
Enquiries to: Mrs P Zutic
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Our reference: PZ

Date 21 May 2021

CUMBRIA POLICE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE

In line with the COVID-19 Government Guidelines the Police and Crime Commissioner's Public Accountability Conference will take place **remotely** on **Wednesday 2nd June 2021**, at **09.00am**.

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

If you would like to join the meeting as a member of the public or press, please contact Paula Zutic on paula.zutic@cumbria.police.uk you will then be provided with a copy of the dial in details. Following the meeting papers will be uploaded on to the Commissioner's website.

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. 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 10th March 2021 (copy to follow)

6. DECISION 007-2021- CAPITAL BUDGET PROVISIONAL OUTTURN 2020/21

To receive, note and approve the provisional capital outturn position for 2020/21 (copy to follow)

7. CONSTABULARY REVENUE BUDGET PROVISIONAL OUTTURN REPORT 2020/21

To receive and note the provisional outturn report on the Constabulary revenue budget for 2020/21 (copy to follow)

NB – Appendix E will be covered in Part .2. of the meeting

- 8. DECISION 008-2021 FINANCIAL OUTTURN REPORT 2020/21**
To receive, note and approve the provisional financial outturn for the 2020/21 financial year (copy to follow).

- 9. TREASURY MANAGEMENT ACTIVITIES JANUARY to MARCH 2021 and ANNUAL REPORT 2020/21**
To receive and note the Treasury Management Activities January – March 2021 and Annual Report 2020/21 (copy to follow)

- 10. DECISION 009-2021 - INTERNAL AUDIT ANNUAL REPORT 2020/21**
To receive and note the annual report from the Head of Internal Audit (copy to follow)

- 11. DECISION 010-2021 – EFFECTIVENESS OF THE ARRANGEMENTS FOR AUDIT 2020/21**
A report of the Joint Chief Finance Officer on the effectiveness of arrangements for audit (copy enclosed)

- 12. DECISION 011-2021 – EFFECTIVENESS OF GOVERNANCE ARRANGEMENTS (OPCC) 2020/21**

Effectiveness of Governance arrangements

(a) A report of the Chief Executive and Chief Finance Officer of the Commissioner on the effectiveness of Governance arrangements (copy to follow)

The Commissioner’s Annual Governance Statement

(b) For approval of the Commissioner’s 2020/21 Annual Governance Statement (copy to follow)

The Commissioner’s Code of Corporate Governance

(c) For approval of the Commissioner’s 2021/22 Code of Corporate Governance (copy to follow)

- 13. DECISION 012-2021 – CHARGING POLICY 2021/22**
To receive and note the Charging Policy for 2021/22 (copy to follow)

PART 2 – ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC

(Any members of the public or press in attendance will be asked to leave the meeting room prior to consideration of these matters.)

7. **CONSTABULARY REVENUE BUDGET PROVISIONAL OUTTURN REPORT 2020/21 – Appendix E**
To receive and note Appendix E of the Constabulary Revenue Budget Provisional Outturn Report 2020/21

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

Minutes of the Public Accountability Conference held on
Wednesday 10th March 2021 remotely via TEAMS
at 10:00am

PRESENT

Police & Crime Commissioner - Mr Peter McCall (Chair)

Also present:

Chief Constable (Michelle Skeer);
Deputy Chief Constable (Mark Webster);
T / Assistant Chief Constable (Sarah Jackson);
Detective Chief Superintendent (Dean Holden);
Chief Superintendent (Rob O'Connor);
Chief Finance Officer (Roger Marshall);
OPCC Chief Executive (Vivian Stafford)
Constabulary Head of Marketing & Communications (Helen Lacey);
OPCC Media & Communications Officer (Laura Milligan)
OPCC Executive Support Officer (Paula Zutic) – taking minutes

In attendance:

Member of the press;

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

001. APOLOGIES FOR ABSENCE

Apologies for absence were received from Assistant Chief Constable (Andy Slattery);

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 19th February 2021, 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 19th February 2021 be confirmed as a correct record and signed by the Chair;

006. THEMATIC PRESENTATION – SUPPORTING VICTIMS

Chief Superintendent O'Connor presented the report, which focussed on call handling and the deployment of resources.

A key area for the Constabulary is always putting victims first, from the first point of contact:-

- From point of contact and maintained throughout CJ process
- Recording victims report – CMR / ISG / Police Officer
- Responding and undertaking proportionate investigations – use of discretionary framework to major investigation
- Identifying victim vulnerability and ensuring appropriate safeguarding from first point of contact – unique position in CCR

Assurance was provided to the Commissioner in relation to call handling & deployment of resources as follows:-

- HMICFRS inspection of GMP
- Ongoing assurance from December 2020 PAC
- Current Command and Control Room (CCR) performance
- CCR Improvement Plan
- Self assessment 2020 and findings / recommendations
- Changes, improvement's and governance
- Preparation for HMICFRS PEEL Inspection 2021

The findings from a recent HMICFRS have been reviewed. Following on from the December PAC meeting performance still remains good. There is an improvement plan in place in the Command & Control Room (CCR). A self assessment took place in the summer and improvements have been made in preparation for a further HMICFRS inspection later in the year.

The Commissioner sought assurance that lessons have been learned from the recent issues experienced by GMP Constabulary in relation to victims (which saw the Chief Constable resign from the Force and drew criticism from mayor Andy Burnham).

Assurance was given that a self assessment was carried out in the summer, and has just been completed again with a report of findings being complied. Chief Superintendent O'Connor felt that Cumbria was in a good place, and the Deputy Chief Constable concurred.

Abandoned calls to the Constabulary are checked via call back / dip sampling to double check that individual enquiries had been dealt with. Out of 100 calls, 40 were called back within 24 hours.

People calling from a withheld number is an issue as the Constabulary then haven't got a number to call back on. A question has been added to the website to try and capture this data.

2020 demand into the Command and Control Room (CCR)

- 57,831 – 999 calls
- 101,611 – 101 calls
- 10,868 – Agency calls
- 38,660 – 101 E mails
- 7,121 – Online forms
- 12,376 crimes recorded – 34.6 % of all crimes

It was noted that over a third of all crimes are recorded 'in the room' reducing the demand on deploying officers.

Whilst overall calls to the Constabulary do appear to be down compared to the same period in 2020, the demand is around the same with online forms and 101 emails much more utilised.

HMICFRS Methodology Change – In February 2020 the HMICFRS changed their inspection methodology – from the three pillars of PEEL (Efficiency, Effectiveness; Legitimacy) to 12 core questions and an additional Victim Service Assessment.

In addition, the introduction of "FAIR" as a grade was announced (as well as Inadequate; requires improvement; Good; Outstanding). Cumbria are currently "GOOD" for all pillars, and have previously scored an outstanding for Crime Data Integrity.

The Victim Service Assessment is a separate inspection which focusses upon the whole victim journey, from the point of the member of the public ringing or contacting the police, to the

appropriate deployment of resources, appropriate and accurate recording of the crime, victim contact, adherence to investigative principles – all the way through to crime finalisation and the investigation outcome

Proactive approach to HMICFRS - In anticipation of the VSA being a key focus for the HMICFRS, and to ensure we were giving the highest level of service possible, an interview was arranged with the HMICFRS during COVID so that we could showcase our command and control model of having experienced officers operating within the control room and dealing with all victims and members of the public calling for assistance.

Self assessment The CCR self-assessment conducted in Summer 2020 set out to:

- Consider the policies and procedures currently in existence and compare these to the anticipated HMICFRS expectations.
- Gather evidence of compliance with those policies and procedures.
- Disclose evidence of compliance and best practice to the HMICFRS as part of the remote inspection activity that is occurring.
- Consider how well the current documented and adhered to practices and processes compare to the HMICFRS expectations within the Victim Service Assessment.
- Inform subsequent professional conversations in relation to a gap analysis and ultimately the development of a strategic plan

The self assessment of the command and control room was undertaken by the Business Improvement Unit and the findings of this assessment were developed into an improvement plan for command and control, managed by the CCIP.

The recommendations following the self assessment include but were not limited to:-

- Call timeliness and abandonment rate performance is now presented on a weekly basis to the COG, in line with the anticipated expectations of the NOD
- Product in development in relation to time of answer to dispatch to arriving on scene for Grade 1's (15 mins urban, 20 mins rural)
- A "Utility of abandonments" process has been introduced wherein a percentage of abandoned callers receive a call back to recover any service challenges and measure the types of incidents that were being missed – to date these have overwhelmingly been callers who decided they no longer needed to speak to the police, or who required a different agency or got the update they required already.
- Review of the local quality assurance processes and live time listening of calls by supervisors to ensure any immediate service recovery could be implemented and that a consistently high level of service was being provided.

There are only two types of victim – Standard and Enhanced.

- All children are enhanced.
- Unless victims fall into the enhanced category – they are standard.

Enhanced Victims

- All children
- Adults with significant Mental Health issues (ie that affect their cognitive function)
- Adults with Learning Difficulties
- Victims of serious crime
- Victims of any Sexual Offences
- All victims of DA, Modern Slavery, Human Trafficking
- Victims who are persistently targeted – Repeat ASB and patterns of behaviour offences.

Activity

A lot of activity is happening with victim care, compliance and general customer service. This ensures the Constabulary are in a good position.

There are three internal media campaigns a year - the most recent one is raising awareness and refreshing how officers refer into Remedi to activate Restorative Justice for victims. The Constabulary recognises RJ as a very valuable resource that makes a big difference to victims recovery and it prevents reoffending.

The Constabulary is maintaining a victims and witnesses action plan to record activity, capture issues and have a record to manage them.

The Commissioner thanked Chief Superintendent O'Connor for his comprehensive report and all of his hard work over the past 30 years, and wished him well in his retirement.

Following a discussion, the presentation was noted.

RESOLVED, that,

- (i) The presentation be noted;

007. THEMATIC PRESENTATION – CHILD SEXUAL ABUSE AND EXPLOITATION

The report was presented by Detective Chief Superintendent Holden, and gave an overview of the prevalence of CSEA in Cumbria.

Based on data for 12 months: 31st January 2020 – 31st January 2021:-

CSEA

- There were 699 CSEA offences in total
- 10% (69) offences have a CSE marker
- 41% (289) of CSEA offences were non-recent

CSA

- There were 630 offences classified as CSA only (90% of all CSEA)
- 40% (252) of CSA offences were non-recent.

Offence types:-

- 40% (279) are contact offences
- 28% (195) are online offences
- 32% (223) are 'other':
 - Indecent images
 - Engaging in sexual communication
 - Meeting / travelling to offend
 - Voyeurism

- 35% (244) of all CSEA offences are familial
- 65% (454) are contextual offences (outside the family) although many are still 'acquaintance' offenders.
- Offenders with no links to Cumbria or their victims are mainly online offenders.
- 18% (125) offences relate to 'child on child' offences

What steps have we taken to reduce unnecessary criminalisation of children

- In July 2020 the Constabulary introduced Child Centred Policing Teams across the county. Child Centred Policing prioritises an **early intervention and prevention approach**, seeking to identify and address **vulnerabilities** and the **root causes of behaviour**, sign posting to support services and diverting them away from the Criminal Justice system.
- In Oct 2020 we introduced the **Children in custody procedures** which asks officers to seek an Inspectors approval to ensure that children should only be entering custody for the right reasons, at the right time where it is appropriate to address their offending behaviour. It also ensures that all children brought into custody are referred to Liaison and Diversion who offer support for any underlying vulnerabilities.
- In Feb 2021 we introduced **youth crime management procedures** which sees all youth crime reviewed by the child centred policing team who provide officers with advice and guidance on possible disposal outcomes. This process ensures that opportunities to address offending behaviour with meaningful interventions or diversions are not missed (*such as referrals to a health and well being teams for low level drugs offences instead of criminalisation or Family interventions such as Step up for child on parent violence offences.*) This reduces the number of cases we NFA preventing that revolving door process.
- Cumbria Constabulary and Cumbria Youth Offending Service have a joint decision-making panel which meets weekly to discuss county-wide youth guilty plea cases. Quality disposal decisions are made on cases taking into consideration the full circumstances of the child, previous disposals and reviewing information from a range of partner agencies. This can prevent children from being escalated into the Criminal Justice system.
- **The aim is to Safeguard and not criminalise children wherever possible**

Children in care

- Children in care are a particularly vulnerable and disadvantaged group who are disproportionately represented within the Youth Justice system, custodial settings and also as missing people.
- Child Centred Policing teams in particular our **METCO officers (Missing, Trafficked, Exploited Coordinators)** engage with local care homes to improve information sharing about children at risk of going missing or being exploited (**Philomena Protocol**) They also work with care homes to understand the role of the Police and ensure any calls for service are necessary and appropriate so that it does not lead to the unnecessary criminalisation of children in care.
- Cumbria Police in partnership with the CSCP designed a **Looked After Children information pack (LAC pack)**. The pack aims to provide information to care providers with regards with how to deal with incidents within the home and when to call the police. This is based on the **National Framework to avoid the unnecessary criminalisation of children in care** and aims to enable a consistent approach and ensure positive outcomes for children looked after. These packs have been provided to all care providers across the county.

As well as reviewing performance data with a range of Power BI products we are now completing a lot of **qualitative audits and assessments** looking at quality of decision making, identifying good practice and areas of learning. This approach looks to ensure we are consistently making the best decisions for vulnerable children and considering the impact. It focusses on the quality of the decisions made and not just process - ensuring we aren't 'hitting the target but missing the point', a concern raised by HMICFRS.

This includes;

- Missing person coordination group audit (police), which have recently reviewed cases of frequent missing people many of which were children and at risk of CE
- Audits in relation to the above new processes which look deeper than has the process been followed and reviews the rationale and decision making reviewing if the changes are making a difference.
- Multi Agency Out of court disposal scrutiny panel where youth cases are discussed and disposal decisions reviewed.
- Peer review audits undertaken within the Safeguarding Hub to ensure consistency and quality of decision making in regard to safeguarding referrals.
- Bi monthly audits with partners reviewing police decisions prior to referrals into the Safeguarding hub to ensure that they are in best interests of the child.

Take Steps to identify and implement good practice

- We have been involved in the development and launch of **IT'S NOT OK Child Exploitation awareness raising campaign** ran by Cumbria Safeguarding Children's Partnership (CSCP) in partnership with the NSPCC. The campaign aims to raise awareness across the community including parents and carers as well as public services such as transport and recreation and the business community.
- **The campaign also delivers multi-agency training**
- Attended the launch of **Missing persons benchmarking tool** which is a multi-agency self assessment developed by Children's commissioner and NWG. It was presented to the

CSCP who have agreed to undertake the process. It will identify any gaps in our service or processes with regards to missing.

- Ensure **greater consistency** with the new **CERAR process** and utilising the new **vulnerability tracker produced in collaboration with National County Lines Co-ordination Centre**
- Complete Horizon Scanning process by attending several learning events, Public Health in Policing, National child centred policing events, Regional CYP meetings etc.

What assurance can the Constabulary give the Commissioner that officers and staff, at first point of contact, have the training, skills and experience to support children who need help and protection?

- The Constabulary have invested heavily in front line training and awareness. Safeguarding DS's have conducted area training days for all front line TPA officers and supervision. Safeguarding Help Desk have also provided training to control room staff in relation to several areas of vulnerability.
- **Mandated ACE's training** to become a Trauma Informed workforce and focus on **safeguarding not criminalising children** etc in line with the Policing Vision 2030
- Dip sampled with reassurance with BIU and SG Hub audits
- We have split the Safeguarding Hub into geographical areas to develop the working relationship with the relevant area CCPT. To improve knowledge understanding communication and local support service provision
- Training package devised from Central SGH for frontline officers re awareness and trauma informed signs
- The SG Hub review every Child SAF generated re quality assurance process & cascade any learning and development for officers
- Referral process now in place from the SG Hub into the area CCPT for them to review. There is a footprint on every child SAF again ensuring we identify all aspects of vulnerability at the earliest opportunity
- Training has been delivered across a number of different departments in addition to the recent ACEs training. This includes training to front line officers and those in the control room.

What has the Constabulary done to ensure frontline officers/staff are able to recognise the signs and symptoms that a child is being exploited / abused to help prevent risk and vulnerability from escalating?

- As above in assurance effective **targeted training** as outlined above including training via **It's Not OK campaign**
- Undertaking cradle to grave audits of child cases from incident recorded, SAF generated through the SGH processes though to the CCPT involvement and action taken.
- To address the point raised HMICFRS re have forces followed the process but actually missed the point i.e. Focusing on Quality not quantity and trying to improve the quality of the service decisions / interventions delivered.

- **New multi-agency audits** of police cases that did not meet statutory threshold. Joint audit with key partners CSC – Health reviewing our practice / response and were decisions made in line with the best interests of the child
- CCPT and Metco officers interacting with children on a daily basis improving understanding, knowledge and practice
- Enhanced Vulnerability briefings to front line resources via Op Cert tasking model including frequent missing i.e. those identified as at risk from the incident there is a standard operating procedure / framework to ensure consistent decision making and best practice when dealing with children & identified at risk of Child Exploitation or frequent missing. This process also includes highlighting perpetrators

When children go missing or absent from home, what is the Constabulary doing to ensure the wider circumstances or risks faced by the children are understood to help protect them / reduce the risk of them being groomed for sexual abuse or exploited?

- Preventative approach adopted
- All missing children reports are now reviewed in detail by dedicated safeguarding DC's in the hub – re the identifying the wider risks / circumstances
- Safeguarding DC's also review all return home interviews of children open to Children Social Care
- The same process is now applied within the HUB to all children not just those open to CSC re identifying the bigger picture i.e. threat risk harm
- Philomena protocol has been created and adopted – explain
- Children Society Bench Marking tool has also been adopted
- Adopted stage 1 and stage 2 risk assessments again improving understanding / intelligence and creating bespoke plans for the child
- Internal Governance of the Op CERT framework and frequent missing is via the Vulnerability Meeting – Ensuring that the strategic framework is being delivered Operationally
- Embedded scrutiny through the process – example re the last Vul meeting identified the disparity between number of children missing in south compared to North and West. Resulting in a recommended increase in the METCO (missing exploited and trafficked officers) team in south

What assurance can the Constabulary provide the Commissioner that it has in place robust safeguarding policies and procedures to protect children?

- Overarching CSE/A policy and procedure
- Complemented by Op CERT Child Exploitation Reduction Tactics & Op Artimis
- Implemented the new Children in Custody procedures – Child centred and improving front line knowledge practice and wider safeguarding in regard to children who come to police attention

- Adopted a think family approach with all children's crime recorded via the Youth Crime management procedures i.e. reviewed by CCPT and wider circumstances of the family setting and opportunity for partner interventions
- Robust internal Governance from strategic level via the Vulnerability meeting re all aspects of CSE/A incorporates to Operational via the area Op CERT meetings and Safeguarding / CCPT review of children contact

What assurance can the Constabulary provide the Commissioner that they are working in partnership with the respective safeguarding agencies to ensure children of / at risk of sexual exploitation & abuse are being protected / supported / helped to cope and recover?

