with.
5. The model - **T**hreat, **H**arm, **R**isk, **I**nvestigation, **V**ulnerability and **E**ngagement - is used to assess the appropriate initial police response to an emergency call. The incident is graded as either scheduled, priority or immediate response and then passed to a dispatcher who uses an IT system and GPS to identify and deploy the most appropriate and timely resource. The dispatcher also has responsibility for relaying the background information that has been gathered, to the attending officers.
6. Rather than having a “one size fits all” approach to certain types of crime, THRIVE allows us to service the needs of each victim and puts officers and staff where they are needed most. It enables CMR to make appropriate decisions about the required level of resource. For example, it could mean that a phone call from an officer may resolve a situation that in the past would automatically have required a home visit.

Responding to the public – calls for service-demand

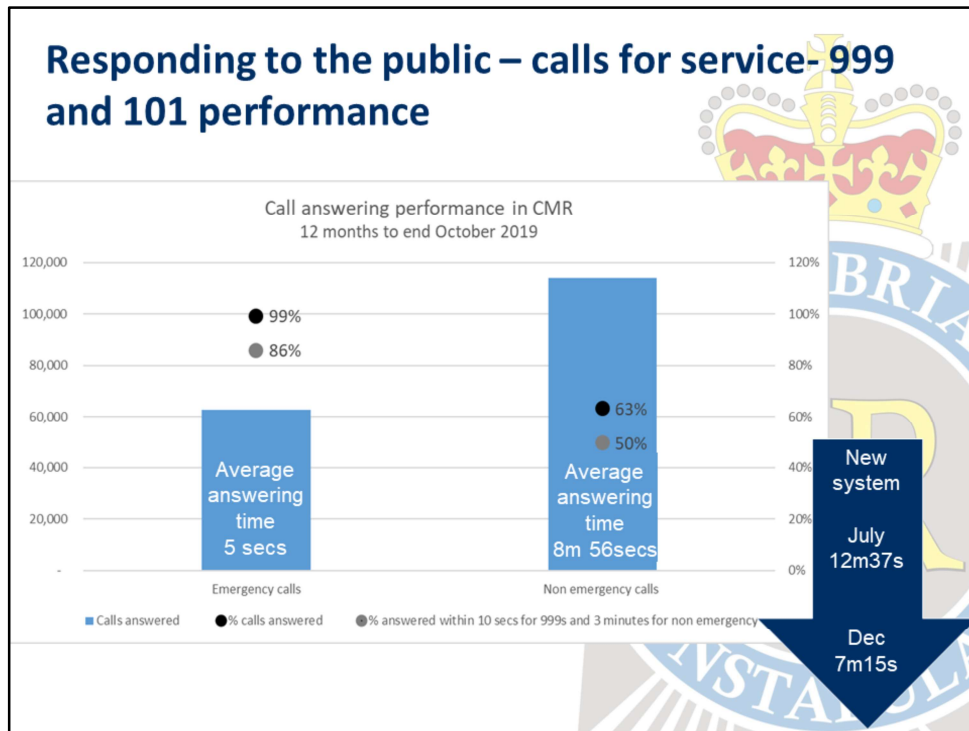
Volume of calls into Constabulary
12 months to October 2019



- 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

Emergency 56k calls to 63k calls
 Non emergency 218k calls to 180k calls
 Emails – doubled from 3109 to 6115 emails

The complexity of demand that the Constabulary faces continues to evolve. The number of 101 and 999 calls are expected to remain the same over the next four years, with online and digital contacts increasing as modern technology is implemented in the Constabulary and the public use of digital access increases



The data in the graph show the period for 12 months to end October – and the figures show the results of data extracted from two different systems.

In mid June, the Constabulary implemented one new call handling and incident management system to replace the old telephony and many other systems in the Command and Control Room. The new system is taking some time to bed in and, as is the case when new systems are put in, it takes some time to resolve initial technical problems and it also takes time for people who use the system to get used to it.

Answering emergency calls is always our priority and the performance figures show that - over the past 12 months - we are answering 99% of our 999 calls, at 5 seconds on average and 86% within 10 seconds. The current average answering time for emergency calls is 3 seconds - a significant improvement.

For the non – emergency numbers into the CMR, - **50 % of these have been answered within 3 minutes**. The average call answering time over the past 12 months is 8 minutes 56 secs and this has been affected significantly by the introduction of the new system and staff having to change how they operate in the CMR. This can be demonstrated - in July of this year – the first month after the system was introduced the call handling time was 12 minutes and 37 secs but now, in December the average call answering time is 7 mins and 15 secs – a significant improvement and we are taking measures to ensure that

this improvement continues.

There were around 59,000 abandoned 101 calls into CMR over the past 12 months . A call can be abandoned at any point in the process and this is data is now captured, this change will result in a higher abandoned number being shown compared to how it was previously recorded

The average time people wait before abandoning a 101 call is around 2 minutes. It should be noted that this is not always a negative because callers may choose to end the call (or abandon the call) for a whole host of reasons including domestic reasons, interruptions or their query has been answered by the recorded messages on the system

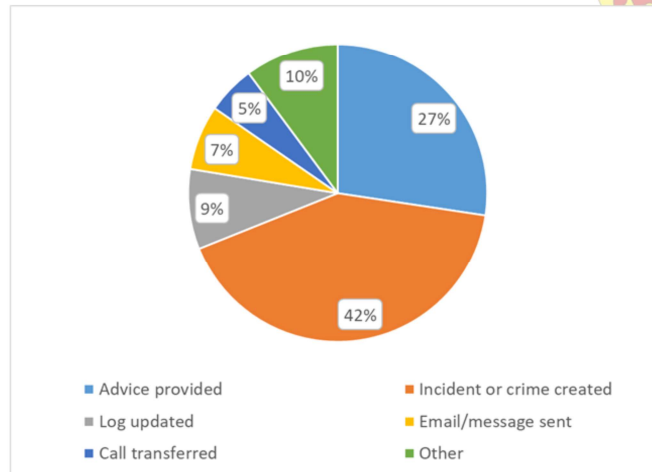
The average length of a call after it has been answered is around 5 minutes.

There have been a number of new recruits into the CMR and time taken for them to become fully competent on the system also impacts on call answering times

The Constabulary acknowledges the issues around the 101 calls and takes these issues seriously and knows that performance needs to be better. As previously mentioned, we are currently undertaking a range of activities to improve processes and response to the public – these include

- A detailed and independent review of the processes, workflow and roles and structures within the Command and Control Room
- Addition of a Safeguarding Help Desk and Digital Media investigators to provide an experienced and better quality response to keep people safe to improve initial contact and speed up response
- An enhanced performance matrix that's easily accessible to support improvements in managing the room and the people in the room
- Further developments in the data extracted from the systems providing better management information to continuously improve

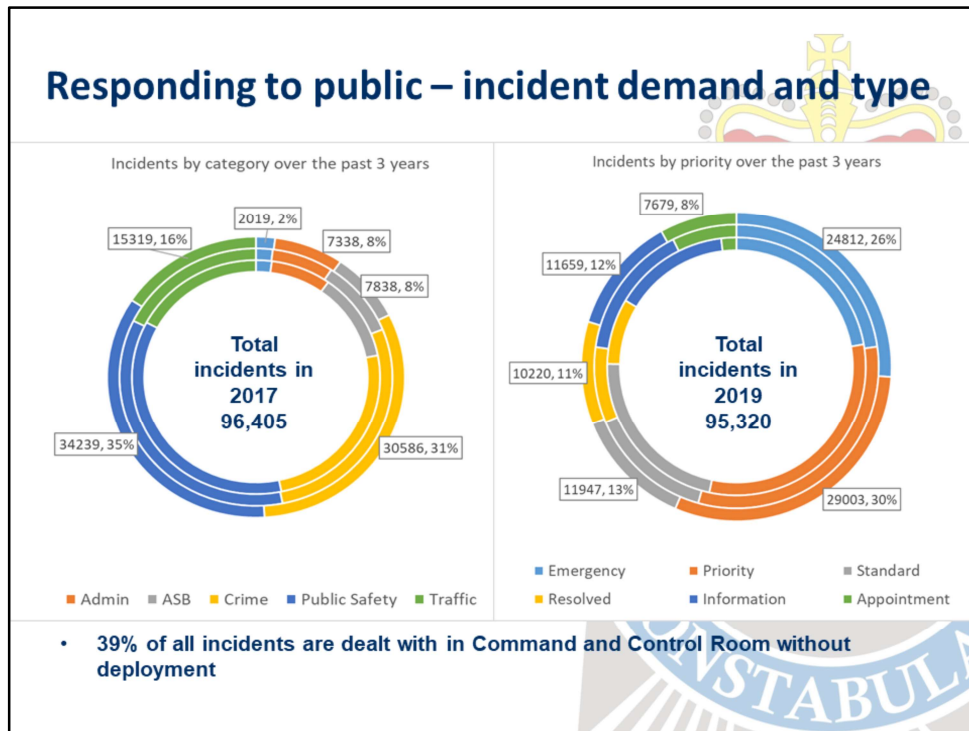
Responding to the public – what happens to the calls answered by CMR police officers



Advice was provided by police officers directly speaking to the members of the public who called us for help on over 44,000 occasions- this means that the advice is provided by police officer professionals who have experience and legal knowledge

The largest category is where an incident or crime is recorded

Other includes hang up or fault on the system or closure classed as unknown on the system or manual search – A manual search is where for example, an abandoned car is reported by a caller and the officer looks up on the system to see if the registered keeper had contacted us previously so we could contact them



The inner ring on both of the charts represent 2017, middle ring 2018 and the outer ring shows 2019

The figures and percentages on both charts are for the 12 months to end October 2019

Overall incidents have remained in the 95 thousand area over this period – peaking at 99993 in 2018. What the data also tells is that whilst the volume of incidents have reduced by over a thousand since 2017, the number of certain types and categories of incidents that have increased are those which take much longer to deal with:-

For example, The number of crime incidents have increased by 6%. Crime incidents take the longest time to resolve - taking on average (500 minutes/8 hours), nearly twice as long as public safety (the next highest- 300 minutes/5 hours) At the same time ASB and traffic incidents have reduced by 4% and 2 % respectively and these incidents take the least time to resolve - on average only around 2 hours. Public safety incidents, which includes concern for welfare such as missing persons have broadly stayed around 30% of all incidents.

Over the past 3 years the number of incidents in relation to domestic abuse, has broadly remained at 7% of all incidents, and it's the same for vulnerability and alcohol related

incidents . Mental health incidents are at around 5% of our demand ; cyber related incidents are increasing year on year and are currently around 3% of incident demand.

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

In short we are dealing with more emergency and priority incidents than previously, and the crime related and public safety incidents take up around **90%** of time compared to **74%** of our time in 2016 and, **69%** of our time in 2014.

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

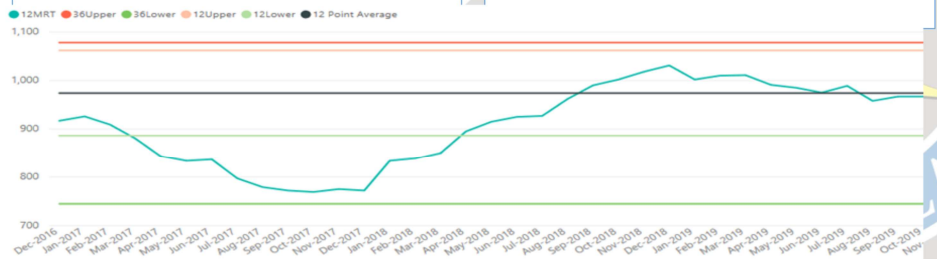
It should be noted that **39% of all incidents are dealt with** at first point of contact in the CCR without deployment and that the Control Room officers also record 40% of crimes

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



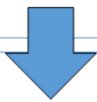
Top 3 public priorities- drug dealing, antisocial driving behaviour (in the Visible and Effective Policing Presentation) and ASB
 Data on drugs (offences shown on graph above)
 Data on ASB drop