- Rely on good partnership working
- Currently have a multi-agency Child exploitation process that is soon to become the CERAR process Child Exploitation Risk Assessment Review – will improve the identification of risk when conducting risk assessments. Highlighted nationally as improved practice
- The Constabulary work with Barnardo's, Brathay Trust, My Time, CAHMs plus the emotional health and wellbeing service in all order to ensure the child is supported and helped to recover
- Work in partnership with the Cumbria Safeguarding Children's partnership and the Cumbria Safeguarding Adults Board in regard to transitioning
- Within the CSCP the Constabulary are an active member of the MET group (Missing Exploited Trafficked)
- Working relationship with the OPCC and commissioned services provided by them in relation to children's services
- Statutory services such as Early help, team around the family and COVID schools program.

What assurance can the Constabulary provide the Commissioner that it works with partners to ensure those who care for the child is supported to help prevent repeat incidents and reduce the risk of harm?

- All care homes have been contacted to support the implementation of the LAC (looked after Children Pack) and Philomena Protocol
- METCO (Missing Exploited Trafficked Co-Ordinator) visiting care homes etc to improve knowledge and practice in an effort to reduce missing episodes
- Training has been provided to care home providers and foster carers via It's Not OK in relation to preventing missing episodes and Child Exploitation

The Constabulary has an effective Learning and Development Department which is able to deliver on a variety of training, including specialist training linked to vulnerability, safeguarding and sexual offences. This includes SOIT, first response, SCAIDIP, with subsequent creation of portfolio and accreditation. In April a further 16 officers will undertake the SCAIDIP programme, a course that is also outsourced to external participants.

Development and CPD is offered and provided via HQ PPU, which includes input of OIC's and their supervision

To maximise exposure, the communications team worked closely with local media outlets prior to the launch of media campaigns. This planning work ensured that both the Constabulary and local media outlets work on a shared understanding of the key messaging, which better informed the public.

The breadth of the work conducted by the force with traditional media as well as the Constabulary's own social media channels to maximise coverage, raise awareness to the issue, signpost people for help and increase confidence in the local community that this is a priority for us.

The Commissioner thanked Detective Chief Superintendent Holden for his report and following a discussion, the report was noted.

RESOLVED, that,

- (i) The report be noted;

008. ETHICS & INTEGRITY PANEL – ANNUAL REPORT

The Chair noted the Ethics & Integrity Panel Annual Report, a copy of which had previously been circulated with the agenda.

The Chair noted the work carried out by the Ethics & Integrity Panel, and the report was noted.

RESOLVED, that,

- (i) The report be noted;

Meeting concluded at 12:00 noon

Signed: _____

Date: _____



Office of the Police and Crime Commissioner Report

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N°007 / 2021)

TITLE: Capital Budget Monitoring 2020/21 Quarter 4 to March 2021 (Provisional Outturn)

Executive Summary:

The attached report provides details of the provisional outturn on the capital budget for 2020/21. The figures quoted at this stage are provisional as the final accounts are still subject to audit, but it is not envisaged that there will be any significant changes.

Recommendation:

The Commissioner is asked to:

- Note the provisional capital outturn position for 2020/21 as reported.
- Formally approve a change to the 2020/21 programme budget of £16k, being a budget return.
- Formally approve the transfer to revenue £138k for the ongoing running costs of the digital interview solution.
- Formally approve the changes to the 4-year capital strategy arising from re-profiling and detailed planning of approved schemes.

Formally approve the determinations at section 4 (paragraph 4.1), in respect of the financing of the 2020/21 capital expenditure.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/do not approve the recommendation above

Police & Crime Commissioner / Chief Executive (delete as appropriate)

Signature:

Date: 2 June 2021

NOT PROTECTIVELY MARKED

PAC 2021-06-02 Item 06 - Capital Budget Monitoring Quarter 4 to March 2021 & Provisional Outturn



Office of the Police & Crime Commissioner

TITLE: Capital Budget Monitoring 2020/21 – Quarter 4 to Mar 2021 (Provisional Outturn)

Date of Meeting: Public Accountability Conference 02nd June 2021

Executive Summary:

The attached report provides an updated position of income and expenditure against the capital programme as approved for the 2020/21 financial year. Projections are based on actual expenditure up to the end of March 2021. Known changes to the capital programme budget approved to date have been included in the report, this includes the capital strategy approved by the Commissioner in February 2021.

Recommendation:

The Commissioner is asked to:

- Note the provisional capital outturn position for 2020/21 as reported.
- Formally approve a change to the 2020/21 programme budget of £16k, being a budget return.
- Formally approve the transfer to revenue £138k for the ongoing running costs of the digital interview solution.
- Formally approve the changes to the 4-year capital strategy arising from re-profiling and detailed planning of approved schemes.
- Formally approve the determinations at section 4 (paragraph 4.1), in respect of the financing of the 2020/21 capital expenditure.

NOT PROTECTIVELY MARKED

PAC 2021-06-02 Item 06 - Capital Budget Monitoring Quarter 4 to March 2021 & Provisional Outturn

MAIN SECTION**1. Introduction and Background**

- 1.1. The Commissioner approves on an annual basis a 10 year capital strategy and a more detailed four year capital programme. This includes the annual capital budget that finances the delivery of capital schemes and provides for investment in ICT, the estate, vehicles and equipment needed to deliver operational policing.
- 1.2. This report is set out in three main sections:
 - ◆ Section 2, provides an update on the capital budget for the 2020/21 financial year.
 - ◆ Section 3, provides a brief update on the overall capital programme for a four year period to 2023/24.
 - ◆ Section 4, sets out the statutory determinations required to be made by the Commissioner under part IV of the Local Government and Housing Act 1989 in relation to capital financing.

2. Capital Budget 2020/21

- 2.1. On 20 February 2020 the Commissioner approved an indicative 10 year capital strategy up to 2029/30 with a more detailed programme including capital financing for a four year period to 2023/24. The capital programme has subsequently been amended to incorporate the effect of the capital outturn position for 2019/20 and in year changes, such as variations to existing schemes, approved by the Commissioner. The Capital Strategy for 2021/22 and beyond, approved 19 February 2021, has also been reflected in the future year budgets where required.
- 2.2. The table below summarises the movement in the capital budget during 2020/21 and expenditure against it as at the end of the fourth quarter. Total capital expenditure during the year amounted to £2.813m against the budget of £7.677m which represents a net reduction of £4.864m (63.36%) against the approved budget for 2020/21. The overall variance is made up of slippage of expenditure to future years of £4.848m (of which £1.989m had been reported previously) and other reductions to the budget of £16k.

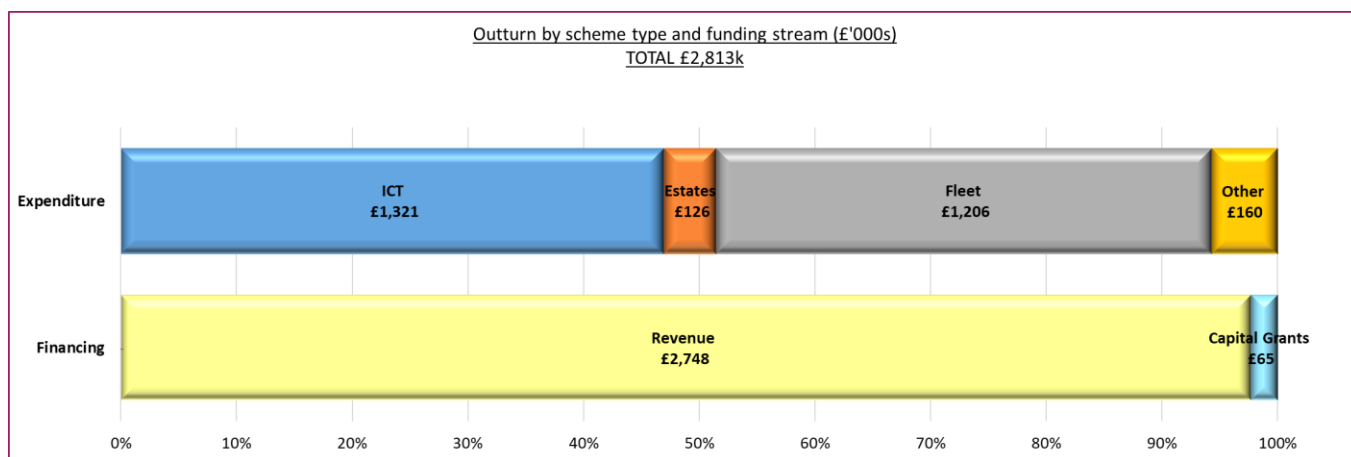
NOT PROTECTIVELY MARKED

PAC 2021-06-02 Item 06 - Capital Budget Monitoring Quarter 4 to March 2021 & Provisional Outturn

Capital Budget 2020/21 £000s	
Capital Budget 2020/21 (approved 19/02/20)	7,553
Impact of 2019/20 Outturn (approved 20/05/20)	258
New Schemes Approved/Drawdown	96
Budgets Changes - Approved	(230)
Approved Adjusted Budget 2020/21	7,677
Forecast Capital Expenditure 2020/21	2,813
Forecast Variation	(4,864)
Made up of:	
Budget Changes (Under)/Overspend	(16)
Slippage to 2020/21	(4,848)
	<u>(4,864)</u>

Table 1 Forecast Variation summary	Changes £000s
Whitehaven Police Station - Roof	(12)
Durranhill heat and vent plant	(2)
Gas suppression cylinder replacements	(2)
	(16)

Table 2 - Slippage	Previously Reported	New Slippage Qtr 4	Total £'000s	% of Base Budget
ICT Schemes	(2,083)	(620)	(2,704)	-64%
Estates Schemes	0	(170)	(170)	-55%
Fleet Schemes	(996)	(890)	(1,886)	-62%
Other Schemes	220	(308)	(88)	-37%
	<u>(2,859)</u>	<u>(1,989)</u>	<u>(4,848)</u>	<u>-62%</u>



A more detailed breakdown of the individual schemes that make up these amounts can be found at **Appendix A**.

NOT PROTECTIVELY MARKED

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2.3. The paragraphs below provide a brief update on the progress on each of the main categories of scheme:

2.4. **ICT Schemes** are comprised of the rolling replacement programme in respect of ICT hardware, software and radios, together with schemes to support the roll out of larger specific projects. To help manage the finances of these schemes a prudent £2m slippage is built into the base budget at the start of the year. Total slippage for the year has exceeded this £2m by £2.7m (£2.1m at quarter 3). There are no additional changes requiring approval for 2020/21.

- The ICT rolling replacement programmes were largely completed as planned in 2020/21 with the exception of the converged infrastructure and storage pieces of work. The converged infrastructure and related hardware is a large scheme for the wholesale replacement of the main ICT architecture. There are other options available, such as a move to cloud solutions, and with changes in future working practices under discussion the scheme has been delayed so that the most effective solution can be implemented to meet future needs.
- The enhanced video conferencing solution has reached end of life and with the increase in remote working brought on by the pandemic the scheme has been delayed in part to allow time to consider the best solution moving forward. To facilitate this £20k of the £182k budget has been drawn down to conduct a proof of concept with an expectation that the pilot will be rolled out early in 2021/22.
- The control room futures project includes a number interdependencies with the national programme to replace the Emergency Services Network (ESN). These elements have been delayed due to considerable slippage in this national project and as a result £759k of budget and financing has been moved to 2021/22, but again, expenditure against this budget depends on the national scheme and may need to be moved further into the future
- Another consequence of the delayed national ESN project is the replacement of the current Airwave radio terminals. Early in 2020/21 the scheme to replace these terminals (including covert radios) was given approval. The procurement agreement for the new radios saw the inclusion of a buyback for the old radios. The £85k capital receipt will be used towards the financing for the completion of the scheme in 2021/22 as mentioned in 4.1.
- Other smaller areas of spend during 2020/21 were on ANPR replacements, control room futures, digital policing and specialist consultancy.
- The project to replace and modernise the interview recording capability across the force was approved in November 2019 and authority was given to procure the system from the preferred supplier. The capital budget for this replacement was £400k in 2020/21 and the scheme is complete

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with the exception of some sound quality testing. Payment schedules have been received and it shows that some of this budget will need to be moved to revenue to cover the cost of the annual fees as these do not meet the definition of capital expenditure.

R1) The Commissioner is asked to approve the transfer to revenue of £138k of the remaining budget to facilitate payment of the ongoing revenue effects of the scheme over the next 3 financial years.

2.5. **Fleet Schemes** are comprised of the cyclical replacement of the Constabulary fleet of vehicles. The position reported previously at quarter 3 included slippage to future years of £996k and other changes amounting to a net increase of £62k. There are no changes requiring approval but there is additional slippage of £890k.

- During 2020/21 the budget and financing were both increased by £50k received from the Sellafield to replace two of the vehicles used by the dedicated Sellafield Policing Unit team in Cumbria.
- Following approval to replace the end of life single purpose vehicles with mixture of vans and cells cars, the mix being determined by consultation with each policing area. The budget for 2020/21 included an ambitious replacement programme for 100 vehicles. By 31 March 2021, a total of 95 vehicles had been ordered of these, 37 were received and commissioned, 58 ordered but not delivered and the remaining 5 are still to be ordered. The pandemic has increased lead times and caused backlogs of orders.
- The capital programme approved in February covered the replacement of 37 new vehicles plus the slipped vehicles known at December 2020. In addition, quarter four saw an additional 33 vehicles move to 2021/22 along with the financing to pay for them. The budget for these vehicles is based on vehicle prices in 2020 when the effects of Brexit were unknown. It is becoming clear that these prices are set to rise, and work is currently being undertaken to understand the implications to the budget.

2.6. **Estates Schemes** During 2020/21 the estates team have largely concentrated on making the estate a safe working environment in response to the pandemic, including the creation of a second control room to provide segregation of the function as part of infection control measures. From a capital point of view there have been only a few smaller infrastructure replacement programmes

- UPS replacement at HQ and Durranshill – The replacement at Durranshill has been completed but the work to the HQ UPS has been moved into 2021/22.
- Three small schemes have been completed during 2020/21, namely, Whitehaven Police Station Roof, Durranshill Heating and ventilation plant and the replacement gas suppression system in the ICT server rooms. These schemes have completed with an underspend of £16k the financing for which

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has been returned to unapplied capital grants to be used against future schemes. The tables at 3.1 reflects this change

- Work is yet to commence on two further roofing schemes at Kendal Police station and the Dog Section / Kennel building at HQ. The budget and financing for these schemes has been moved to 2021/22.

R2) The Commissioner is asked to note the return of budget from the Estates schemes of £16k.

2.7. **Other Schemes** – This includes a number of diverse which do not fall into the previous categories. Highlights during 2020/21 include:

- **Taser Expansion** – Following a successful grant application the PCC was awarded £65k to contribute to a scheme to increase the number of taser carrying and trained officers. Due to a delay in the latest taser model receiving HO approval the Tasers were eventually received just before Christmas. Upon receipt the grant claim could be completed, and the grant has been received and applied in 2020/21. The overall scheme was much larger than just the additional tasers and work continues on the rollout in Cumbria.
- **Countywide CCTV**. The amount remaining, £23k, is required for the link to the Digital Evidence Management System. This was phase 3 of the project and is planned to take place in 2021/22.
- **Scanning equipment for accident investigation**, which was match funded through an external contribution has originally delayed in 2019/20 but permission was given to carry the funding forward. The equipment has been received and paid for but there are some ancillaries and training that has been delayed due to the pandemic. As a result, the project team have requested that the remaining £5k be carried into 2021/22 to complete the project
- Following the accelerated recruitment programme to maintain future police officer numbers a scheme was established to provide the additional pocket notebooks/smartphones and body cameras required for the additional officers. During 2020/21 expenditure on this type of equipment amounted to £15k. Work is still ongoing to identify if additional estates modifications and vehicles are also needed to support this programme and this has been included into the 10 year capital programme.
- In response to the global pandemic 2019/20 saw expenditure of £126k on additional equipment to facilitate working from different locations and in some cases working from home. In 2020/21 this expenditure amounted to a further £25k and was expended to purchase additional tablets to allow further home working.

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3. Capital Programme 2020/21 to 2023/24

3.1. The table below provides a summary of the capital programme and associated capital financing over the four year period to 2023/24:

Summary of Capital Budget 2020/21 to 2023/24				
	2020/21	2021/22	2022/23	2023/24
	£000s	£000s	£000s	£000s
Capital Expenditure				
ICT Schemes	1,321	3,397	6,721	2,850
Estates Schemes	126	470	7,710	5,600
Fleet Schemes	1,206	2,659	1,085	1,186
Other Schemes	160	758	850	0
	2,813	7,284	16,366	9,636
Capital Financing				
Capital Receipts	0	85	2,456	533
Revenue Contributions	2,748	3,813	3,909	3,406
Capital Grants	65	3,136	2,851	97
Reserves	0	250	3,750	0
Borrowing	0	0	3,400	5,600
	2,813	7,284	16,366	9,636

A more detailed schedule is provided at **Appendix B** which also illustrates the whole life costs of the current projects within the capital programme.

3.2. There have been a number of changes to future year's expenditure since the 10 year capital strategy was approved. These are summarised in the table below

Changes to the Capital Programme following approval in February 2021					
	Yr1	Yr2	Yr3	Yr4-10	TOTAL
	2020/21	2021/22	2021/22	Future	TOTAL
	£000's	£000's	£000's	£000's	£000's
Approved Strategy	4,907	5,211	16,367	38,018	64,503
Current Expenditure Predictions	2,813	7,284	16,367	38,018	64,482
Difference	(2,094)	2,073	0	0	(21)
					0
Effects of slippage from 2019/20 to future years	(1,989)	1,989	0	0	0
Transfer to / from revenue	(89)	0	0	0	(89)
Budgets Brought Forward	0	0	0	0	0
Budgets returned on completion of scheme	(16)	0	0	0	(16)
New Schemes	0	0	0	0	0
Budget Increases	0	84	0	0	84
Difference	(2,094)	2,073	0	0	(21)

The corresponding financing has been moved to match this new profile.

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4. Capital Determinations

4.1. Part IV of the Local Government and Housing Act 1989 requires a number of “determinations” to be made and approved in relation to the financing of capital expenditure. These are set out below:

- ◆ Capital receipts from the disposal and replacement of the airwave radios in 2020/21 amounted to £85k. These have been added to the unapplied capital receipts from previous years, reserved to meet expenditure commitments in future years, these now amount to £2.181m in total. No capital receipts have been applied to meet capital expenditure under part IV (section 60.2) of the act in 2020/21.
- ◆ A sum amounting to £608k has been set aside in the revenue account as a minimum revenue provision (MRP) for credit liabilities (section 63.5 of the act) in line with the policy agreed as part of the Treasury Management Strategy Statement in February 2020.

5. Supplementary Information

5.1. Appendices to this report are provided as follows:

- ◆ Appendix A – Capital Budget 2020/21
- ◆ Appendix B – Capital Programme 2020/21 to 2023/24

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Appendix A**Capital Budget 2020/21**

Capital Programme 2020/21	Original Approved Budget £s	Impact of 2019/20 Outturn £s	New Schemes Approved £s	Budget Changes Approved £s	Approved Adjusted Budget £s	Draft Capital Outturn £s	Forecast Variation £s	Of which Slippage to Future years £s	Budget Changes £s
ICT Schemes									
ICT End User Hardware Replacement (002x)	277	167	5	(17)	432	79	(353)	(353)	0
ICT Software Application Replacement (003x)	0	24	0	0	24	18	(6)	(6)	0
ICT Core Hardware Replacement (004x)	3,161	254	0	29	3,444	382	(3,062)	(3,061)	0
ICT ESN / Radio Replacement (005x)	1,047	0	0	(20)	1,027	761	(266)	(266)	0
ICT Core Infrastructure Replacement	0	0	0	0	0	0	0	0	0
ICT Infrastructure Solution Replacement (Projects)									
- Case & Custody	0	0	0	0	0	0	0	0	0
- Control Room Futures	506	253	0	(48)	711	9	(702)	(703)	0
- Business Futures	0	80	0	(80)	0	0	0	0	0
- Unspecified change to National systems (D)	53	0	0	(53)	0	0	0	0	0
- National ANPR / ANPR replacements	49	52	0	(25)	76	46	(30)	(30)	0
- High Tech Crime Programme (I)	124	0	0	0	124	0	(124)	(124)	0
- High Tech Crime Storage Growth (I)	120	0	0	0	120	0	(120)	(120)	0
- Digital Policing Project	61	4	0	0	65	24	(41)	(41)	0
General Slippage	(1,130)	(870)	0	0	(2,000)	0	2,000	2,000	0
Total ICT Schemes	4,268	(36)	5	(214)	4,023	1,319	(2,704)	(2,704)	0
Fleet Schemes									
2018/2019 Slippage	741	149	0	(12)	878	180	(698)	(698)	0
2019/20 Approved Strategy	2,019	35	0	22	2,076	973	(1,103)	(1,103)	0
Rechargeable Vehicles	87	0	52	0	139	54	(85)	(85)	0
Total Fleet Schemes	2,847	184	52	10	3,093	1,207	(1,886)	(1,886)	0
Estates Schemes									
Roof Repairs - Various	0	0	0	0	0	0	0	0	0
Whitehaven Police Station - Roof	38	0	0	0	38	26	(12)	0	(12)
Kendal Police Station - Roof	55	0	0	1	56	0	(56)	(56)	0
Roof Repairs - HQ Dog section	70	0	0	0	70	0	(70)	(70)	0
Other Existing Schemes	0	0	0	0	0	0	0	0	0
UPS HQ	100	0	0	0	100	56	(44)	(44)	0
Eden Deployment Centre	0	0	0	0	0	0	0	0	0
Garage Provision	0	0	0	0	0	0	0	0	0
Durranhill - CCTV system and cell call	0	0	0	0	0	0	0	0	0
West Resilience Flood Management	0	0	0	0	0	0	0	0	0
Durranhill heat and vent plant	0	28	0	0	28	26	(2)	0	(2)
Gas suppression cylinder replacements	20	0	0	0	20	18	(2)	0	(2)
Total Estates Schemes	283	28	0	1	312	126	(186)	(170)	(16)
Other Schemes									
CCTV	0	24	0	0	24	0	(24)	(24)	0
X2 Taser migration (I)	110	0	0	(28)	82	68	(14)	(14)	0
Glock Pistol Replacement	45	0	0	0	45	0	(45)	(45)	0
Business Transformation	0	0	0	0	0	0	0	0	0
Laser Scanning - Accident investigation	0	58	0	0	58	53	(5)	(5)	0
Operation Uplift	0	0	14	1	15	15	0	0	0
Operation Lecturn	0	0	25	0	25	25	0	0	0
Total Other Schemes	155	82	39	(27)	249	161	(88)	(88)	0
Total Capital Expenditure 2020/21	7,553	258	96	(230)	7,677	2,813	(4,864)	(4,848)	(16)

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PAC 2021-06-02 Item 06 - Capital Budget Monitoring Quarter 4 to March 2021 & Provisional Outturn

Appendix B**Capital Programme 2020/21 to 2023/24**

	Approved Budget	Revised Budget	Previous Years Spend	Projected Outturn 2020/21	Projected Outturn 2021/22	Projected Outturn 2022/23	Projected Outturn 2023-24	Projected TOTAL Cost	Variance (Under) / Overspend
	£000's	£000's	£000's	£000's	£000's	£000's	£'s	£000's	£000's
ICT Strategy 2020/21 onwards									
ICT End User Hardware Replacement (002x)	4,020	2,933	631	79	913	962	348	2,933	0
ICT Software Application Replacement (003x)	71	71	10	19	6	0	37	71	0
Enhanced Video conferencing pilot	0	20	0	2	18	0	0	20	0
ICT Core Hardware Replacement (004x)	6,512	5,156	357	382	2,074	1,181	1,161	5,156	0
ICT ESN / Radio Replacement (005x)	3,850	3,915	0	761	538	2,519	97	3,915	0
ICT Core Infrastructure Replacement	381	381	0	0	0	96	285	381	0
								0	
Case & Custody	758	797	758	0	38	0	0	797	0
Control Room Futures	6,316	6,118	4,281	9	652	506	670	6,118	0
Police Works / Silverlite (i)	350	350	0	0	0	350	0	350	0
Business Futures	173	93	93	0	0	0	0	93	0
Unspecified change to National systems (D)	220	166	0	0	54	55	56	166	0
National ANPR System / ANPR replacements	256	231	0	48	80	51	52	231	0
High Tech Crime Programme (I)	232	108	108	0	0	0	0	108	0
High Tech Crime Storage Growth (I)	120	0	0	0	0	0	0	0	0
Digital Policing Project	2,346	2,346	2,138	24	41	0	143	2,346	0
ICT Infrastructure Solution Replacement (Projects)	10,771	10,209	7,378	80	866	963	922	10,209	0
								0	
Savings Targets	0	0	0	0	0	0	0	0	0
General ICT Slippage	1,000	0	0	0	(1,000)	1,000	0	0	0
Total Proposed ICT Schemes	26,606	22,666	8,376	1,321	3,398	6,721	2,850	22,666	0
Estates Strategy 2020/21 onwards									
<u>Roof Repairs - Various</u>									
Whitehaven Police Station	38	38	0	26	0	0	0	26	(12)
Kendal Police Station	55	56	0	0	56	0	0	56	0
Roof Repairs - HQ Dog section	70	70	0	0	70	0	0	70	0
<u>Other Existing Schemes</u>								0	
UPS	100	100	0	56	44	0	0	100	0
Eden Deployment Centre	5,481	5,481	5,481	0	0	0	0	5,481	0
Garage Provision	1,000	500	0	0	0	500	0	500	0
Durranihill - CCTV system & M&E plant	115	115	55	0	0	60	0	115	0
West Resilience Flood Management	14,325	13,000	0	0	250	7,150	5,600	13,000	0
Durranihill heat and vent plant	50	50	22	26	0	0	0	48	(2)
Barrow Custody - CCTV Digital rollout	50	50	0	0	50	0	0	50	0
Gas suppression cylinder replacements	20	20	0	18	0	0	0	18	(2)
								0	
Total Proposed Estates Schemes	21,303	19,480	5,558	126	470	7,710	5,600	19,464	(16)
Vehicle Strategy 2020/21 onwards									
2018/2019 Slippage	2,329	2,317	1,439	180	698	0	0	2,317	0
2019/20 Approved Strategy	5,101	5,119	0	973	1,876	1,085	1,186	5,119	0
Rechargeable Vehicles	87	139	0	54	85	0	0	139	0
Total Proposed Vehicle Schemes	7,517	7,575	1,439	1,206	2,659	1,085	1,186	7,575	0
Other Schemes Strategy 2020/21 onwards									
CCTV	1,969	1,619	1,095	0	174	350	0	1,619	0
X2 Taser migration	330	302	0	68	234	0	0	302	0
Glock Pistol Replacement	45	45	0	0	45	0	0	45	0
Laser Scanning - Accident investigation	58	58	0	53	5	0	0	58	0
Operation Uplift	537	851	37	15	300	500	0	851	0
Operation Lecturn	129	153	129	25	0	0	0	153	0
Total Proposed Other Schemes	3,068	3,029	1,260	160	758	850	0	3,029	0
Total Schemes	58,494	52,750	16,634	2,813	7,284	16,367	9,636	52,734	(16)



Constabulary Report to OPCC

TITLE OF REPORT:	Revenue Budget Monitoring 2020/21 Quarter 4 to March 2021 and Provisional Outturn
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DATE OF MEETING:	Public Accountability Conference 02 June 2021
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ORIGINATING OFFICERS:	Mark Carter, Financial Services Manager and Michelle Bellis, Deputy Chief Finance Officer
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PART 1 or PART 2 PAPER:	PART 1 (OPEN) and PART 2 (CLOSED)
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<p>Executive Summary:</p> <p>The attached report provides details of the provisional outturn on the Constabulary's revenue budget for 2020/21. The figures quoted at this stage are reported as provisional as the final accounts are still subject to audit but it is not envisaged that there will be any significant changes.</p> <p>The figures show net revenue expenditure on Constabulary controlled and managed budgets amounting to £128.731m which represents an underspend of £616k (0.48%) against the approved adjusted budget of £129.347m.</p> <p>The underspend is made up of an underspend on expenditure budgets of £453k (0.34%) and additional income totalling £163k (3.00%).</p> <p>The final underspend of £616k represents an increase of £570k compared to the projected underspend reported at the end of Quarter 3 at 31 December of £46k.</p> <p>The principal changes in the last quarter of the financial year related to reductions in expenditure on supplies and services and increased income. Forecasts in relation to officer, PCSO and staff pay have been consistent from the previous quarter.</p>
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<p>Recommendation:</p> <p>The Commissioner is asked to note the Constabulary revenue budget provisional outturn for 2020/21.</p>

MAIN SECTION

1. Introduction and Background

- 1.1 The purpose of this report is to provide information on the provisional revenue outturn for 2020/21. Total net expenditure amounts to £128.731m which is £616k below the approved budget. This represents a movement of £570k when compared to the forecast underspend reported at the end of Quarter 3 of £46k
- 1.2 The total budget is based on the funding arrangement between the Commissioner and the Chief Constable. This was approved and signed off by both the Chief Constable and the Police & Crime Commissioner on 26 March 2020.
- 1.3 The approved funding amounted to £139.445m, which is made up of a net revenue budget of £132.330m plus a plant and equipment capital budget of £7.115m. This report deals solely with the revenue funding. The original approved funding has subsequently been amended by a number of budget adjustments. The revised net revenue budget stands at £129.347m.

2. Revenue Expenditure

- 2.1 The provisional outturn of net revenue expenditure for 2020/21 is £128.731m, which is £616k (0.48%) below the approved adjusted budget of £129.347m, which represents a movement of £570k compared to the underspend forecast as at 31 December 2020 (£46k). The provisional outturn is made up of an underspend on expenditure of £453k (0.34%) and additional income of £163k (3.00%).
- 2.2 The principal variances at the end of the financial year, together with comparatives as reported at December, are outlined in the table below:

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PAC 2021-06-02 Item 07 - Constabulary Revenue Budget Monitoring Quarter 4 to March 2021 & Provisional Outturn 2020-21 (Part 1&2)

Description	Revised Budget	Provisional Outturn	Provisional (Under)/Overspend	Provisional (Under)/Overspend	Forecast (Under)/Overspend	Change in Forecast
	2020/21	2020/21	2020/21	2020/21	@ DEC-20	to MAR-21
	£'000s	£'000s	£'000s	%	£'000s	£'000s
Constabulary Funding						
Police Officers	88,239	89,129	890	1.01%	836	54
Police Community Support Officers	2,272	2,334	62	2.73%	56	6
Police Staff	24,387	24,527	140	0.57%	172	(32)
Other Employee Budgets	2,084	1,981	(103)	(4.94%)	(43)	(60)
Transport Related Expenditure	1,995	1,916	(79)	(3.96%)	(163)	84
Supplies & Services	13,529	11,942	(1,587)	(11.73%)	(980)	(607)
Third Party Related Expenses	2,270	2,494	224	9.87%	125	99
Total Constabulary Funding	134,776	134,323	(453)	(0.34%)	3	(456)
Income	(5,429)	(5,592)	(163)	3.00%	(49)	(114)
Total Constabulary Funding Net of Income	129,347	128,731	(616)	(0.48%)	(46)	(570)

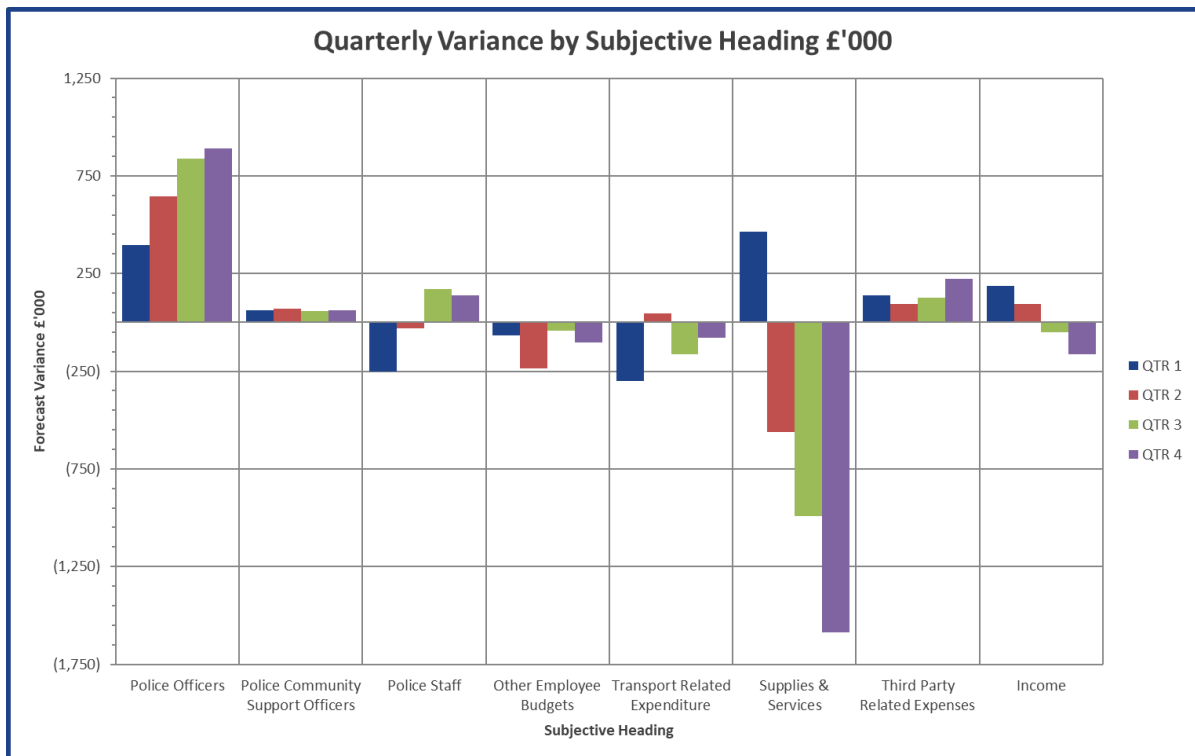
A more detailed analysis of the figures in the above table is provided at **Appendix A**. Commentary on specific variances is provided in the paragraphs below.

- 2.3 The provisional outturn variance reported for 2020/21 is £570k different to the variance forecast as at the end of December (Qtr. 3). The main reasons for this difference will be explained in the remainder of Section 2 heading by heading.

The quarterly reported variances for 2020/21 together with the comparators for 2019/20 are summarised in the table below:

Constabulary Reported Variance	(Under)/Overspend	
	2019/20	2020/21
	£000s	£000s
Quarter 1 to 30 June	-15	63
Quarter 2 to 30 September	288	122
Quarter 3 to 31 December	362	-46
Quarter 4 to 31 March	-196	-616

The chart below provides a graphical analysis of the forecast variances for 2020/21 quarter by quarter by subjective heading.



2.4 Police Officer Pay, Allowances and Overtime came in over budget by £890k (£836k as at December).

The primary reason for the increased expenditure on police officer pay is as a result of a deliberate decision to recruit early in relation to the Constabulary response to operation uplift, which is the Government’s pledge to increase national police officer numbers by 20,000. The cumulative effect of changes in the number and profile of officer recruitment and leavers against the original workforce plan have given rise to additional expenditure of £741k (£562k as at December). These changes include:

- Changes to the workforce plan in response to operation uplift including increased number of new recruits resulting in being over establishment for much of the year £540k.
- Other changes to workforce plan including leavers & promotions, £150k
- Holiday pay/pay in lieu of notice £51k

Appendix B provides more detailed analysis in relation to police officer pay budgets and outturn for 2020/21

Police Overtime out-turn shows an overspend of £361k (£274k as at December). The majority of the additional overtime was worked in Crime (£108k), Territorial Policing (£108k) and on the Constabulary's COVID response (£97k). A detailed analysis of the overtime position by command/department is provided for information at **Appendix C**.

Finally, Police Officer Pensions provisional outturn shows an underspend of £212k (on budget as at December). Of the underspend £318k relates to a decrease in the number of individuals required to be retired under the pension regulations. In these circumstances, the Constabulary is required to meet the capital ill health charge of two times annual salary (approx. £80k per retirement). This underspend is offset by an increase in payments of injury lump sums and allowances due to payment of arrears following successful appeals.

2.5 PCSO Pay, Allowances and Overtime came in over budget by £62k (£56k as at December).

During 2020/21 there was a reduced level of recruitment to PCSO posts to allow the Constabulary to concentrate on the recruitment of police officers in response to the Operation Uplift programme. The provisional overspend is as a result of the following changes to the workforce plan for PCSOs:

- Stating the year 1 FTE over budget £40k.
- Changes in number and profile through the year of leavers and other changes in hours through the year £22k

2.6 Police Staff Pay & Allowances came in over budget by £140k (£172k as at December).

The overspend has arisen through a combination of circumstances.

- Additional staff costs of COVID 19 (providing cover etc) £91k.
- Savings on staff costs in support of Operation Uplift -£172k
- Changes to establishment during 2020/21 (numbers and profile of leavers and recruitment, maternity changes to hours etc.) £17k.
- Holiday pay/pay in lieu of notice £42k, honoraria payments £24k

Police Staff Overtime provisional out-turn shows an overspend by £138k (£139k overspend as at December). The forecast overspend arises principally from increased expenditure in Territorial Policing (£77k), Crime Command (£19k), Operation Lectern (£25k) and Corporate Support (£9k).

Appendix D provides more detailed analysis in relation to police staff pay budgets and outturn for 2020/21.