Responding to the things that the public said were important

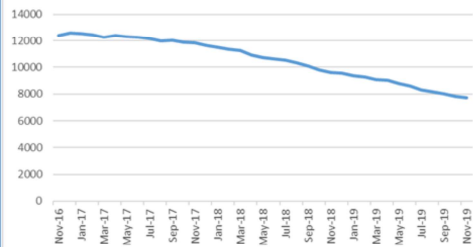
Operation Earnest– county lines

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

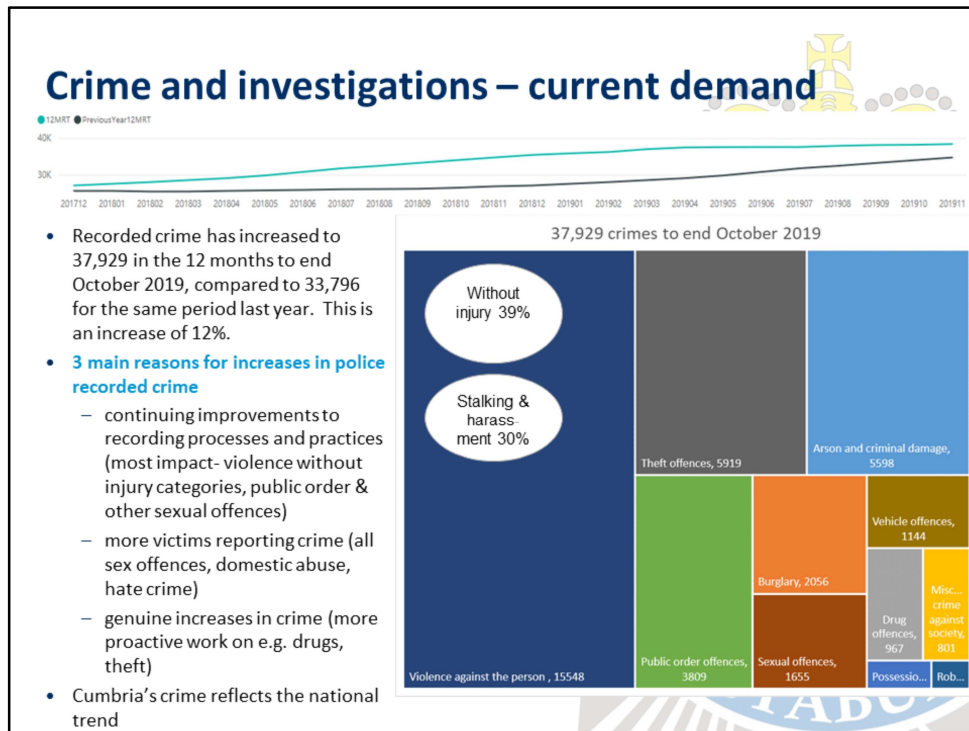


Antisocial behaviour Nov 2016 - October 2019



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 over the past 12 months has increased by 12% compared to the same period last year - there were 37, 929 crimes recorded in Cumbria during this period.

These all follow the national trend - the reasons identified have also been verified by the Office for National Statistics

The past 12 months, there have been increases for recorded crime in the following categories:

- violence without injury by 17% ,
- Violence with injury by 2%
- Stalking and harassment by 91%
- public order offences have increased by 36% and
- Sex offences have increased by 6%

Crime and investigations – comparison data

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

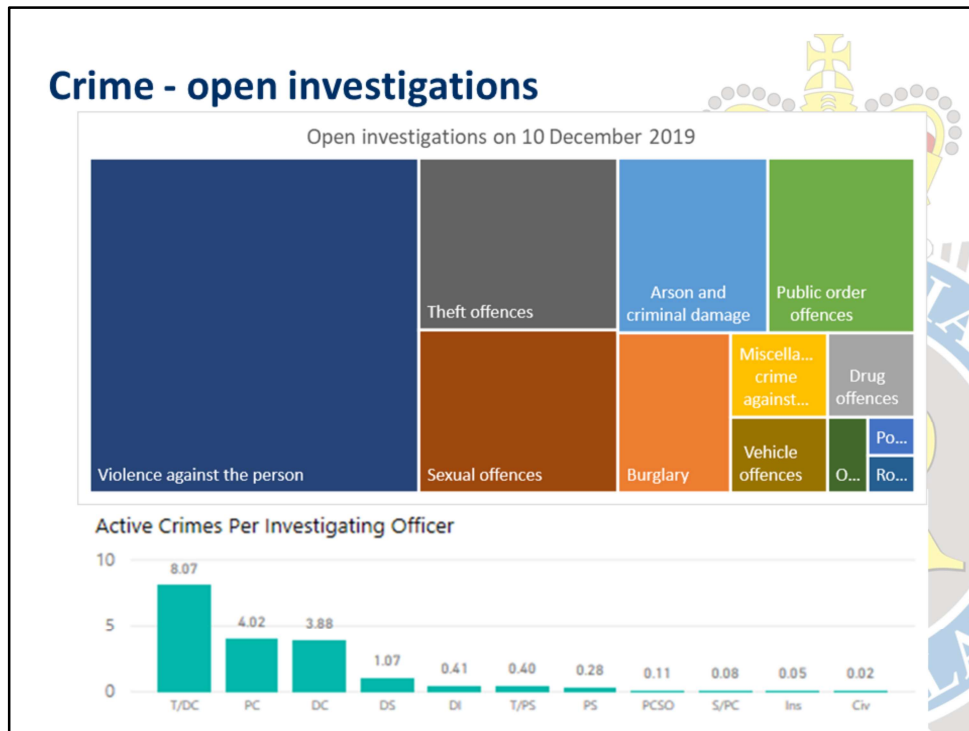
- 2nd lowest for drugs offences
- Third lowest level of all recorded crime in England and Wales
- Fifth lowest level for violence against the person and fourth lowest for violence without injury
- Seventh lowest for sex offences
- Ninth lowest for public order