2.7 Other Employee Expenditure came in under budget by £103k (£43k underspend as at December).

The primary reasons for the underspend are as follows:

- Training and Conference Fees £232k underspend (£130k underspend as at December). The underspend is made up of saving due to the effect of reduced activity due to COVID 19 (reducing abstractions for training and external training being unavailable) £210k, £93k operational training, £76k CID Training, ICT Training £51k, other support function training £12k and £5k training equipment.
- Agency Staff £33k (£4k as at December)
- Staff and Officer Recruitment Costs £17k (£43k under as at December).
- Staff Welfare costs £15k (£7k overspend as at December).

These underspends are offset somewhat by the following overspend:

- Redundancy and Actuarial Strain £135k (£105k as at December). This relates to termination costs as a result of Constabulary decisions for which there is no budget provision.
- Apprenticeship Levy £58k (£29k as at December). The increase in costs is linked to the increased cost of payroll during the year.

2.8 Transport related expenditure came in under budget by £79k (£163k as at December).

The main reasons for the underspend are as follows:

- Vehicle Fuel £99k (£121k as at December). The underspend can be attributed to a combination of lower than budgeted fuel prices and lower overall anticipated mileage. Note £252k of Fuel savings in relation to reduced activity due to COVID 19 have already been removed from this area of spend.

- Car Hire, Allowances and Travel Expenses £24k underspend (£31k as at December). Due to reduced levels of activity. Note £151k of savings in relation to reduced activity due to COVID 19 have already been removed from Car Hire, Allowances and Travel Expenses.
- Transport Other £15k (£10k as at December). Marine expenses, vehicle licencing etc.

These underspends are offset somewhat by overspends on:

- Vehicle Repair and Maintenance £59k (£0k as at December). Parts and tyres £67k, fleet recovery £14k offset by disposal costs £6k and insurance repairs and accident damage £16k.

2.9 Supplies & Services related expenditure came in under budget by £1,587k (£980k as at December).

The primary underspends are as follows:

- Contingency £260k (£0k as at December).
- Efficiency Savings £1,354k (£1,120k as at December). Savings due to a combination of Covid 19 grants from Government, reduced activity levels as a result of the covid-19 pandemic, net of lost income that the Constabulary cannot reclaim from the government
- Forensic Costs £35k (£52k as at December).
- Consultancy Fees £80k (£57k as at December)
- Communications and Computing £536k (£273k as at December). Airwave, £340k, Computer Software Maintenance and Licensing £125k, Computer Hardware Maintenance £30k, Telephony costs £35k.
- Accommodation & Subsistence £132k (£117k as at December). Training Accommodation & Subsistence £82k, Other Accommodation & Subsistence £49k.
- Police Doctors & Surgeons £52k (£26k as at December). Monthly custody medical contract costs were lower than budgeted together with credits from previous years (£58k).
- Confiscated Animals £38k (£20k as at December). The cost of kennelling / dealing with confiscated animals.
- Catering and Canteen Services £67k (£70k as at December).
- Office Equipment, Furniture and Materials £16k (£44k as at December).
- Clothing & Uniform £209k (£123k as at December).

NOT PROTECTIVELY MARKED

PAC 2021-06-02 Item 07 - Constabulary Revenue Budget Monitoring Quarter 4 to March 2021 & Provisional Outturn 2020-21 (Part 1&2)

- Custody Costs £29k (£29k as at December). Principally appropriate adult services.
- Audit Fees £11k (£13k as at December).
- Subscriptions and Licenses £13k (£10k as at December).
- Other various lines £32k (£69k as at December).

The above underspends are offset by overspends on the following budgets:

- Direct costs of the Constabulary's response to COVID 19 £789k (£998k as at December). PPE and First Aid Materials and specialised uniform £361k, Computer hardware & software purchases £392k, Office Equipment & Furniture £19k, other equipment £17k.
- Contributions to Provisions for Legal Claims and Insurance Liabilities £470k.
- Court Costs and other Legal Fees £39k (£41k as at December).
- Police Pension Scheme Sanction Charges £25k (£0k as at December).

2.10 Third Party related expenditure came in over budget by £224k (£125k underspend as at December).

The primary reasons for the overspend are as follows:

- Contributions to NPCC and NPCC sponsored projects £130k (£58k as at December).
- Contributions to National ICT projects, PNB and PNC £98k (£85k as at December).
- Contribution to NPAS £22k (£22k as at December).
- Other Third Party Payments £19k (£20k as at December).

The above underspends are offset by an under spend on TITAN NWROCU collaboration payments of £34k (£60k as at December).

2.11 Recovery of income has exceeded the budget by £163k (£49k as at December).

After removing £413k of income lost due to COVID 19 (Driver Awareness Income, Costs Awarded to Police, Kendal Calling and other events) the main areas of over recovery of income are:

- Sources of Income from other forces £102k (£252k as at December). This relates to reimbursement of our costs for services provided to other forces.
- Abnormal Loads £78k (£58k as at December).
- Donated Assets £34k (£0k as at December).
- Reimbursed Services £34k (£3k under recovery as at December).

NOT PROTECTIVELY MARKED

PAC 2021-06-02 Item 07 - Constabulary Revenue Budget Monitoring Quarter 4 to March 2021 & Provisional Outturn 2020-21 (Part 1&2)

- General trading Income £51k (£11k under recovery as at December). Estates managed services £12k, Insurance income £22k, UCLAN £13k.
- Disclosure Income £22k (£4k as at December).

This over recovery of income is offset somewhat by the following areas of under recovery of income:

- Proceeds of Crime Act income £30k (£48k as at December).
- Sale of Assets & Goods £58k (£73k as at December). Reduced sales in canteens.
- Firearms Licencing £69k (£74k as at December).

3. Sponsorship Activity

3.1 Under the terms of the funding arrangement, the Chief Constable is required to include in the annual revenue outturn report details of sponsorship activity undertaken/received in the year. Chief Officers responsibilities with regard to sponsorship are set out in section C13 of the Financial regulations and include:

- To determine whether gifts, loans or sponsorship will be accepted
- To ensure there are guidelines in place for staff with regard to gifts, loans and sponsorship and that all staff are aware of and operate within the guidelines.
- To ensure guidelines provide that the Joint CFO is advised of any gifts, loans or sponsorship prior to acceptance to ensure that decision making takes into consideration any financial implications including those pertaining to insurance and taxation.

3.2 During 2020/21 there were no new items of sponsorship which have been notified as accepted. The Constabulary does however continue to utilise a vehicle provided by DSG Ltd Morecambe for use by the community safety team in the south of the county, this vehicle is replaced on a regular basis.

4. Bad and Doubtful Debts

4.1 In accordance with the funding arrangement, this revenue outturn report is required to include details of bad debts written off during the year and any provision for bad and doubtful debts made at 31 March 2021.

During 2020/21 there were two write offs totalling £2,235 of debtor invoices that were approved for write off by the Joint Chief Finance Officer Roger Marshall.

4.2 At 31 March 2021 a provision for bad and doubtful debts has been established for an amount of £14,149. This provision relates to 13 debtor invoices for which uncertainty exists as to whether the debt will be recovered. The provision has reduced slightly from that provided in previous years. As in 2019/20, in response to the coronavirus outbreak, a more detailed analysis of all debt outstanding at 31 March 2021 was undertaken and as a result of this exercise it was deemed prudent to set aside the above amount bad a doubtful debts. The sum of £14,149 provided represents 1.6% of the total outstanding debt at the year end. A schedule of these doubtful debts is provided at **Appendix E (Note Appendix E to be Part 2 Paper for Public Accountability Conference)**.

4.3 At 31 March 2020 the accounts receivable (debtors system) recorded that there were 160 invoices outstanding with a combined total of £891km arising from 85 separate customers. Of this sum, £641k (72%) relates to invoices that a classed as current as they have not yet met their due date. A further analysis of debtors as at 31 March 2021 is provided at **Appendix F. (Note Appendix F to be Part 2 Paper for Public Accountability Conference)**.

5. Supplementary Information

5.1 Appendices to this report are provided as follows:

- Appendix A – Constabulary Revenue Budget monitoring as at the end of 2020/21.
- Appendix B – Police Officer Pay Further Analysis.
- Appendix C – Police Officer Overtime Analysis 2020/21.
- Appendix D – Police Staff Pay Further Analysis.
- Appendix E – Calculation of Provision for Bad & Doubtful Debts at 31 March 2021 **(Part 2)**.
- Appendix F – Analysis of Debts at 31 March 2021 **(Part 2)**.

The Chief Constable for Cumbria Constabulary**Revenue Budget Monitoring Full Year 2020/21**

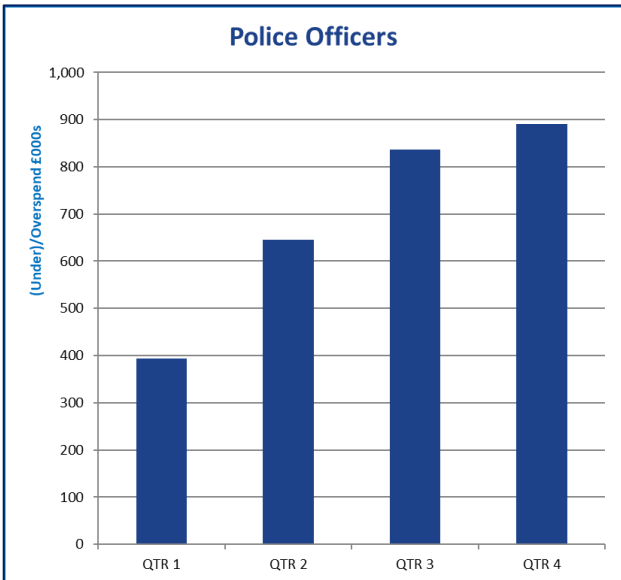
Description	Base Budget	Revised Budget	Budget To Date	Provisional Expenditure / (Income)	Provisional (Under)/ Overspend	Provisional (Under)/ Overspend	Forecast (Under) / Overspend @ DEC-20	Change DEC-20 to MAR-21
	2020/21 £	2020/21 £	2020/21 £	2020/21 £	2020/21 £	2020/21 %	£	£
Constabulary Funding								
Police Officers	93,673,888	88,239,390	88,063,648	89,129,450	890,059	1.01%	836,148	53,911
Police Community Support Officers	2,272,443	2,272,443	2,272,443	2,333,787	61,344	2.70%	55,632	5,713
Police Staff	24,259,557	24,387,215	24,392,012	24,527,224	140,009	0.57%	172,038	(32,029)
Other Employee Budgets	1,745,039	2,084,378	2,314,123	1,980,786	(103,592)	-4.97%	(43,212)	(60,379)
Transport Related Expenditure	2,453,549	1,994,763	2,399,063	1,916,429	(78,334)	-3.93%	(162,405)	84,071
Supplies & Services	11,199,706	13,529,204	12,383,712	11,942,481	(1,586,723)	-11.73%	(992,975)	(593,748)
Third Party Related Expenses	2,178,139	2,269,544	2,269,544	2,493,625	224,080	9.87%	125,431	98,649
Total Constabulary Funding	137,782,321	134,776,938	134,094,545	134,323,782	(453,156)	-0.34%	(9,344)	(443,812)
Income	(5,347,138)	(5,428,947)	(5,526,037)	(5,591,833)	(162,885)	3.00%	(49,436)	(113,450)
Total Constabulary Funding Net of Income	132,435,183	129,347,990	128,568,507	128,731,949	(616,042)	-0.48%	(58,780)	(557,261)

Police Officer Pay

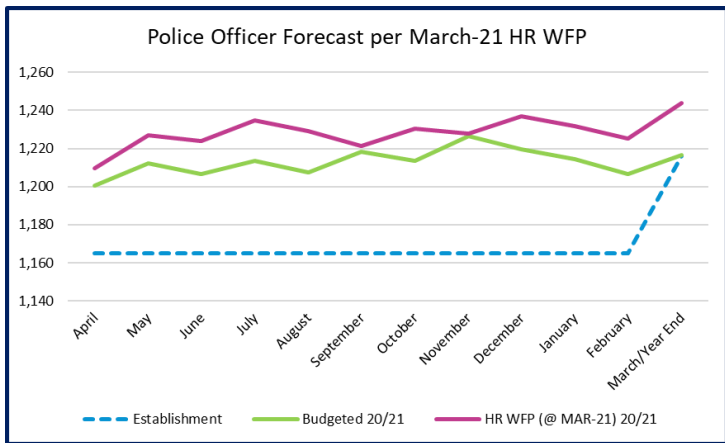
The table below provides a greater level of detail of the final year-end figures.

Description	Revised Budget 2020/21 £'000s	Provisional Outturn 2020/21 £'000s	Provisional (Under) / Overspend £'000s	Forecast Variance DEC-20 £'000s	Change DEC-20 to MAR-21 £'000s
Police Officers					
Police Officer Pay	46,461	46,043	(418)	(482)	64
Police Officer National Insurance	5,362	5,382	(2)	(69)	67
Police Officer Employers Pension Contributions	13,499	13,519	20	(14)	34
Police Officer Contribution to Pension Fund	19,190	19,190	0	0	0
Police Officer Allowances & Other Payments	1,416	1,410	(6)	(20)	14
Police Officer Overtime	1,241	1,743	337	246	91
Police Officer Overtime - Public Holiday	795	807	24	28	(4)
Police Officer Turnover	(1,147)	0	1,147	1,147	0
Police Officer Ill Health & Injury Pensions	1,247	1,035	(212)	0	(212)
Total	88,064	89,129	890	836	54

Appendix C provides a more detailed analysis of police officer overtime and public holiday payments.



This chart shows how the police officer pay forecast has changed on a quarterly basis. The changes from Quarter to Quarter represents the result of both changes to the workforce plan and increases in overtime payments in respect of COVID 19 and other increases in demand.



This chart illustrates the actual WFP compared with the original WFP budget and budgeted establishment. Where the actual WFP (red line) falls below the original WFP budget (green line) an underspend will result, where the workforce plan rises above the original budget line an overspend will result. The two lines diverge following the decision to implement the Government’s pledge to increase policing numbers by 20,000 (Operation Upfit).

Police Officer Overtime Analysis 2020/21

2020-21 Police Overtime (Excluding Public Holiday Working) : MAR-21

Command / Directorate	Department	Revised Budget 2020/21 £	Provisional Outturn 2020/21 £	Provisional (Under)/Overspend 2020/21 £
Crime Command	Crime Command - General	18,470	85,929	67,459
	Investigations	287,321	334,256	46,935
	Safeguarding	24,067	32,385	8,318
	Intelligence	103,600	79,257	(24,343)
Crime Command Total		433,458	531,826	98,368
Territorial Policing Command	Territorial Policing Command - General	74,000	21,688	(52,312)
	Operational Support	307,570	361,866	54,296
	TPA North	73,175	109,110	35,935
	TPA South	80,892	163,874	82,982
	TPA West	69,808	89,599	19,791
Territorial Policing Command Total		605,445	746,136	140,691
Corporate Support	People Department	12,163	11,259	(904)
Corporate Support Total		12,163	11,259	(904)
Seconded	712600-Seconded - NPAS	3,699	3,699	0
	722000-Seconded - Metropolitan Police	59	59	0
	723000-Seconded - Non-Rechargeable	0	28	28
Seconded Total		3,758	3,787	29
Seconded - TITAN	717570-Seconded - North West ROCU (Merseyside)	5,597	5,597	(0)
Seconded - TITAN Total		5,597	5,597	(0)
Earmarked - Crime Command	829005-SO13 Recharges	0	539	539
	747020-CT Prevent (GMCA)	4,347	4,347	0
Earmarked - Crime Command Total		4,347	4,886	539
Earmarked - Territorial Policing	752005-Appleby Fair	2,229	2,229	0
	862000-One-off Mutual Aid	66,006	66,006	(0)
	770005-Operation Latitude	47,849	47,849	0
Earmarked - Territorial Policing Total		116,084	116,084	(0)
Earmarked - Sellafield	760000-Sellafield Site Policing	103	103	(0)
Earmarked - Sellafield Total		103	103	(0)
Projects - Crime Command	106A - Cyber Crime - Funded	2,100	1,777	(323)
Projects - Crime Command Total		2,100	1,777	(323)
Projects - Op Uplift	102A - Op Uplift	0	23,710	23,710
Projects - Op Uplift Total		0	23,710	23,710
Earmarked - Op Lectern	637005-Op Lectern (Response to Novel Coronavirus)	222,304	297,595	75,291
Earmarked - Op Lectern Total		222,304	297,595	75,291
Grand Total		1,405,359	1,742,758	337,399

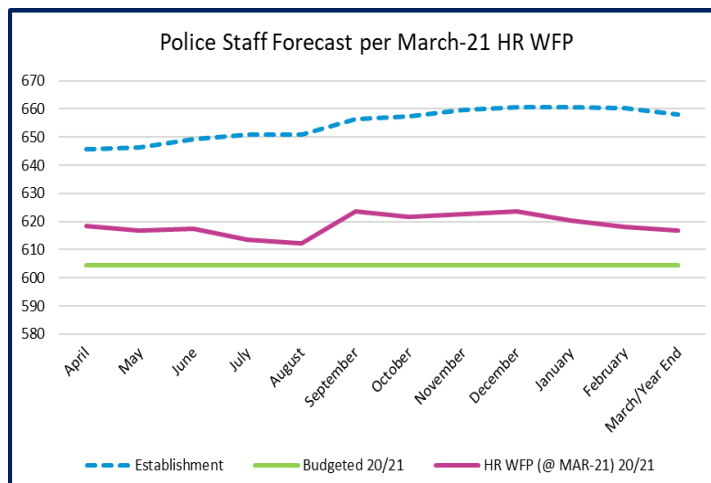
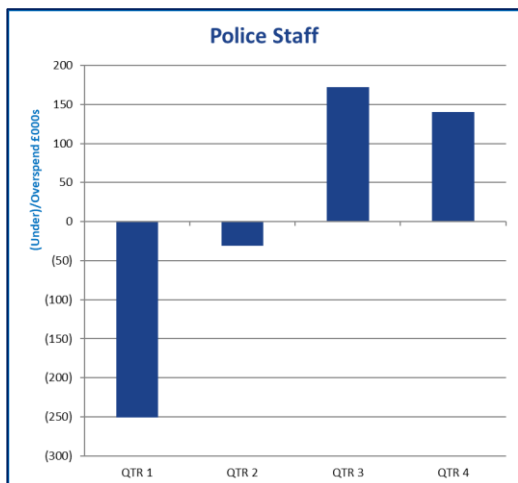
2020-21 Police Overtime (Public Holiday Working only) : MAR-21

Command / Directorate	Department	Revised Budget 2020/21 £	Provisional Outturn 2020/21 £	Provisional (Under)/Overspend 2020/21 £
Crime Command	Crime Command - General	0	968	968
	Investigations	79,431	100,209	20,778
	Safeguarding	26,477	3,130	(23,347)
	Intelligence	6,930	19,274	12,344
Crime Command Total		112,838	123,581	10,743
Territorial Policing Command	Territorial Policing Command - General	0	261	261
	Operational Support	208,423	186,961	(21,462)
	TPA North	142,097	154,658	12,561
	TPA South	172,580	162,097	(10,483)
	TPA West	141,098	127,127	(13,971)
Territorial Policing Command Total		664,198	631,103	(33,095)
Corporate Support	People Department	0	8,244	8,244
Corporate Support Total		0	8,244	8,244
Earmarked - Crime Command	747020-CT Prevent (GMCA)	623	623	0
Earmarked - Crime Command Total		623	623	0
Seconded	712600-Seconded - NPAS	1,644	1,729	85
Seconded Total		1,644	1,729	85
Seconded - TITAN	717570-Seconded - North West ROCU (Merseyside)	1,843	1,843	(1)
Seconded - TITAN Total		1,843	1,843	(1)
Earmarked - Territorial Policing	752005-Appleby Fair	432	432	0
	862000-One-off Mutual Aid	462	462	(0)
	770005-Operation Latitude	1,814	1,814	(0)
Earmarked - Territorial Policing Total		2,708	2,708	(1)
Projects - Op Uplift	102A - Op Uplift	0	15,414	15,414
Projects - Op Uplift Total		0	15,414	15,414
Earmarked - Op Lectern	637005-Op Lectern (Response to Novel Coronavirus)	0	22,232	22,232
Earmarked - Op Lectern Total		0	22,232	22,232
Grand Total		783,854	807,476	23,622

Police Staff Pay

The table below provides a greater level of detail of the final year-end figures.

Description	Revised Budget 2020/21 £'000s	Provisional Outturn 2020/21 £'000s	Provisional (Under) / Overspend £'000s	Forecast Variance DEC-20 £'000s	Change DEC-20 to MAR-21 £'000s
Police Staff					
Police Staff Pay	19,438	18,488	(949)	(865)	(84)
Police Staff National Insurance	1,761	1,808	48	38	10
Police Staff Pensions	3,456	3,436	(19)	(49)	30
Police Staff Allowances & Other Payments	239	328	89	75	14
Police Staff Overtime	256	418	161	160	1
Police Staff Overtime - Public Holiday	76	49	(23)	(21)	(2)
Police Staff Turnover	(833)	0	833	833	0
Total	24,393	24,527	140	171	(31)



The change in forecast quarter by quarter reflects changes in the WFP and a change in assumptions in relation to when vacant posts will be filled.

The chart above illustrates the actual WFP compared with the original WFP budget and budgeted establishment. Where the actual WFP (red line) falls below the original WFP budget (green line) an underspend will result, where the workforce plan rises above the original budget line an overspend will result.



Office of the Police and Crime Commissioner Report

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N°008/ 2021)

TITLE: Approval of The Commissioner's Revenue Budget Provisional Outturn 2020/21

Executive Summary:

The attached report presents the revenue budget financial outturn for the Commissioner for the 2020/21 financial year. Total net expenditure amounts to £109.696m compared to an approved budget of £110.199m. This is a net variance of £503k (0.46%). The variance represents an underspend of £616k in relation to funding provided to the Constabulary and an overspend of £113k on budgets managed by the OPCC. The forecast variation of a combined £503k underspend represents a reduction in the forecast variance of £753k compared to the £250k reported as at 31 December 2020.

Recommendation:

- The Commissioner is asked to note the combined provisional outturn position of an underspend of £503k for the financial year 2020/21.
- The Commissioner is asked to approve the transfer of £53k of this underspend into earmarked reserves to provide a budget carry forward for 3 items of expense that were committed in 2020/21 but were unable to be delivered during the year due to the covid pandemic (HQ Minor Estates Works £50k, £1.8k Awards Ceremony & Gifts, £1.5k payroll/HR System Training). It is requested that the remaining £450k underspend be transferred to a Covid-19 renewal and recovery reserve to meet future potential costs arising from the pandemic. In the event that this reserve is not required, it is proposed that any remaining balance be transferred to an ESN reserve.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/do not approve the recommendation above

Police & Crime Commissioner / Chief Executive (delete as appropriate)

Signature:

Date: 02 June 2021



Cumbria Office of the Police and Crime Commissioner Report

Title: Commissioner's Revenue Budget Monitoring 2020/21 Quarter 4 and Provisional Outturn 2020/21

Date: 2 June 2021

Originating Officer: Michelle Bellis – Deputy Chief Finance Officer

Report of the Joint Chief Finance Officer

1. Purpose of the Report

1.1. The purpose of this report is to provide information on the provisional revenue outturn for 2020/21. The figures quoted at this stage are reported as provisional as the final accounts are still subject to audit but it is not envisaged that there will be any significant changes. Total net expenditure amounts to £109.696m compared to an approved budget of £110.199m. This is a net variance of £503k (0.46%). The variance represents an underspend of £616k in relation to funding provided to the Constabulary and an overspend of £113k on budgets managed by the OPCC. The variation of £503k represents a reduction in the forecast variance of £753k compared to the £250k overspend reported as at 31 December 2020.

2. Recommendation

2.1. The Commissioner is asked to note the combined provisional outturn position of an underspend of £503k for the financial year 2020/21.

2.2. The Commissioner is asked to approve the transfer of £53k of this underspend into earmarked reserves to provide a budget carry forward for 3 items of expense that were committed in 2020/21 but were unable to be delivered during the year due to the covid pandemic (HQ Minor Estates Works £50k, £1.8k Awards Ceremony & Gifts, £1.5k payroll/HR System Training). It is requested that the remaining £450k underspend be transferred to a Covid-19 renewal and recovery reserve to meet future potential costs arising from the pandemic. In the event that

this reserve is not required, it is proposed that any remaining balance be transferred to an ESN reserve.

3. Revenue Expenditure

- 3.1. The provisional outturn for net expenditure, after taking account of movements to and from earmarked reserves, amounts to £109.696m, and is £503k (0.46%) under the approved budget of £110.199m. The forecast underspend position is made up of an overspend of £113k in respect of budgets controlled by the Commissioner and an underspend of £616k in respect of Constabulary budgets.
- 3.2. The principal variances at the end of the financial year are outlined in the table below with comparative figures reported as at December 2020:

Description	Revised Budget 2020/21 £'000s	Provisional Outturn 2020/21 £'000s	Provisional (Under)/ Overspend 2020/21 £'000s	Provisional (Under)/ Overspend 2020/21 %	Projected (Under)/ Overspend @ DEC-20 £'000s	Change in Forecast DEC-20 to MAR-21 £'000s
Office of the Police and Crime Commissioner	812	822	10	1.23%	0	10
Other PCC Budgets	(19,331)	(19,274)	57	-0.29%	296	(239)
Movements To / (From) Reserves	(630)	(584)	46	-7.30%	0	46
Total OPCC Budgets	(19,149)	(19,036)	113	-0.59%	296	(183)
Funding Provided to the Constabulary	129,348	128,732	(616)	-0.48%	(46)	(570)
Net Expenditure	110,199	109,696	(503)	-0.46%	250	(753)
External Funding	(110,199)	(110,199)	0	0.00%	0	0
Total	0	(503)	(503)		250	(753)

A more detailed analysis of the figures in the above table (not rounded) is provided at **Appendix A**. Commentary on specific variances is provided in the paragraphs below.

- 3.3. The budget for the Office of the Police and Crime Commissioner came in over budget by £10k or 1.23% (previously on budget at December). The overspend is largely as a result of overspend on supplies and services which are offset by underspends on staffing on staffing.
- 3.4. The Other PCC Controlled Budgets came in over budget by £57k or 0.29% (previously over budget by £296k at December). The net overspend is made up of the following lines:

- Increased estates costs £26k. This is largely as a result of increases in rates & rates (£11k), cleaning and domestic as a result on enhanced cleaning during the pandemic (£117k) offset to a degree by savings on repairs and maintenance (£43k) and utilities (£58k).
- Increased insurance costs of £52k as a result of increased applied to employee and transport policies by the insurer on renewal in November.
- A reduction in the amount of investment income received in the year £81k, this is due in the main to decisions to invest prudently in the context of Covid and Brexit uncertainty.
- A reduction in the provision for bad and doubtful debts of £4k.

These overspends are being partially offset by underspends on the following budget lines:

- Increased Grant & Contributions £80k.
- A reduction in the contribution from revenue to fund capital expenditure £15k.
- A reduction in respect of the LGPS deficit reduction payment £10k.

- 3.5. The Commissioner provides funding to the Chief Constable to operate the Constabulary under the terms of a funding arrangement. The Chief Constable has reported a provisional outturn position of an underspend against this budget of £616k or 0.48% (£46k at December). The forecast underspend is made up of an underspend on expenditure budgets of £453k (previously an overspend of £3k at December) and an increase in income of £163k (previously £49k at December).

The underspend at the year-end is largely as a result of reduced expenditure on non-staff budgets such as supplies and services (£1.6m), Other employee costs (£103k), transport costs (£79k) and increased income of £163k. Much of this underspend is attributable both directly and indirectly to the impact of the Covid 19 pandemic on the Constabulary's activities.

These underspends were partially offset by additional expenditure on police pay £890k as a result of the deliberate decision to recruit the Constabulary share of the operation uplift officers ahead of target, police staff pay £140k, PCSOs £62k and third part related costs of £224k.

The Chief Constable has provided a separate report elsewhere on this agenda which provides a specific update regarding funding provided to the Constabulary.

- 3.6. The combined provisional outturn position is for an underspend of £503k. It is proposed that of this underspent balance £53k is transferred to a reserve to fund specific services that were planned for 2020/21 but were unable to be delivered due to the covid 19 pandemic (HQ Minor Estates Works £50k, £1.8k Awards Ceremony & Gifts, £1.5k payroll/HR System Training). It is proposed that the remaining underspend of £450k be transferred to a Covid-19 recovery reserve to meet any future costs arising from the pandemic. In the event that the Covid reserve is not required for this purpose, it is proposed that any remaining balance be transferred to an ESN reserve to meet future costs in this area.
- 3.7. The Commissioner maintains the police property act fund. This fund has been accumulated over a period of time as a result of the disposal of property coming into the possession of the police under the Police Property Act 1987 and the Powers of Criminal Courts Act 1973. On a quarterly basis community groups or individuals can submit applications for funding to the Commissioner, the proposals should support priorities within the Commissioner's Police and Crime Plan, have an impact on community safety and crime reduction or contribute to the delivery of the Constabulary youth strategy (e.g. diversionary activities for young people). At 31 March 2021, the fund amounted to £64k. During 2020/21 awards to successful applicants totalling £12k were made. Details of these can be found on the Commissioner's website [Successful Applicants/Grant Agreements - Cumbria Police and Crime Commissioner \(cumbria-pcc.gov.uk\)](https://www.cumbria-pcc.gov.uk/SuccessfulApplicants/GrantAgreements-CumbriaPoliceandCrimeCommissioner)

Revenue Budget Monitoring 2020/21 – Provisional Outturn

Description	Revised Budget	Provisional Outturn	Provisional (Under)/Overspend	Provisional (Under)/Overspend	Forecast (Under)/Overspend @ DEC-20	Change in DEC'20 to MAR-21
	2020/21 £	2020/21 £	2020/21 £	2020/21 %	£	£
Office of the Police and Crime Commissioner	811,738	821,957	10,219	1.26%	602	9,617
Other PCC Budgets						
Commissioned Services Budget	4,932,460	4,932,439	(21)	0.00%	0	(21)
Sexual Assault Support Services	(35,192)	(35,193)	(1)	0.00%	0	(1)
Council Tax Support for Care Leavers	0	0	0	0.00%	0	0
Estates	4,422,425	4,448,130	25,705	0.58%	150,169	(124,465)
Insurances	599,121	650,676	51,555	8.61%	48,728	2,827
Provisions for Insurance & Legal Liabilities	0	0	0	0.00%	12,500	(12,500)
Technical Accounting	162,657	166,415	3,758	2.31%	2,517	1,241
Capital Financing	3,933,456	3,917,977	(15,479)	-0.39%	0	(15,479)
Grants & Contributions	(33,271,385)	(33,351,862)	(80,477)	0.24%	0	(80,477)
Interest/Investment Income	(96,491)	(14,988)	81,503	-84.47%	81,491	12
	(19,330,648)	(19,273,706)	56,942	-0.29%	295,406	(238,464)
Total Police & Crime Commissioner Directly Controlled	(18,518,910)	(18,451,749)	67,161	-0.36%	296,008	(228,846)
Constabulary Funding	134,776,938	134,323,782	(453,156)	-0.34%	3,156	(456,312)
Constabulary Income	(5,428,947)	(5,591,833)	(162,885)	3.00%	(49,436)	(113,450)
Total Constabulary Funding	129,347,990	128,731,949	(616,042)	-0.48%	(46,280)	(569,761)
Total Approved Budget	110,829,080	110,280,200	(548,880)	-0.50%	249,728	(798,608)
Transfers To/(From) Earmarked Revenue Reserves	(1,229,597)	(1,183,651)	45,946	-3.74%	(0)	45,946
Transfers To/(From) Capital Reserves	0	0	0	0.00%	0	0
Transfers To/(From) General Revenue Reserves	600,000	600,000	0	0.00%	0	0
Aggregated External Financing	(110,199,483)	(110,199,483)	0	0.00%	0	0
Net Requirement	0	(502,934)	(502,934)		249,724	(752,662)



Peter McCall

Treasury Management Activities 2020/21 Quarter 4 (January to March 2021) and Annual Report 2020/21

Public Accountability Conference 2 June and JAC Meeting 23 June 2021

Purpose of the Report

The purpose of this paper is to report on the Treasury Management Activities (TMA), which have taken place during the period January to March 2021, 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.

Recommendations

The Commissioner is asked to note the contents of this report.

JAC Members are asked to note the contents of this report. The report is provided as part of the arrangements to ensure members are briefed on Treasury Management and maintain an understanding of activity in support of their review of the annual strategy.

Economic Background

The key quarterly Monetary Policy Report meeting of the Bank of England's Monetary Policy Committee kept Bank Rate and quantitative easing unchanged on 4th February, (as it also did at its 18th March meeting). However, it revised its economic forecasts to take account of a third national lockdown which started on 5th January, which is going to further delay economic recovery and do further damage to the economy.

The Bank of England removed negative interest rates as a possibility as financial institutions were not ready or able to implement them within the next 6 months and by that time the economy would be expected to be recovering strongly and so there would be no requirement for negative rates.

Link Treasury, the Commissioners advisors, are not expecting any increase in Bank Rate within the forecast horizon ending on 31st March 2024. This will result in extremely low interest rates with

minimal interest receipts for the medium term.

The Budget on 3rd March increased support to the economy and employment during 2021 and 2022 followed by substantial tax rises in the following three years to help to pay the cost for the pandemic.

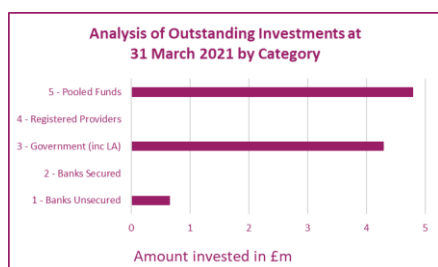
The final Brexit agreement on 24th December 2020 eliminated a significant downside risk for the UK economy but it is still an area that needs further work to ease difficulties, particularly around trade arrangements.

TM Operations and Performance Measures

The Commissioners day to day TMA are undertaken in accordance with the TMSS. The TMSS establishes an investment strategy with limits for particular categories of investment and individual counterparty limits within the categories.

Outstanding Investments: As at 31 March 2021 the total value of investments was **£9.762m** and all were within TMSS limits.

The chart below shows the outstanding investments at 31 March by category.



A full list of the investments that make up the balance of £9.762m is provided at **Appendix A**.

Investment Activity: During quarter 4 a total of 4 investments with a combined value of £6.9m were made within TM categories 1-3 (banks unsecured, banks secured and Government). In addition to these there were regular smaller investments in category 5 (money market pooled funds).

Non-specified investments: The TMSS sets a limit for investments with a duration of greater than 364 days at the time the investment is made (known as non-specified investments), this limit is £5m. At 31 March the Commissioner had no investments meeting this description.

Investment Income: The base budget for investment interest receivable in 2020/21 was set at £96k based on the interest rate predictions at the time (0.75% rising to 1.00% in qtr 4) The budget forecast was revised to £26k in quarter 2 and to £15k in quarter 3 as investment counterparties gradually reacted to the emergency base rate reductions in March 2020. The actual income achieved against this target was £15k

The average return on investment during quarter 4 was 0.01%. As a measure of investment performance, the rate achieved on maturing investments of over 3 months in duration would normally be compared with the average BOE base rate for the period of the investment.

However, during the fourth quarter of 2020/21 there were no investments maturing that had been placed for a duration of 3 months or longer. Interest rates are extremely low and the gains from longer term investments do compensate for the risks at these uncertain times. The investment durations are also being kept relatively short to allow us to react to any changes in interest

rates. All fixed term investments in qtr. 4 were placed with the Debt management office (HM Treasury) as the most secure option but this yielded a low return of 0.01% in most cases.

Cash Balances: The aim of the TMSS is to invest surplus funds and minimise the level of un-invested cash balances. The actual un-invested cash balances for the period January to March are summarised in the table below:

	Number of Days	Average Balance £	Largest Balance £
Days In Credit	90	6,637	43,212
Days Overdrawn	0	0	0

There were a number of occasions where the bank balance exceeded the target balance of £7.5k. These were all in relation to monies being paid into the main fund. Much of the large 'pay to banks' relate to seized cash including the largest balance recorded for the quarter. As is common practice, transactions of this nature made during the day are not invested as they are subject to checking by the bank and may be reversed.

There were no instances in the fourth quarter where the account was overdrawn.

Prudential Indicators

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 2020/21 is provided at **Appendix B**. The analysis confirms that the Prudential Indicators set for 2020/21 have all been complied with.

Annual Report on Treasury Management Operations 2020/21

Treasury Strategy: In February 2020 the Commissioner approved the 2020/21 Treasury Management Strategy Statement (TMSS). The TMSS incorporated the investment and borrowing strategies for the 2020/21 financial year. The investment strategy approved for 2020/21 was largely the same as had been adopted for the previous year. The limits for each category of investment were based on the relative security of each class of financial institution and a percentage of the estimated balances, which would be available for investment during the year.

In relation to borrowing, the Commissioner has an underlying need to borrow funds to finance the capital programme, which is measured by the Capital Financing requirement (CFR).

The CFR at the start of 2020/21 amounted to £22.10m (including

£4.58m relating to the PFI agreement for West Cumbria TPA HQ in Workington) leaving a £17.63m exposure to external borrowing at some time in the future, which is presently being covered by the use of internal funds (reserves).

The closing CFR for 2020/21 is anticipated to be £21.60m, of which £4.40m relates to the PFI thereby leaving a £17.20m exposure to the requirement to undertake external borrowing at some point.

During 2020/21 the Commissioner has maintained this strategy of using cash balances, arising primarily from reserves, to meet the cash flow commitments and was not therefore compelled to borrow.