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

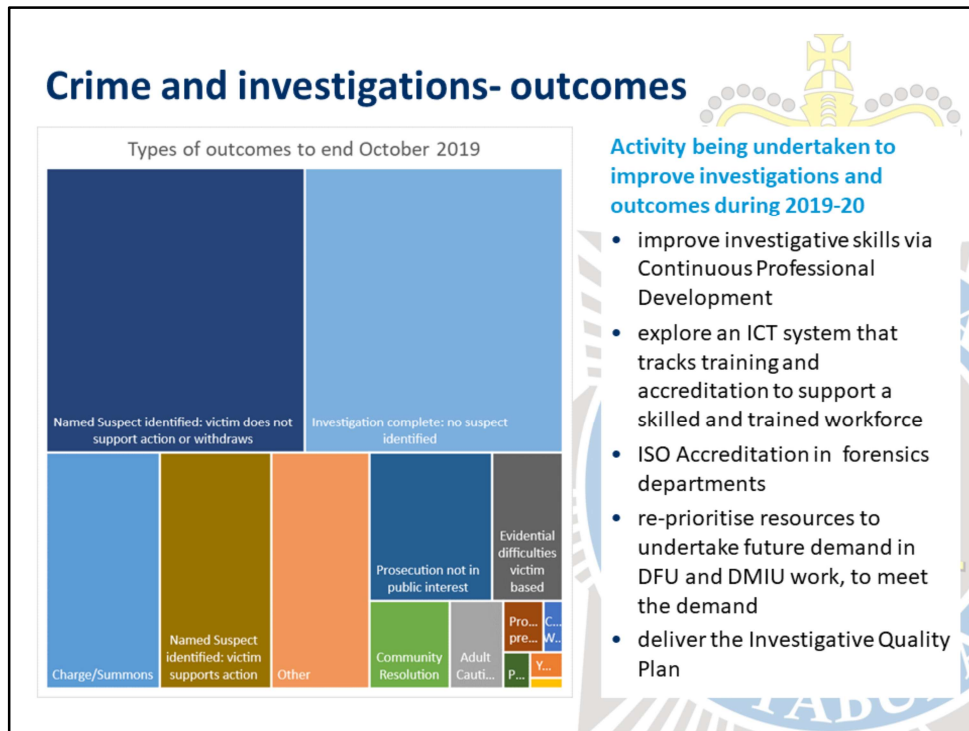
Cyber crime increased by 44%
Now makes up 5% of crime



As at 10 December 2019, there are 4,961 investigations ongoing which are being managed by officers across the Constabulary
 40% of these are violence against the person
 12% are sex offences and 12% are theft offences

The investigation workload by officer shows that it's detectives who are carrying the largest workload followed by patrol constables

The largest workload is with temporary DCs- this reflects the current situation where we are enabling patrol officers to have attachments in Crime CAST teams for period to encourage them to work as a detective. They work on the least serious crimes being dealt with by the CAST teams- this is part of our approach to increase the number of detectives against the national background of a shortage of detectives.



National studies show that the increased volume of caseload- from better crime recording and the change in the crime mix as well as the increasing volume of digital evidence, all require more intensive work to investigate- all these factors have an impact on outcomes.

As can be seen, the two largest types of outcome – both at 27% - are where the victim does not support action or withdraws from the process and, where the investigation is complete but no suspect has been identified.

7% of crimes are not prosecuted as they are not in the public interest- either police of CPS defined) or prevented (offender too ill, died or under age; victim or key witness too ill)

Overall in Cumbria , 15.1% of crimes are resolved with a detection and some category of sanction which compares favourably nationally (14.9%). Our charging/summons rate is at 10% compared to national figure of 9%.

Crime Command continues to take the lead in improving investigative quality across the Constabulary, with accreditation as a key part of this - maintaining mandatory portfolios via CPD is crucial to ensure compliance, knowledge, skills and wellbeing. This is part of the Investigative Quality Plan, which the Constabulary will continue to progress. Major

crime demand is low and whilst it is expected to increase, changes to the Force Major Incident Team and CASTs will address this

The Constabulary feels that it will have sufficient capacity and capability to meet the most serious future demand - as cases which are of the greatest severity, and those which involve vulnerable people, will always be prioritised

The Constabulary will, therefore:

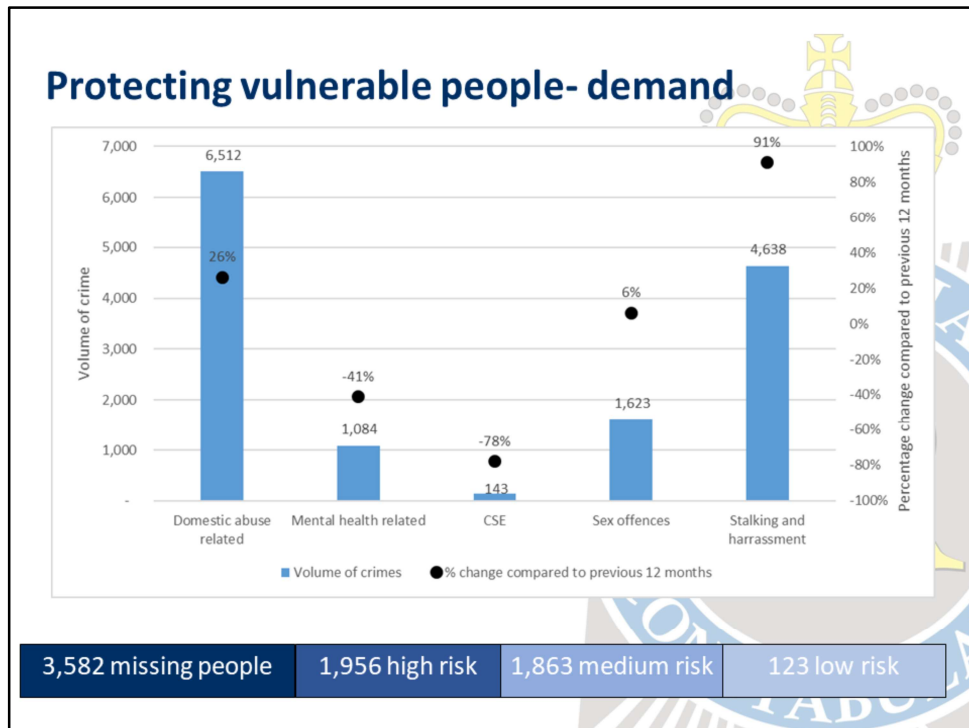
Continue to improve investigative skills using thematic leads to develop and deliver a plan for Continuous Professional Development across Crime Command.