Although long term borrowing rates remained relatively low during 2020/21, a conscious decision was made to defer long term financing decisions as the short term cost of

carrying debt (i.e. the differential between the borrowing rate estimated at 2.39% and the rate of 0.1% available as when such funding was invested), as this would have had an adverse effect on the revenue budget for the year and the immediate outlook period.

During 2018/19 the contract for the provision of treasury management advice services was re-tendered with the result that with effect from 1 April 2019 a new advisor (Link Asset Services Ltd) was appointed. Link Assets Services Ltd have continued to provide the advisory service during 2020/21.

The Commissioner, in consultation with the treasury advisors continues to look for the most opportune time to undertake any longer term borrowing to fund the capital financing requirement.

Key Statistics

Principal:

Number of investments placed during 2020/21 was **247** (197 in 2019/20).

Value of investments placed during 2020/21 was **£131.852m** (£131.362m in 2019/20).

Of these investments made, 103 were to external counterparties and as such will have attracted a £10 transfer fee per transaction. The transfer to the NatWest Liquidity Select account for overnight money is classed as an inter-account transfer' as the NatWest holds the Commissioner's main bank account. This type of transfer is free although we do pay a small fee to access the internet banking site.

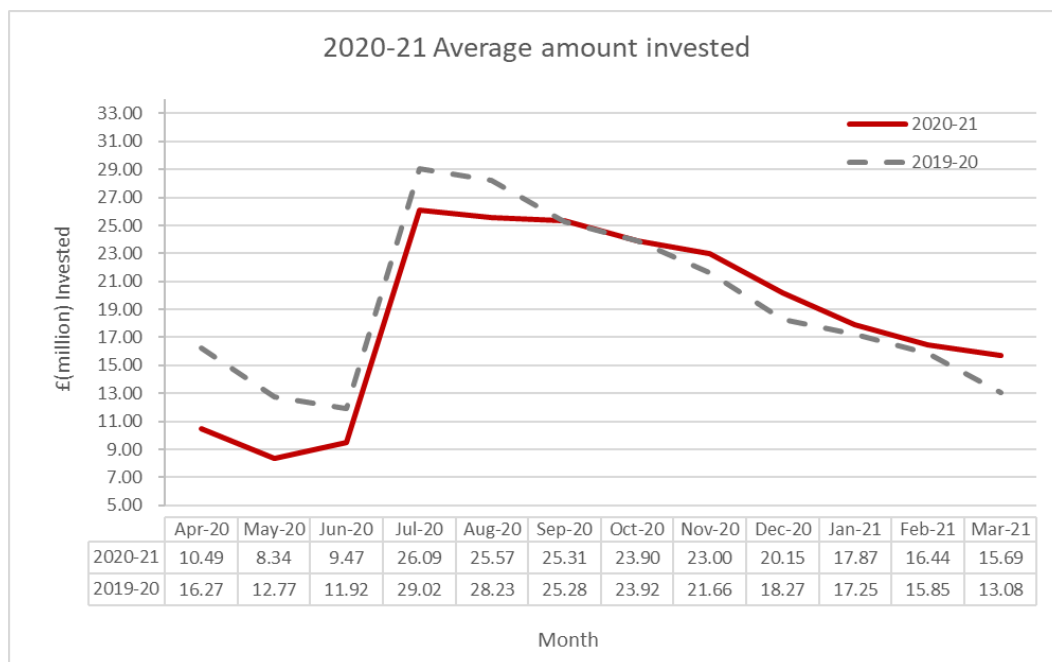
The **average** daily investment balance during 2020/21 was **£18.56m** (£19.50m in 2019/20).

The **highest** daily investment balance in 2020/21 was **£30.08m** (£33.97m in 2019/20)

The **lowest** daily investment balance in 2020/21 was **£4.24m** (£7.24m in 2019/20).

A detailed breakdown of the closing balance invested as at 31 March 2021 is provided at **Appendix A**.

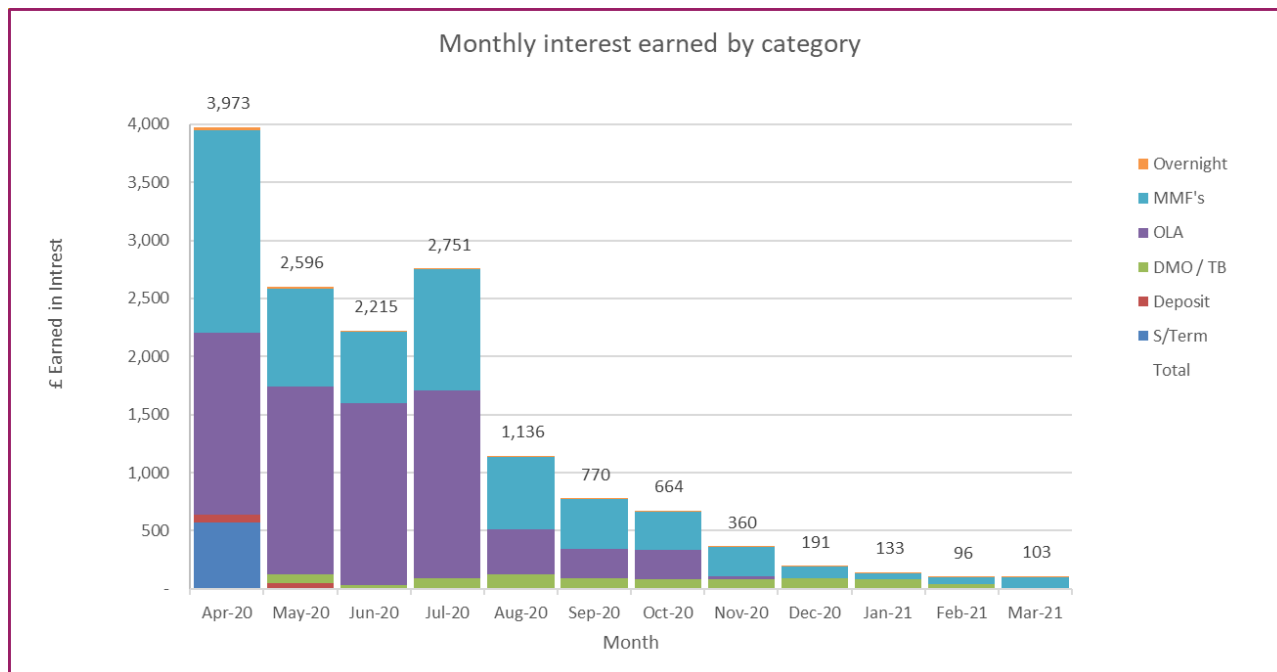
The level of cash reserves available to invest has followed the same pattern as seen in previous years. Following the introduction of the Home Office Police Pensions Grant in 2007/08, there has been an annual spike in investments in July, when the majority of the grant is received, followed by a gradual decline in balances as pension payments are made throughout the remainder of the year.



This chart illustrates the monthly average amounts invested during 2020/21 (with monthly comparatives for 2019/20).

Interest:

A total of £15k was earned in 2020/21 (£143k in 2019/20) from the Commissioner’s treasury management activities and can be broken down as follows:



The average return on investments for 2020/21 was 0.08% (0.73% in 2019/20). The base rate started the year at 0.1% and this is where it remained throughout the whole of 2020/21.

The table above shows the outturn on investment interest as £15k for 2020/21 which is £81k below the base budget of £96k. The base budget was increased in line with the plans to invest long term in a property funds. These funds yield higher returns as well as the potential for capital growth. They are backed, as the name suggests, by property. Uncertainty around the Brexit negotiations and the effect that this would have on property prices have resulted in this investment being delayed. With the global pandemic now also taking its toll on the UK economy it is unlikely that this investment will take place in the near future.

The base budget for 2021/22 is £96k and was set while the interest rate was predicted to remain at 0.75% until 2020/21 quarter 4 where it was expected to rise to 1.0%. The cash flow forecast was remodelled throughout the year to take account of the recent sudden rate cuts and the revised forecast for investment income in 2020/21 was £26k in the September report and £15k in the December report.

Treasury Operations:

As discussed above the aim of the Treasury Management Strategy is to invest surplus cash and minimise the level of un-invested cash balances, whilst limiting risks to the Commissioner’s funds. Actual un-invested balances for 2020/21 for the Commissioner’s main bank account are summarised in the table below:

	Number of Days	Average Balance £	Largest Balance £
Days In Credit	360	7,492	293,422
Days Overdrawn	5	(2,671)	(7,199)

The largest credit balance occurred during quarter one, the largest overdrawn balance occurred during the second quarter.

The largest un-invested balance occurred over the weekend of the 29th May 2020 (£292k) income was received late in the day from the ministry of justice for the victims grant. In line with procedure, any funds banked during the day are subject to checking by the bank and could be removed from our account again while any issues are resolved, which would have resulted in an overdrawn account.

It is therefore normal practice that this cash is not invested into the liquidity select account and would have been left in the main fund account.

The largest overdrawn balance occurred on the 13th of August (£7k) cheques were paid into the bank and subsequently did not

clear same day – so we had in effect over invested. The faster cheque clearing regime currently being implemented by the banking sector is making it difficult to predict if cheques will clear on the same day or they will clear in one day or two. Funds paid in during the day are no longer invested until they are cleared funds.

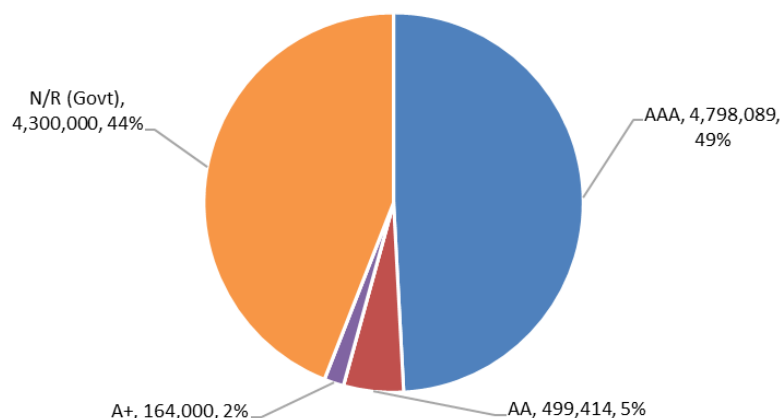
Compliance with Prudential Indicators

All treasury related Prudential Indicators for 2020/21, which were set in February 2020 as part of the annual Statement of Treasury Management Strategy, have been complied with. Further details can be found at **Appendix B**.

Appendix A Investment Balance at 31 March 2021

Category/Institution	Credit Rating	Investment Date	Investment Matures	Days to Maturity	Rate (%)	Amount (£)
Category 1 - Banks Unsecured (Includes Banks & Building Societies)						
Svenska (Deposit Acc)	AA	Various	On Demand	N/A	0.00%	499,414
NatWest (Liquidity Select Acc)	A+	31/12/2020	04/01/2021	O/N	0.01%	164,000
						663,414
Category 2 - Banks Secured (Includes Banks & Building Societies)						
						0
Category 3 - Government (Includes HM Treasury and Other Local Authorities)						
Debt Management Office	Gov	26/03/2021	22/04/2021	22	0.01%	2,150,000
Debt Management Office	Gov	26/03/2021	21/05/2021	51	0.01%	2,150,000
						0
						0
						4,300,000
Category 4 -Registered Providers (Includes Providers of Social Housing)						
None						0
						0
Category 5 -Pooled Funds (Includes AAA rated Money Market Funds)						
Invesco	AAA	Various	On demand	O/N		1,700,000
Fidelity	AAA	Various	On demand	O/N		1,698,089
BlackRock	AAA	Various	On demand	O/N		0
Goldman Sachs	AAA	Various	On demand	O/N		0
Aberdeen Standard	AAA	Various	On demand	O/N		1,400,000
						4,798,089
Total						9,761,503

Analysis of outstanding investments by credit rating of counterparty at 31 March 2021 (Minimum criteria per TMSS A-)



Note – The credit ratings in the table & chart relate to the standing as at 31 March 2021, these ratings are constantly subject to change.

Appendix B

Prudential Indicators 2020/21

Treasury Management Indicators		Result	RAG
<p>The Authorised Limit</p> <p><i>The authorised limit represents an upper limit of external borrowing that could be afforded in the short term but may not be sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is a statutory limit under section 3(1) of the Local Government Act 2003.</i></p>	TEST - Is current external borrowing within the approved limit	YES	
<p>The Operational Boundary</p> <p><i>The operational boundary represents an estimate of the most likely but not worst case scenario; it is only a guide and may be breached temporarily due to variations in cash flow.</i></p>	TEST - Is current external borrowing within the approved limit	YES	
<p>Actual External Debt</p> <p><i>It is unlikely that the Commissioner will actually exercise external borrowing until there is a change in the present structure of investment rates compared to the costs of borrowing.</i></p>	TEST - Is the external debt within the Authorised limit and operational boundary	YES	
<p>Gross and Net Debt</p> <p><i>The purpose of this indicator is to highlight a situation where the Commissioner is planning to borrow in advance of need.</i></p>	TEST - Is the PCC planning to borrow in advance of need	NO	
<p>Maturity Structure of Borrowing</p> <p><i>The indicator is designed to exercise control over the Commissioner having large concentrations of fixed rate debt needing to be repaid at any one time.</i></p>	TEST - Does the PCC have large amounts of fixed rate debt requiring repayment at any one time	NO	
<p>Upper Limit for total principal sums invested for over 365 Days</p> <p><i>The purpose of this indicator is to ensure that the Commissioner has protected himself against the risk of loss arising from the need to seek early redemption of principal sums invested.</i></p>	TEST - Is the value of long term investments within the approved limit	YES	
<p>Ratio of Financing Costs to Net Revenue Stream</p> <p><i>This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of revenue budget required to meet financing costs.</i></p>	TEST - Is the ratio of capital expenditure funded by revenue within planned limits	YES	
<p>Net Borrowing and the Capital Financing Requirement</p> <p>This indicator is to ensure that net borrowing will only be for capital purposes. The Commissioner should ensure that the net external borrowing does not exceed the total CFR requirement from the preceding year plus any additional borrowing for the next 2 years.</p>	TEST - Is net debt less than the capital financing requirement	YES	
<p>Capital Expenditure and Capital financing</p> <p><i>The original and current forecasts of capital expenditure and the amount of capital expenditure to be funded by prudential borrowing for 2020/21.</i></p>	TEST - Is the current capital outturn within planned limits	YES	
<p>Capital Financing Requirement</p> <p><i>The CFR is a measure of the extent to which the Commissioner needs to borrow to support capital expenditure only. It should be noted that at present all borrowing has been met internally.</i></p>	TEST - Is the capital financing requirement within planned limits	YES	



Peter McCall

Office of the Police and Crime Commissioner Report

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N°009 / 2021)

TITLE: Internal Audit Annual Report 2020/21

Executive Summary:

The attached report provides a summary of the outcomes of the work of internal audit for 2020/21 and includes the Head of Internal Audit's opinion on the effectiveness of the Police and Crime Commissioner and the Chief Constable's arrangements for risk management, governance and internal control in accordance with the requirements of the Public Sector Internal Audit Standards (PSIAS).

Recommendation:

The Commissioner is asked to note:

- The progress in delivering the 2020/21 audit plan. Noting that the Covid-19 pandemic led to the internal audit plan for 2020/21 being temporarily suspended in March 2020 with a revised audit plan being agreed in June 2020 and audit work resuming.
- The Head of Internal Audit's opinion and assurance statement on the PCC and the Chief Constable's overall systems of governance, risk management and internal control for the year ended 31st March 2021 and the basis for that opinion.
- The Head of Internal Audit's declaration of conformance with the mandatory Public Sector Internal Audit Standards.
- The results of the Quality Assurance and Improvement programme
- The Head of Internal Audit's declaration of Internal Audit independence as required by the PSIAS.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/do not approve the recommendation above

Police & Crime Commissioner / Chief Executive (delete as appropriate)

Signature:

Date: 2 June 2021

CUMBRIA POLICE & CRIME COMMISSIONER AND CUMBRIA CONSTABULARY JOINT AUDIT COMMITTEE

**Meeting date: 23 June 2021 (To Public Accountability
Conference 2 June 2021)**

From: Group Audit Manager (Cumbria Shared Internal Audit)

INTERNAL AUDIT: INTERIM ANNUAL REPORT 2020/21

1.0 EXECUTIVE SUMMARY

- 1.1 This report provides a summary of the outcomes of the work of internal audit for 2020/21 as at 12 May 2021 and includes the interim Head of Internal Audit's opinion on the effectiveness of the Police and Crime Commissioner and the Chief Constable's arrangements for risk management, governance and internal control in accordance with the requirements of the Public Sector Internal Audit Standards (PSIAS).
- 1.2 Key points from internal audit's annual report are:
- The annual opinion of the Head of Internal Audit: based on work undertaken by Internal Audit during the year, the Group Audit Manager is able to provide Reasonable assurance over the effectiveness of the Police and Crime Commissioner and the Chief Constable's arrangements for governance, risk management and internal control.
 - Overall 78% of finalised audits and all 4 (100%) of those at draft report stage resulted in Reasonable or Substantial assurance (combined total of 85% of reviews resulting in Reasonable or Substantial assurance).
 - Internal Audit work was temporarily suspended in March 2020 following a request from the OPCC and Constabulary management due to resources being required to respond to COVID-19. The 2020/21 audit plan presented to JAC in March 2020 was reassessed and re-presented to the Committee in June 2020 when internal audit work recommenced. The

original and reassessed audit plans were prepared in line with the PSIAS and information provided by CIPFA and the IIA in order to allow sufficient coverage to provide the annual opinions for both organisations.

- The work of Internal Audit is considered to have provided an appropriate level of coverage to provide the opinions, and there have been no threats to Internal Audit's independence in the year to which this opinion relates.
- 1.3 All finalised audits have received a positive response from management with agreed action plans in place to address all recommendations.
 - 1.4 One follow up was finalised during the year. The assurance level for the Trauma Reduction Incident Management (TRiM) was revised upwards to Reasonable based on action taken to address the recommendations.
 - 1.5 Summaries of the outcomes of all completed audits during the year are included at Appendix 1. The text shaded in grey has been reported to Joint Audit Committee through regular progress reports during the year.
 - 1.6 Appendix 2 shows progress against the reassessed 2020/21 Internal Audit plan.

2.0 OVERVIEW

- 2.1 Internal Audit's assessment of internal control forms part of the annual assessment of the systems of governance, risk management and internal control, which is now a mandatory requirement.
- 2.2 The Audit Plan aims to match internal audit coverage with the PCC and the Chief Constable's corporate risk assessment.
- 2.3 Internal Audit must conform to the Public Sector Internal Audit Standards which require the preparation by the Head of Internal Audit of an annual opinion on the overall systems of governance, risk management and control. Regular reporting to Joint Audit Committee enables emerging issues to be identified during the year.