Explore an ICT system that tracks training and accreditation to support a skilled and trained workforce

Continue to progress its implementation of ISO Accreditation in all its forensics departments

Re-prioritise resources to undertake future demand in DFU and DMIU work, to meet the demand

Continue delivery of the Investigative Quality Plan, including effectively monitoring the use of Released Under Investigation



Note that the graph shows crimes.

Protecting vulnerable people is a key priority for the Constabulary, underlined by our mission to Keep People Safe.

Increases in demand are forecasted for all of the areas within this section. In Cumbria, volume is low for hate crime, so-called Honour-Based Violence (HBV), Female Genital Mutilation (FGM), forced marriages and modern slavery and human trafficking (MSHT). Demand from all of the other categories – domestic abuse, child and adult safeguarding, child abuse, sex offences, CSE, missing persons, people with mental health and harassment stalking is growing.

There are no dedicated functions or teams to address each specific category - all serious crime investigation and safeguarding issues are dealt with by the Crime and Safeguarding Teams (CASTs) and, in the main, patrol deals with missing persons, people with mental ill health and stalking and harassment as part of incident response and investigations of a less serious nature. These areas of policing provide demand challenges because of Cumbria's ageing population, greater public awareness and expectations, more effective identification and reporting, increases in crime reporting and recording, greater complexity of investigations and preparation for court hearings. Rape accounts for 530 of the sexual offences

For outcomes :

Domestic abuse related crime – in 71% of cases, although a crime has been verified as taking place, the victim does not or is unable to identify the offender, or does not support police action or withdraws.

For sex offences the figure is 34%

For mental health related crimes the figure is 43%

For stalking and harassment the figure is 48%

The number of missing people has reduced since the comparable period to end October 2018 by 87, which was the peak year in the past 3 years

We dealt with 3, 582 people who were reported as missing from home 45% of them all categorised as high risk and 60% of them all classed as repeats. Of those people who repeatedly went missing, 18% of them went missing twice only.

We have also dealt with 4,488 adult referrals , the majority of which – 74% - were related to mental health and,

5,978 child referrals – 27% for physical abuse, 19% for sexual abuse and 14% for neglect

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

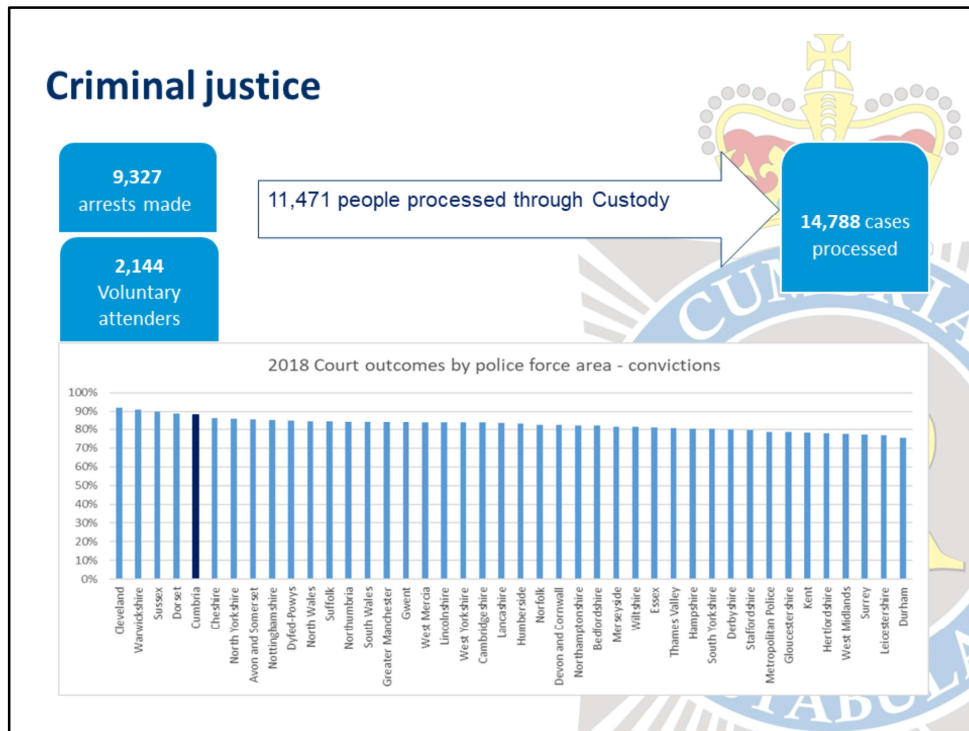
Resources are being reallocated to CASTs to ensure that the most skilled people are dealing with the complex cases and in addition, the Constabulary is implementing a range of ways to ensure that forecasted demand can be met:

1. The Constabulary, in conjunction with CPS magistrates and others, will undertake Domestic Abuse Development Days to improve outcomes.
2. The 2 new risk assessment models known as the Spousal Assault Risk Assessment (SARA) and also the Stalking Assessment Model (SAM) will predominantly be used in the adaptation of serious and violence DA perpetrators to MOSOVO. The Constabulary will seek to adopt this approach to other interventions to reduce demand.
3. Establish a partnership with the University of Central Lancashire to understand the demand created by 'repeat repeats' – those instances where DA is reported on more than two occasions in the same 12 month period. This research seeks to establish what interventions work, those which could be used around low and medium risk that are not covered by more intensive interventions already in place. This work will help the Constabulary to both meet and reduce demand in the future. The project will last until the end of 2019. This will be subject to analysis and evaluation over the

next 12-18 months.

4. Continued robust measurement of performance on child safeguarding and child abuse through the LSCB Quality Assurance Group and through the performance framework in the Safeguarding Hub.
5. Utilise video conferencing technologies to increase productivity by reducing the amount of time spend undertaking journeys to safeguarding and other meeting.
6. Work with partners to bring the new tripartite arrangements to fruition in Cumbria that will replace the LSCB system by September 2019.
7. The Constabulary will commission a Sexual Offences Problem Profile to identify any reasons for the increase and the changing nature of offences and deliver the action plan is being formulated which seeks to make recommendations to reduce victim withdrawal in cases of rape. This will report into the Vulnerability meeting as a means of governance.
8. The Constabulary will continue to undertake early intervention in accordance with its Missing from Home procedure and the continue work with care homes to reduce demand by progressing its memorandum of understanding.
9. The Constabulary is undertaking a trial with Cumbria Fire & Rescue Service (CF&R), where a member of CF&R can be deployed to assist the Constabulary to locate High Risk missing people.
10. The Constabulary will create three establishment posts of CSE / Missing Person Officers, one per Territorial Policing Area (TPA), who will undertake problem solving activity to reduce the frequency of repeat missing people and reduce harm through problem solving the interventions.
11. The Constabulary will introduce a new missing persons system as part of an ICT collaboration with Durham Constabulary.
12. There will be investment in three dedicated mental health officers based in LFH across the Constabulary to support the frontline and reduce demand
13. Operate a pilot funded by the Academic Health Science Network to prioritise those service users who cause the most demand for different agencies. This project is called the Multi Agency Enhanced Risk Management Project (MAERM). The proposal is to enhance our current multi agency response and safety planning, for an identified group of people in frequent contact with emergency services, (police, ambulance, MH crisis and A&E) following self-harm or suicide attempts, with particular focus on repeat 136s.
14. Deliver further training to frontline constables, sergeants and inspectors when the new stalking legislation is enacted.

15. Create a cadre of detectives with specialist Stalking and Harassment knowledge, this will fulfil the National Stalking & Harassment Protocol. The Constabulary will seek to utilise a specialist course delivered by Cheshire's Integrated Anti-Stalking Unit and CPS. This cadre can then advise and guide frontline staff with identifying the appropriate offence, putting the correct safeguarding measures in place and improve standards of investigations and compliance.
16. Work is ongoing to develop a CPS/Police mechanism to monitor stalking and harassment cases and provide feedback concerning good practice and areas for improvement. This will include lessons learned from CPS Local Scrutiny and Involvement Panels.



The diagram shows how many people are arrested and how many people are voluntary attenders – these are processed through custody.

A voluntary attender is someone who is assisting police with enquiries but are not under arrest.

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

Latest data for 2019 (Q2) identifies that the Constabulary performs above the national average rate for convictions at both courts and the latest comparable data published is for 2018, which identifies that Cumbria is fifth out of 42 forces for its successful conviction rate at 88%.


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

A visible and effective police presence

Public Accountability Conference
December 2019

Chief Superintendent Rob O'Connor



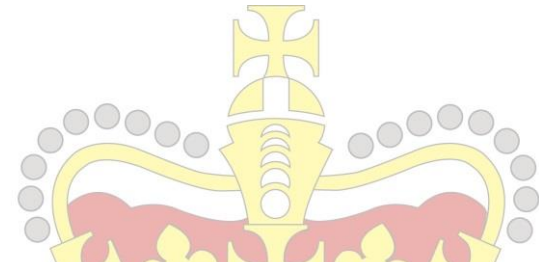
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 www.cumbria.police.uk

  [cumbriapolice](https://www.facebook.com/cumbriapolice)



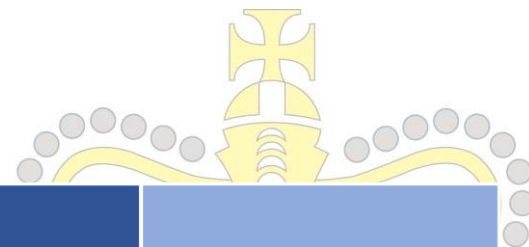
Purpose of this report



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



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)

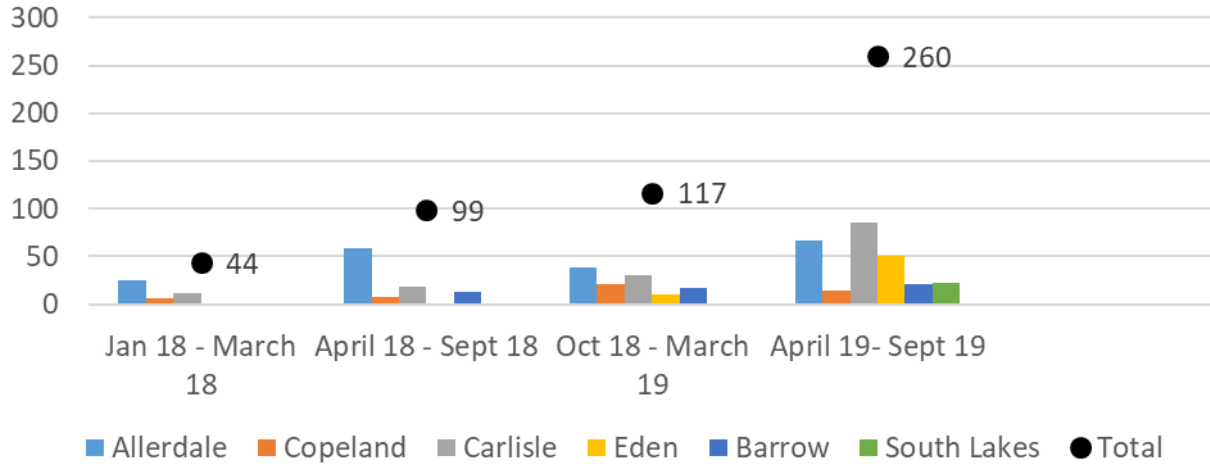
- Providing 24/7 cover in 3 Territorial Policing Areas (N,S & W)
- 5 inspector led shifts per TPA, working from 6 deployment centres (Carlisle, Penrith, Kendal, Barrow, Workington Whitehaven)
- Resources distributed across the 3 TPAs based on demand