3.0 RECOMMENDATION

- 3.1 Joint Audit Committee members are asked to note:
 - The progress in delivering the reassessed 2020/21 audit plan.
 - The request of the OPCC and Constabulary to temporarily suspend internal audit work from March 2020 to June 2020 due to the COVID-19 pandemic and its impact on getting work underway in 2020/21.

- The Head of Internal Audit's opinion and assurance statement on the PCC and the Chief Constable's overall systems of governance, risk management and internal control for the year ended 31st March 2021.
- The Head of Internal Audit's declaration of conformance with the mandatory Public Sector Internal Audit Standards.
- The results of the Quality Assurance and Improvement programme.
- The Head of Internal Audit's declaration of Internal Audit independence as required by the PSIAS.

4.0 BACKGROUND

- 4.1 The PCC and Chief Constable must make proper provision for Internal Audit in line with the 1972 Local Government Act. The Accounts and Audit Regulations 2015 require that the PCC and Chief Constable must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account Public Sector Internal Audit Standards or guidance.
- 4.2 Internal audit is responsible for providing independent assurance to the PCC and Chief Constable and to the Joint Audit Committee (JAC) on the systems of governance, risk management and internal control.
- 4.3 It is management's responsibility to establish and maintain internal control systems and to ensure that resources are properly applied, risks appropriately managed and that outcomes are achieved. Management is responsible for the system of internal control and should set in place policies and procedures to ensure that controls are operating effectively.
- 4.4 The internal audit plan for 2020/21 was prepared using a risk-based approach and following consultation with senior management to ensure that internal audit coverage is focused on the areas of highest risk to both organisations. The 2020/21 draft plan was presented to JAC on 18th March 2020. This was prior to a request from the Joint Chief Finance Officer on 23rd March to temporarily suspend Internal Audit work so that the Constabulary and OPCC could focus their resources on the COVID-19 response. Given the delay in starting the work in the 2020/21 audit plan, and in the light of the time elapsed and ongoing COVID-19 situation, the plan was reassessed with Collaborative Board. The reassessed plan was presented to JAC on 24th June 2020. The original and reassessed audit plans have been prepared to allow the production of the annual internal audit opinions as required by the PSIAS.

Annual opinions of the Head of Internal Audit on the PCC and Chief Constable's arrangements for Governance, Risk Management and Internal Control

- 4.5 The purpose of this report is to give my interim opinions as the Head of Internal Audit for the PCC and the Chief Constable on the adequacy and effectiveness of both organisations' systems of risk management, governance and internal control from the work undertaken by internal audit for the year ended 31st March 2021. The annual opinion from the Head of the Internal Audit is a requirement of the Public Sector Internal Audit Standards.
- 4.6 This report is a key contributor to the PCC and the Chief Constable's Annual Governance Statements.
- 4.7 In giving this opinion, it should be noted that assurance can never be absolute and it is not possible to give complete assurance that there are no major control weaknesses. My opinion is based on the work undertaken by internal audit during the year, including the outcomes of follow up work.

Risk Management

PCC

- 4.8 Internal Audit's review of the PCC's risk management arrangements concluded that they are effective.
- 4.9 The OPCC's risk management strategy 2020-23 was updated in February 2020, approved by Executive Team on 2 April 2020 and was used from April 2020. The strategy comprehensively sets out the approach, objectives, framework, methodology and responsibilities in respect of risk management. The OPCC reviews its strategic and operational risks on a quarterly basis and meets with Officers within the Constabulary to review their strategic risks and any potential impact on the OPCC as part of the PCC's responsibility to hold the Chief Constable to account. The strategic risk register was presented to the Joint Audit Committee for review and scrutiny at the September 2020 and March 2021 meetings.
- 4.10 Risks to the organisation arising from the COVID-19 pandemic were identified, highlighted and reported on the OPCC's strategic risk register in September 2020, alongside the controls in place to mitigate the risk. By March 2021 the COVID risk was reverted to the OPCC's operational risk register.
- 4.11 Audit work undertaken during the year confirms that operational risks are being managed on a regular basis and have been captured in accordance with the risk management strategy.

Constabulary

- 4.12 Our work undertaken on the Constabulary's risk management arrangements concluded that they are operating effectively.
- 4.13 The Constabulary's risk management policy in place in 2020/21 was approved in May 2019 with the next planned review being May 2022. The policy communicates the Constabulary's overall approach to risk management and sets out what is in place to embed a risk aware culture. The risk appetite for the force is defined within the policy alongside risk tolerance, risk categories, methodology, roles and responsibilities and accountability and governance arrangements.
- 4.14 The Constabulary's strategic risk register has been presented and discussed at Joint Audit Committee meetings in September 2020 and March 2021.
- 4.15 COVID-19 has featured on the Constabulary's strategic risk register throughout the year. In addition to police specific risks, the constabulary has been actively involved in the wider County response with the ACC being the Chair of the Cumbria Strategic Coordination Group for Covid-19 response.
- 4.16 Various audits, undertaken during the year, have identified that key operational risks are being managed on a regular basis and have been captured in accordance with the risk management policy, thereby demonstrating application of the policy in practice.

Governance

- 4.17 Both organisations have a suite of documents setting out the governance arrangements in place. Cyclical reviews of the documents are timetabled to ensure the documents are kept under review and are current. These are subject to independent scrutiny by the Joint Audit Committee.
- 4.18 The corporate governance arrangements within the OPCC and Constabulary are based on the core principles of good governance set out by CIPFA/SOLACE and in line with the Nolan Principles.
- 4.19 Both organisations have Codes of Conduct setting expectations required of staff/officers.
- 4.20 Both organisations have an anti-fraud and corruption strategy in place.
- 4.21 Formal mechanisms are in place to engage with stakeholders (examples being Public Accountability Conferences, Collaborative Board meetings, events held / attended by the PCC, etc.).

- 4.22 Both organisations have been responsive to issues that have arisen during the year, particularly those brought about by the COVID-19 pandemic. For example, new ways of working were required to work in line with government restrictions. Key controls have remained in place with some adaptations to meet the need of the both organisations. We have seen examples, during our audit work, of issues which have been identified and swiftly addressed (e.g. sickness reporting levels). There is recognition that some initiatives which were rapidly progressed (for example, homeworking, digital leadership programme) may benefit from independent assurance over the arrangements put in place and this has been accommodated in the 2021/22 internal audit plan.

Internal Control

- 4.23 From work undertaken in 2020/21, all but two reviews received either substantial or reasonable assurance supporting our view that there are no significant control issues. Two Constabulary reviews were given partial assurance. The audits of 'benefits delivery process' and 'Reflective Practice Review Process – Practice Requiring Improvement' received partial assurance. Progress in developing / implementing these areas had been slower than intended due to the need for the Constabulary to focus on its response to the COVID-19 pandemic. Senior management have provided assurances that steps will be taken to address the issues raised in the benefits delivery process report with a clear plan to address the issues. A full internal audit review of the benefits delivery process is included in the 2021/22 internal audit plan. Management have responded positively to the issues raised in the Reflective Practice Review Process – Practice Requiring Improvement audit with steps identified to address the issues raised. The follow up review will be included within the 2022/23 internal audit plan, once all priority issues have been addressed.

Internal Audit Opinion 2020/21

- 4.24 I am satisfied that sufficient internal audit work has been undertaken to allow me to give a conclusion on the adequacy and effectiveness of risk management, governance and internal control. I can also report that there has been no threat to the independence of internal audit that would impact on the provision of my annual opinion statement.
- 4.25 It should be noted that Internal Audit work was temporarily suspended at the end of March 2020 at the request of the Constabulary / OPCC due to their COVID-19 response. Work recommenced in June 2020, based on a reassessed audit plan. The reassessed plan resulted in a reduction of 30 days from the original plan that was presented to JAC in March 2020. The impact of

this was to remove one audit review and time set aside as contingency. Despite the reduction in planned days and removal of one identified review, we consider that sufficient audit work has been undertaken in both organisations to provide the annual opinions.

- 4.26 In my opinion, the PCC and the Chief Constable's frameworks of governance, risk management and internal control are reasonable and audit testing has confirmed that controls are generally working effectively in practice. Where internal audit work has identified scope for improvements, the management response has been positive with agreed action plans in place to address all recommendations.
- 4.27 The Shared Service Group Audit Manager has undertaken review of internal audit work contributing to the annual opinion statement and is able to confirm that all work has been undertaken in accordance with the Public Sector Internal Audit Standards and with the Quality Assurance and Improvement Programme. All audit work has been reviewed at key stages by the Audit Manager and is supported by appropriate evidence.

Internal audit performance

- 4.28 A suite of performance measures was used to monitor Internal Audit's performance during 2020/21. The results are shown at Appendix 3.

Internal audit coverage and outputs

- 4.29 The annual opinion is based on the outcomes of 9 completed reviews and 4 reports issued in draft. This represents 100% of the planned work for the year (all audits that would have had a scored assessment).
- 4.30 All audits relating to the OPCC have received an assurance level of substantial or reasonable.
- 4.31 Six Constabulary reviews were assessed as providing substantial or reasonable assurance with the three reviews covering both organisations receiving substantial or reasonable assurance. Two Constabulary audits received partial assurance. The audits of benefits delivery process and Reflective Practice Review Process – Practice Requiring Improvement received partial assurance. Progress in developing / implementing these areas had been slower than intended due to the need for the Constabulary to focus on its response to the COVID-19 pandemic. Senior management have provided assurances that steps will be taken to address the issues raised in the benefits delivery process report with a clear plan to address the issues. A full internal audit review of the benefits delivery process is included in the 2021/22 internal audit plan. Management have responded positively to the

issues raised in the Reflective Practice Review Process – Practice Requiring Improvement audit with steps identified to address the issues raised. The follow up review will be included within the 2022/23 internal audit plan, once all priority issues have been addressed.

- 4.32 Management responses to Internal Audit reports and recommendations have been positive.
- 4.33 Progress in implementing Internal Audit recommendations are monitored by the Joint Audit Committee at each meeting.
- 4.34 The following tables summarise the total number of audit evaluations made during 2020/21 for the Constabulary, the OPCC and systems operated jointly for both organisations for finalised and draft reports.

Assurance level	Constabulary		Total	%
	Final	Draft	Final & draft	
Substantial	2	-	2	25%
Reasonable	2	2	4	50%
Partial	2	-	2	25%
Limited	-	-	-	-
Total	6	2	8	100%

Assurance level	OPCC		Total	%
	Final	Draft	Final & draft	
Substantial	-	1	1	100%
Reasonable	-	-	-	-
Partial	-	-	-	-
Limited	-	-	-	-
Total	-	1	1	100%

Assurance level	Joint		Total	%
	Final	Draft	Final & draft	
Substantial	1	-	1	25%
Reasonable	2	1	3	75%
Partial	-	-	-	-
Limited	-	-	-	-
Total	3	1	4	100

4.35 In addition to the assurance work set out above we have also undertaken the following other work:

- Work on risk management for both organisations. The outcome is set out in paragraphs 4.8-4.16 of this report and has been reflected within the annual opinion.
- We have completed advisory / consultancy work on Vehicle Utilisation and Front Office Counters, presented our findings to management and reported the outcomes to JAC.

4.36 As outlined previously in this report, audit work temporarily suspended in March 2020, due to the COVID-19 pandemic, was restarted in June 2020. As a result, we reassessed the 2020/21 internal audit plan which was presented to JAC at its meeting on 18 March 2020. The reassessed plan provides for one fewer piece of identified audit work, and included a small amount of unallocated time, giving an overall reduction of 30 audit days. At the time of writing this report all reviews in the plan are either complete or a draft report has been issued.

4.37 Guidance last year from the Institute of Internal Auditors was that the annual opinion of the Head of Internal Audit should be based on the percentage of work completed to date and that where a limited amount of work has been done the Head of Internal Audit should flag that the opinion is based on that limited amount of work. We have completed 69% of the reassessed plan to final report stage (9 out of 13 reviews) and 31% of the reassessed plan to draft report stage (4 out of 13 reviews). We do not anticipate that the assessment level of the reviews at draft report stage will reduce when the reports are finalised and have included the outcomes of draft reports within the annual opinions (13 out of 13 reviews or 100% of the reassessed 2020/21 internal audit plan). It is expected that by the time we report the Head of Internal Audit Opinions to the Joint Audit Committee on 23 June 2021 that the majority, if not all, draft reports will have been finalised.

4.38 Comparison of previous years reports included within the annual opinion of the Head of Internal Audit is shown in the table below.

Year	Constabulary	OPCC	Joint	Total
2020/21 *	8	1	4	13**
2019/20	8	2	4	14
2018/19	11	3	3	17
2017/18	12	2	2	16

* 2020/21 - reassessed plan

** includes final and draft reports

- 4.40 I have given both organisations 'reasonable' assurance in my Head of Internal Audit's opinions for 2020/21. I am satisfied that finalisation of the reports currently in draft will not impact on my overall assessment of 'reasonable' assurance for both the PCC and the Chief Constable.
- 4.41 Appendix 1 provides the detail of audit work undertaken from the 2020/21 internal audit plan including work in progress from the 2019/20 plan. Text that is shaded in grey has been reported to Joint Audit Committee during the year and is included here for completeness.

Results of the Quality Assurance and Improvement Programme

- 4.42 The QAIP was presented to JAC on 17th March 2021. We can confirm that the QAIP was followed in 2020/21.

Statement of Conformance with Public Sector Internal Audit Standards

- 4.43 The risk based approach has been designed to ensure internal audit work is conducted in accordance with the Public Sector Internal Audit Standards. All audit work has been conducted in line with the agreed audit methodology and has been subject to quality assurance checks by Internal Audit management.

Richard McGahon
Group Audit Manager
May 2021

APPENDICES

- Appendix 1: Final reports issued to 12th May 2021***
Appendix 2: Progress on all risk based audits from the 2020/21 reassessed plan including work in progress from the 2019/20 plan
Appendix 3: Internal audit performance measures to 12th May 2021

Report Author: Emma Toyne, emma.toyne@cumbria.gov.uk

Appendix 1 – Final reports issued to 10th June 2020

Assignments	Status	Assessment
Creditors (WIP 2019/20)	Report circulated to members of the Joint Audit Committee and included in the 24th September Committee papers for discussion at the meeting if required. Report available on the Commissioner's website.	Reasonable
Front Office Counters (Advisory / Consultancy)	Work completed. Presentation drafted and issued to the Director of Corporate Improvement on 18 September 2020. Findings were due to be presented to Collaborative Board on 5 th November 2020 but this meeting was cancelled. We plan to present our findings to the Collaborative Board on 19 ^h November 2020.	N/A
Vehicle Utilisation (Advisory / Consultancy)	Work completed. Findings presented to Vehicle Fleet management on 4 September 2020, draft report and presentation issued to the Director of Corporate Support on 23 September 2020. We met with the Director of Corporate Support and Head of Fleet on 22 October 2020 to discuss and agree our findings. We were due to present our findings to Collaborative Board on 5 November 2020 but this meeting was cancelled. We presented our findings to Collaborative Board on 19 November 2020.	N/A
Collision Reduction Officers	Report circulated to members of the Joint Audit Committee and available on the Commissioner's website.	Reasonable
TRiM follow up	Report circulated to members of the Joint Audit Committee and available on the Commissioner's website.	Reasonable
Benefits Delivery Process	Report presented to Joint Audit Committee at 17 March 2021 meeting. Report included in Committee papers and available on the Commissioner's website.	Partial

Appendix 1 – Final reports issued to 10th June 2020

Assignments	Status	Assessment
Sickness Reporting Procedures (replaces Property Stores audit)	Report circulated to members of the Joint Audit Committee and available on the Commissioner's website.	Substantial
Main Accounting System	Report presented to Joint Audit Committee at 23 rd June 2021 meeting. Report included in Committee papers and available on the Commissioner's website.	Reasonable
Reflective Practice Review Process – Practice Requiring Improvement	Report circulated to members of the Joint Audit Committee and included in 23 rd June 2021 Committee papers for discussion at the meeting if required. Report available on the Commissioner's website	Partial
Sickness Management	Report circulated to members of the Joint Audit Committee and included in 23 rd June 2021 Committee papers for discussion at the meeting if required. Report available on the Commissioner's website	Substantial
Pensions	Report circulated to members of the Joint Audit Committee and included in 23 rd June 2021 Committee papers for discussion at the meeting if required. Report available on the Commissioner's website	Substantial

Appendix 2 – Progress on 2020/21 Audit Plan, including 2019/20 work in progress

OPCC / Constabulary Review	Audit	Stage	Feedback form returned
Constabulary / OPCC	Creditors (WIP 2019/20)	Completed.	Yes
Constabulary	Vehicle Utilisation – Advisory / Consultancy (WIP 2019/20)	Completed.	N/A
Constabulary / OPCC	Financial sustainability	Draft report issued	N/A
Constabulary / OPCC	Benefits delivery process	Completed.	No. Followed up on 06/05/21
Constabulary / OPCC	Risk management and governance	Completed.	N/A
Constabulary	Contract management	Draft report issued.	N/A
OPCC	Contract management	Draft report issued	N/A
Constabulary	Sickness management	Completed.	N/A – feedback form issued 12/05/21
Constabulary	Collision Reduction Officers (CROs)	Completed	Yes

Appendix 2 – Progress on 2020/21 Audit Plan, including 2019/20 work in progress

OPCC / Constabulary Review	Audit	Stage	Feedback form returned
Constabulary	Professional Standards – Reflective Practice Review Process	Completed.	N/A– feedback form issued 12/05/21
Constabulary	Sickness Reporting Procedures (replaces Property Stores audit)	Completed	Yes
Constabulary	New Business Transformation Project (BTP) finance – Phase 1	Draft report issued.	N/A
Constabulary	New Business Transformation Project (BTP) finance – Phase 2	Delays in the project implementation mean that Phase 2 of the review has been carried forward into the 2021/22 Internal Audit plan along with 10 days to undertake the work.	N/A
Constabulary / OPCC	Financial systems – Main Accounting System	Completed	N/A – not yet due. Feedback form issued 26/04/21
Constabulary / OPCC	Financial systems - Pensions	Completed	N/A– feedback form issued 12/05/21

Appendix 2 – Progress on 2020/21 Audit Plan, including 2019/20 work in progress

OPCC / Constabulary Review	Audit	Stage	Feedback form returned
Constabulary	Front Office Counters (advisory / consultancy)	Completed	N/A
Constabulary	TRIM (Trauma Risk Incident Management) – follow up	Completed	N/A – this is a follow up
Constabulary / OPCC	New work resulting from COVID-19	No areas identified for Internal Audit review in 2020/21. Time has been allocated in the 2021/22 plan to consider the organisation's response to COVID-19 / Recovery & Renewal.	N/A
	Attendance at Police Audit Training & Development event	Completed – two day (virtual) conference attended by the Internal Audit Manager in November 2020. Further virtual session on audit planning attended by Audit Manager on 10 February 2021.	N/A
	Internal Audit Management	Completed	N/A

Key: Complete Work in progress Not yet started

Appendix 3 – Internal audit performance measures

Measure	Description	Target	Actual	Explanations for variances / remedial action required
Completion of audit plan	% of audits completed to final report	95% (annual target)	69%	<p>Of the 16 pieces of work in the 2020/21 audit plan, 13 were planned to result in a written report with an assurance rating. The 69% completion figure represents 9 out of 13 finalised reports. A further 4 reviews (31%) have been completed to draft report stage.</p> <p>The other pieces of planned work were:</p> <ul style="list-style-type: none"> • work on risk management and governance (completed with an outcome of 'reasonable assurance' and incorporated into the annual opinion) • 2 pieces of advisory / consultancy work which do not receive an assurance rating.
Days delivered	<p>Number of planned days delivered</p> <p>*251 days plus 3 days to complete the creditors WIP from 2019/20, less 10 days for BTP Finance phase 2 carried forward to 2021/22. (281 per shared service agreement less 30 days removed from the plan due to COVID-19).</p>	<p>240</p> <p>244*</p>	237	Planned days currently not delivered will be needed to finalise the reviews that are currently at draft report stage.
Audit scopes agreed	Scoping meeting to be held for every risk based audit and client notification issued	100%	100%	

Appendix 3 – Internal audit performance measures

Measure	Description	Target	Actual	Explanations for variances / remedial action required
	prior to commencement of fieldwork.			
Draft reports issued by agreed deadline	Draft reports to be issued in line with agreed deadline or formally approved revised deadline where issues arise during fieldwork.	70%	100%	
Timeliness of final reports	% of final reports issued for Chief Officer / Director comments within five working days of management response or closeout meeting.	90%	100%	
Recommendations agreed	% of recommendations accepted by management	95%	100%	
Assignment completion	% of individual reviews completed to required standard within target days or prior approval of extension by audit manager.	75%	100%	
Quality assurance checks completed	% of QA checks completed	100%	100%	
Customer Feedback	% of customer satisfaction surveys returned	100%	100%	Eight forms were issued for audits finalised in 2020/21. Four were due by this date, three have been returned, four are not yet due and a reminder has been sent

Appendix 3 – Internal audit performance measures

Measure	Description	Target	Actual	Explanations for variances / remedial action required
				requesting return of the outstanding form.
Customer Feedback	% of customer satisfaction survey scoring the service as good.	80%	100%	Based on the four forms returned. One form relates to an audit reported in 2019/20.
Chargeable time	% of available auditor time directly chargeable to audit jobs.	80%	69%	Internal Audit team productivity has been impacted by COVID-19. Internal Audit work on the OPCC and Constabulary's audit plan was suspended at the request of Joint Chief Finance Officer on 23rd March 2020. Work recommenced in late June 2020.