- 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

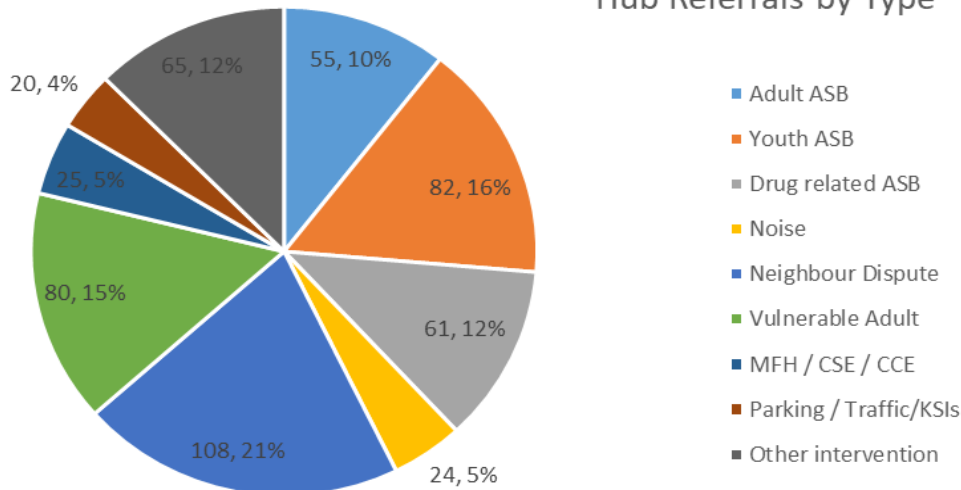


520 referrals

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

Egerton
Court

Allerdale
Vulnerable
male causing
neighbour
problems

Tackled & reduced underage
drinking
Both up for national awards

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

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

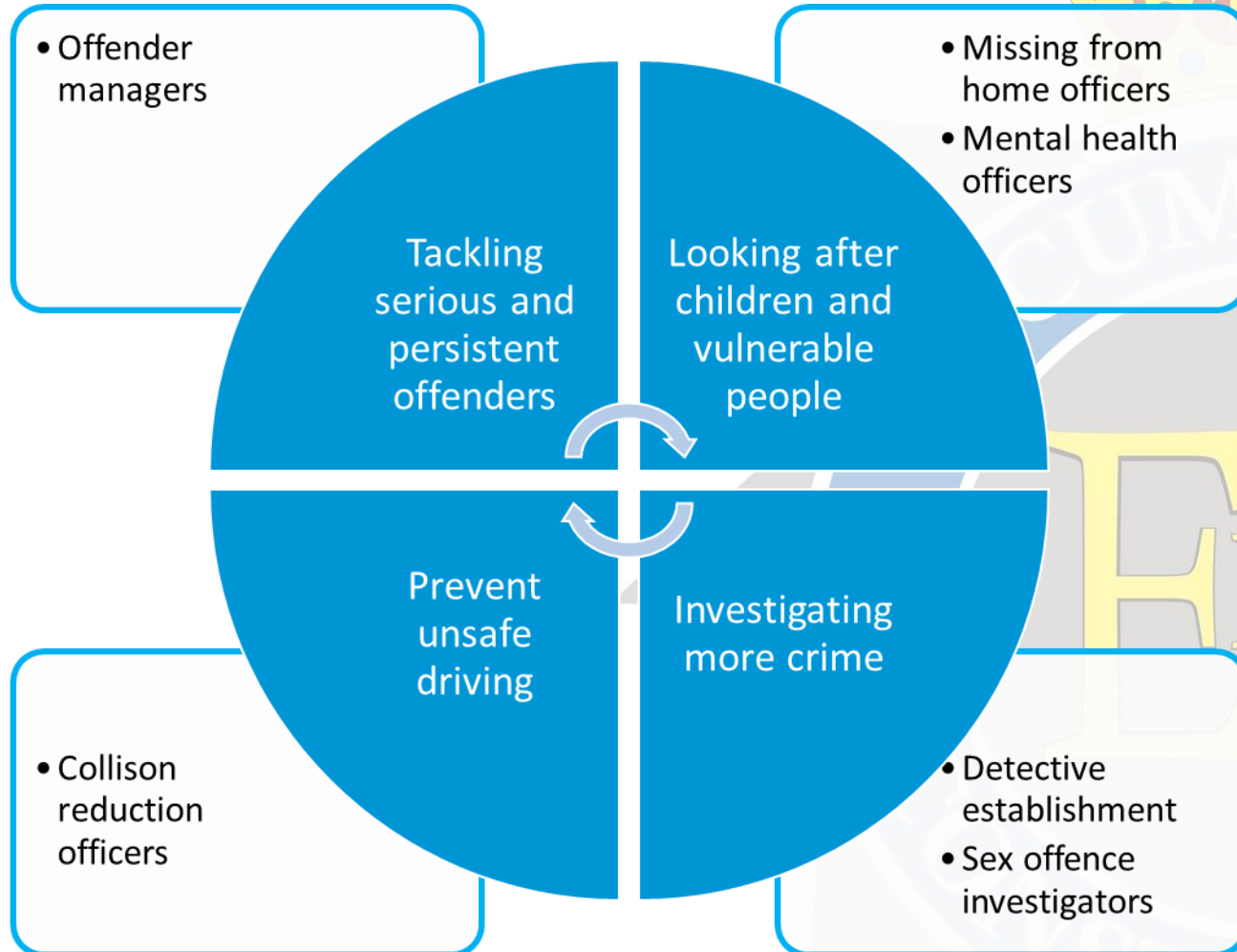
Over 500 intelligence reports

Targeted visible patrols

PLUS

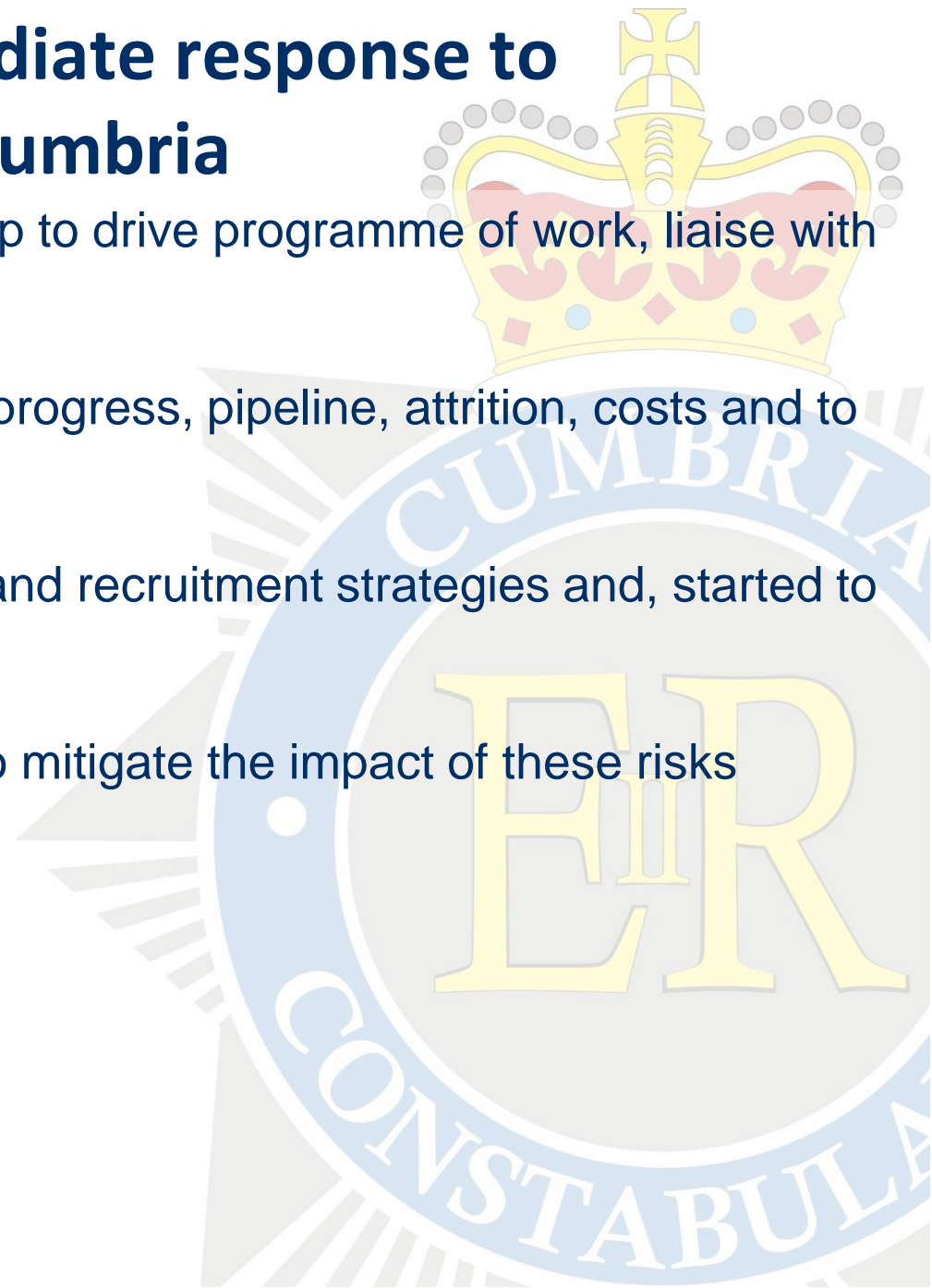
Specific operations focusing on local issues, county lines and drug dealing

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

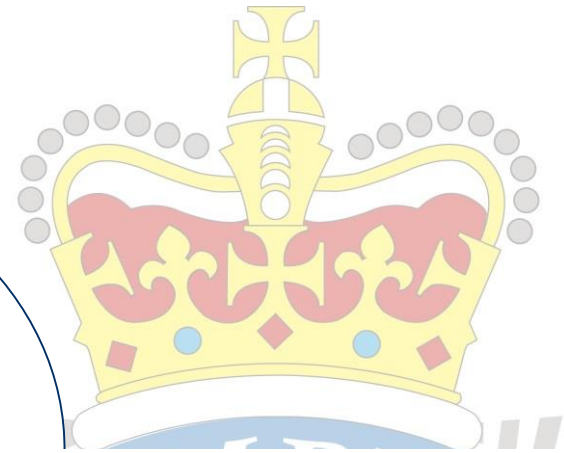
- Promotes a practical understanding of policing amongst young people
- Encourages spirit of adventure and good citizenship
- Support local policing priorities and giving young people a voice to be heard
- Inspire young people to participate positively in their communities
- the second largest county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

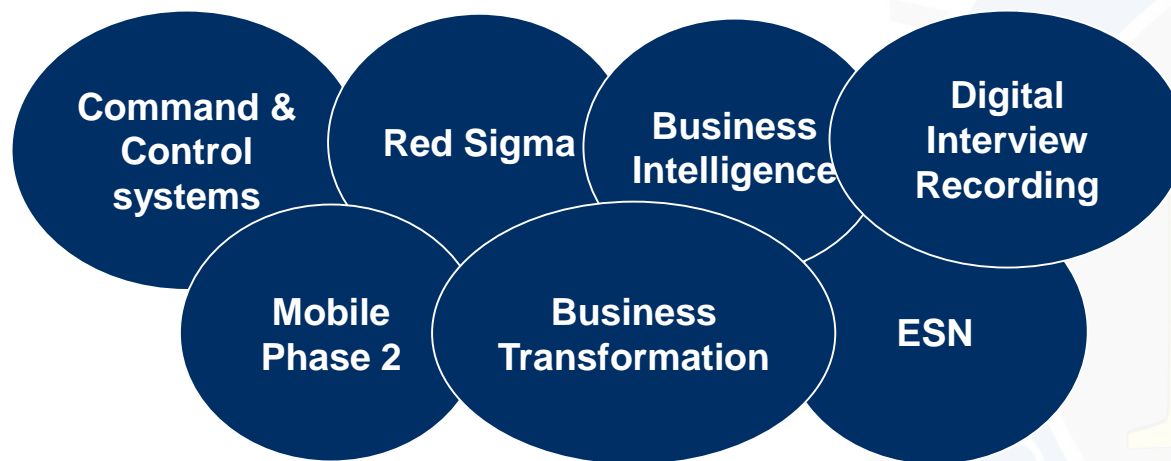


- Working with other forces and partners:
 - Mutual aid for specialist uniformed policing
 - Collaborations for operational support services (provides additional capabilities and reduces local abstractions) covers CT, underwater search, firearms and public order
 - Blue Light Collaboration
 - Working 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