Peter McCall

Office of the Police and Crime Commissioner Report

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N°010 / 2021)

TITLE: Effectiveness of the Arrangements for Audit 2020/21

Executive Summary:

The attached report provides details of the effectiveness of the arrangements for audit which covers arrangements for internal audit and the Joint Audit Committee. The report is provided for the Commissioner as part of a review of the overall contribution these functions make towards the arrangements for governance.

Recommendation:

The Commissioner is asked to:

Effectiveness of Arrangements for Audit:

- The Commissioner is asked to consider this report and:
- Determine whether he is satisfied with the effectiveness of Internal Audit for the year to 31 March 2021 and to the date of this meeting, taking into account the views of the Joint Audit Committee, and
- Consider any areas where the Commissioner might wish to see improvements or changes in 2021/22.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/do not approve the recommendation above

Police & Crime Commissioner / Chief Executive (delete as appropriate)

Signature:

Date: 2 June 2021



Cumbria Office of the Police and Crime Commissioner

Public Accountability Conference 02 June 2021: Agenda Item 11
Joint Audit Committee 23 June 2021: Agenda Item 13

Review of effectiveness of the arrangements for Audit 2020/21

A Joint Report by the Chief Executive and Joint Chief Finance Officer of the Police and Crime Commissioner and Chief Constable

1. Introduction and Background

- 1.1. The Accounts and Audit Regulations 2015 removed the requirement within the 2011 Regulations to conduct an annual review of the effectiveness of the arrangements for audit. Assurances in respect of the arrangements for audit are however part of a robust governance framework. They support the Commissioner in placing reliance on the opinion of the Group Audit Manager (Head of Internal Audit) and support the Joint Audit Committee in placing reliance on the work and reports of the internal auditors. An effective internal audit service is also a characteristic within the seven principles of the CIPFA 2016 Good Governance Framework.
- 1.2. The Chartered Institute of Public Finance and Accountancy (CIPFA) defines the system of Internal Audit as the entirety of the arrangements for audit put in place by the entity, including the activities of any oversight committee. This report sets out an overall judgment, based on that review. The review comprises the arrangements for internal audit, detailed within this report and the arrangements for the Joint Audit Committee, detailed in the Committee's Review of Effectiveness. The review of effectiveness in relation to the Joint Audit Committee is now conducted over a biennial cycle as follows:

- Even Years – A report reviewing the effectiveness of the Committee as a contribution to the overall effectiveness of arrangements for governance is produced.
- Odd Years - A 360' review of committee effectiveness which is private meeting between members, DCC, JCFO, CE & DCFO. This first review meeting has been arranged for the afternoon of 23 June 2021, following the JAC meeting in the morning.

1.3. The review process seeks to provide assurance that the arrangements are adequate and effective. This is based on a judgment made following an assessment of compliance with relevant codes and standards. For internal audit the review is undertaken against the Public Sector Internal Audit Standard (PSIAS). The review of the effectiveness of the arrangements for the Joint Audit Committee is undertaken in line with the CIPFA 2018 guidance¹ that provides an evaluation self-assessment framework and a checklist of good practice.

2. Effectiveness of the Internal Audit Function

2.1. The effectiveness of the internal audit function is reviewed on the basis of compliance by the Internal Audit shared service provider with the PSIAS. The Group Audit Manager is required under the PSIAS to include within his annual report, a statement of conformance with the Standards. Any instances of non-conformance must be reported to the Joint Audit Committee. Furthermore, any significant non-conformance should be considered for inclusion within the Commissioner and Chief Constable's respective Annual Governance Statements.

2.2. The Public Sector Audit Standards support audit effectiveness by setting out a set of requirements for the governance, management and delivery of internal audit. This includes a requirement to develop and maintain a Quality Assurance and Improvement Programme (QAIP) that covers all aspects of internal audit activity. Key elements of the QAIP include on-going monitoring of the performance of the internal audit activity, periodic assessment or self-assessment and external assessment. The QAIP also ensures that reasonable assurance is provided that Internal Audit is performing its work in accordance with its Internal Audit Charter, which is consistent with the PSIAS and that it operates in an effective and efficient manner.

2.3. The QAIP was presented to members of the Joint Audit Committee at their meeting 17 March 2021 for review. The QAIP report set out what was in place during 2020/21 and what is

¹ audit committees\Practical Guidance for Local Authorities and Police

envisaged to be in place during 2021/22. The QAIP set out for members how audit engagements are supervised, how work including final reports are reviewed, arrangements for the audit manual and performance measures. The QAIP also includes the annual assessment of Internal Audit's conformance with its Charter and annual completion of the CIPFA checklist for assessing conformance with the PSIAS. At the same meeting members received the Internal Audit Charter. The Internal Audit Charter sets out the purpose, authority, responsibility and objectives of Internal Audit, providing clarity on how Audit works, its scope, lines of reporting and requirements in respect of objectivity and independence. The Charter, alongside the QAIP, supports the organisation and its auditors in ensuring the delivery of arrangements for Internal Audit that are effective. During the year members of the Joint Audit Committee have also received monitoring reports on actual performance against Internal Audit's performance framework at their quarterly meetings.

- 2.4. The summary of the outcomes of the completed self-assessment is attached to this report at Appendix A and is further supported by an evaluation of the role of the Group Audit Manager (Head of Internal Audit) against the CIPFA standard at Appendix B. The full 48 page checklist is retained on file for review by the External Auditors. The Annual Report of the Group Audit Manager (Head of Internal Audit), provided within this agenda, confirms that the Standards within the PSIAS have been complied with.
- 2.5. In November 2017, the first external quality assessment (EQA) of the internal audit function was carried out in line with the requirement of PSIAS to have an external assessment at least every five years. The outcome of this process was reported to members of the Joint Audit and Standards Committee at its meeting on 21 March 2018. The overall assessment was that the shared internal audit service "generally conforms" to the standards and this represents the highest of three possible outcomes. An action plan has been developed to address the seven recommendations contained within the EQA report. The next external quality assessment is due to be completed in November 2022.
- 2.6. The review of internal audit against the PSIAS provides the primary source of assurance. Further assurance of the effectiveness of internal audit was previously taken from the opinion provided by the external auditors. In 2020, the external auditor (Grant Thornton) has advised that they no longer use the work of internal audit to assist with their own work and as such have not provided an opinion on the work of internal audit.

3. Effectiveness of arrangements for an Audit Committee

3.1. The effectiveness of the arrangements for an audit committee is assessed by reviewing the arrangements for the Joint Audit Committee against the assessment criteria and checklist provided by CIPFA in its 2018 updated publication “audit committees, Practical Guidance for Local Authorities and Police”. The guidance document provides a detailed regulatory framework against which the work and activity of the committee, in addition to the overall arrangements, can be assessed and consideration given to areas for improvement and development. In a change from previous years, from 2020/21 the effectiveness of the committee is to be assessed on a biennial cycle as outlined in paragraph 1.2 above.

3.2. The key messages arising from the review carried out in 2020 are that:

- The Committee has continued to build on the firm foundations put in place at the inception of the OPCC, expanding and refining its remit in the light of changing circumstances and emerging trends.
- Members are recruited appropriately and the range of skills has been strengthened through recent appointments.
- The Committee’s remit complies with best practice.
- The Committee is supported by key members of the OPCC and Chief Constable’s management teams at all Committee meetings to ensure that members are appropriately informed when considering the issues.
- Audit Committee members have carried out their duties diligently, achieving 100% attendance, have made a valued contribution to governance arrangements and have taken action on specific issues. During 2020/21 as a result of the covid-19 pandemic, all meetings were held online using MS Teams.
- Members have continued to increase their formal and informal training and development activities.
- The first 360’ review of the committee has been scheduled for 23/06/21.

3.3. The overall conclusion and assessment from the review is that the Joint Audit Committee is effective in its operation. The review has demonstrated that within the areas of the self-

assessment carried out in 2021, the Committee can evidence substantial support, influence and persuasion in carrying out its functions. These are the elements defined by CIPFA as being evidence of effectiveness. Against the self-assessment checklist the committee achieves a consistent grade of the maximum score of 5 across all areas. The full report of the review of effectiveness is included on the agenda to this meeting.

4. Conclusions

4.1. From the reviews described above, it is concluded that:

- i. The review of the internal audit shared service against the PSIAS, and supported by the review of the role of the Head of Internal Audit, demonstrates that the service is effective.
- ii. The annual review of the arrangements for an audit committee in accordance with the guidance, assessment criteria and checklists defined by CIPFA, demonstrates that the Joint Audit Committee is effective in its operation

4.2. When taken together, there are no material shortcomings in the effectiveness of the entirety of the Internal Audit arrangements for the year to 31 March 2021, or to the date of this meeting.

5. Recommendations

5.1. Members of the Joint Audit Committee are asked to consider this report and:

- i. Determine whether they are satisfied with the effectiveness of Internal Audit for the year to 31 March 2021 and to the date of this meeting, and
- ii. Consider any areas where they might wish to make recommendations to the Commissioner and Chief Constable for improvements in 2021/22.

5.2. The Commissioner and Chief Constable are asked to consider this report and:

- i. Determine whether they are satisfied with the effectiveness of Internal Audit for the year to 31 March 2021 and to the date of this meeting, taking into account the views of the Joint Audit Committee, and
- ii. Consider any areas where they might wish to see improvements or changes in 2021/22.

Gill Shearer
Commissioner's Chief Executive

Roger Marshall
Joint Chief Finance Officer
26 May 2021

Human Rights Implications: None Identified

Race Equality / Diversity Implications: None Identified

Personnel Implications: None Identified

Financial Implications: None Identified

Risk Management Implications:

The Annual Governance Statement and the underpinning reviews, including the effectiveness of arrangements for audit are designed and intended to provide assurance on and compliance with high standards of corporate governance, including effective control and mitigation of the risk environment in which the Commissioner and Chief Constable discharge their respective responsibilities.

Contact points for additional information

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Review of Internal Audit Effectiveness

1. Definition of Internal Auditing

- 1.1. Internal audit work is carried out in line with the definition of internal auditing so as to provide independent assurance on the Commissioner's and Chief Constable's systems of risk management, governance and internal control.
- 1.2. All internal audit reviews result in an audit report detailing the level of assurance that can be given. Standard definitions are in place to ensure consistency in the assurance levels across the service.
- 1.3. Internal audit does not have any operational responsibilities, thereby ensuring its ability to independently review all of the Commissioner and Chief Constable's systems, processes and operations

2. Code of Ethics

- 2.1. The internal audit team have been made aware of the mandatory code of ethics within the PSIAS and have the opportunity to discuss this at team meetings.
- 2.2. All internal audit work is performed with independence and objectivity and all staff are aware of the need for them to declare any relevant business interests in order that any potential conflict of interest or compromise to audit objectivity is effectively managed.
- 2.3. Staff are aware of their responsibilities in relation to confidentiality and information governance.
- 2.4. Arrangements are in place to ensure that work is performed by staff with the appropriate skills, knowledge and experience and that training and development needs are identified through annual appraisals and six month reviews.

3. Purpose, Authority and Responsibility

- 3.1. An internal audit charter is in place which defines the purpose, authority and responsibility of internal audit as well as its rights of access to all information, premises and personnel for the purpose of completing internal audit reviews.
- 3.2. The charter sets out the functional reporting line of the Group Audit Manager / Audit Manager to the Joint Audit Committee to ensure internal audit independence.
- 3.3. The Audit Manager attends all meetings of the Joint Audit Committee.
- 3.4. The Audit Manager has direct access to the Chief Officer Group, the Chief Executive, the Commissioner and the Joint Audit Committee Chair.
- 3.5. The reporting lines for the Audit Manager ensure that internal audit independence is maintained and in line with the Standards, the Audit Manager reports directly to the Joint Chief Finance Officer (S151 Officer) who is a member of the Public Accountability Conference.
- 3.6. There have been no identified threats to internal audit independence or objectivity during the year.
- 3.7. The Standards refer to the arrangements for the Audit Manager's appraisal. Input and feedback should be obtained from the Chief Executive or equivalent and Chair of the Joint Audit Committee. This is a requirement of the employing organisation designed to protect the independence of the Audit Manager in relation to those audits that may be subject to undue influence, being within the area of the appraiser's responsibility. Whilst this is not a requirement for either the Commissioner or the Chief Constable, the Joint Chief Finance Officer, on behalf of both entities, will provide feedback on the performance of the Audit Manger as part of the arrangements for management of the shared audit service.

4. Proficiency and Due Professional Care

- 4.1. The Audit Manager is professionally qualified and experienced to deliver an effective internal audit service.
- 4.2. Job descriptions and person specifications reflect the duties required to deliver the risk-based approach to internal auditing and the skills needed to undertake the roles.

- 4.3. The team has a wide range of skills and experience brought about in part by the creation of the Shared Internal Audit Service which brought together a number of existing internal audit teams into a single service.
- 4.4. All audit work is undertaken with due professional care and reviewed by an Audit Manager to ensure that the work undertaken supports conclusions reached.
- 4.5. A Quality Assurance and Improvement Programme (QAIP) has been in place during 2020/21. The programme has been formally documented and was reported to the Joint Audit Committee on 17 March 2021. This includes the adoption of a comprehensive performance framework that is incorporated within the audit charter. The Joint Audit Committee have received quarterly reports monitoring actual performance against the framework.

5. Performance Standards

- 5.1. Internal audit work is undertaken to support the purpose of internal audit as defined within the audit charter. Management arrangements are in place to ensure that all work is delivered in accordance with the charter and to deliver relevant assurance to management, the Joint Audit Committee, the Commissioner and Chief Constable.
- 5.2. Risk based audit plans have been developed across the shared internal audit service. The plans have been developed to enable an overall annual opinion to be provided on the arrangements for governance, risk management and internal control.
- 5.3. In developing the plans, account has been taken of the organisation's risk management frameworks, the expectations of senior management and emerging national and local issues.
- 5.4. Audit plans have been developed based on a documented risk assessment. Arrangements are in place to report required amendments to audit plans to the Joint Audit Committee should this become necessary.
- 5.5. The plans identify the audit resources required to deliver them and arrangements are in place to allocate the workload across the audit team in advance to ensure all plans can be delivered.
- 5.6. Arrangements are in place to ensure the audit manual is continually updated as working practices continue to be reviewed.

5.7. Internal audit contributes to improving the Commissioner and Chief Constable's operations through delivery of approved audit plans. Internal audit recommendations are aimed at strengthening performance and risk management, governance and ethical policies and values and internal controls.

6. Engagement Planning

6.1. All internal audit reviews are scoped and a brief prepared setting out the scope and objectives of the audit work together. This process ensures that management input to the scope of each audit. A standard client notification document has been designed and has been used for all audit reviews. Audit scopes include consideration of systems, records, personnel and premises.

6.2. The audit planning process includes a preliminary assessment of risk for each audit included in the plan. Auditors then undertake research as part of planning individual audit reviews to identify specific risks within the area under review. Within the risk based approach, once the scope of an audit is agreed, a full risk identification exercise is undertaken as part of the audit fieldwork. This ensures that risk is considered throughout the audit process.

6.3. The Internal Audit management review process ensures that work plans are prepared for each audit that document how the audit objectives will be met and that sufficient audit work is undertaken to support conclusions reached.

6.4. There is a document retention policy in place to manage audit records.

6.5. All internal audit work is subject to management review, and there is a consistent approach in place to documenting and retaining evidence of this review.

6.6. All internal audit reports are issued in draft for management comments and agreement of the factual accuracy and completion of the action plan. Clients have the opportunity to discuss the draft reports with the auditor.

6.7. Audit final reports issued in relation to 2020/21 audit plans were accurate, comprehensive and complete. All contained an assurance statement and agreed action plan.

6.8. The Audit Manager produces an annual report to the Joint Audit Committee and the Public Accountability Conference, which includes the overall opinion on the arrangements for

governance, risk management and internal control. The report includes a summary of the work undertaken in support of the opinion.

7. Monitoring Progress

- 7.1. Arrangements are in place for follow up of agreed actions arising from internal audit reports and the outcome of these is reported to the Joint Audit Committee within the quarterly progress reports.

8. Communication of the Acceptance of Risks

- 8.1. Arrangements are in place to ensure that where key risks are accepted by management, this is discussed with senior management. Should the Audit Manager consider that the organisation is accepting a level of risk that may be unacceptable, this would be reported to the Joint Audit Committee and the Public Accountability Conference.

CIPFA Statement on the Role of the Head of Internal Audit 2019

1. Introduction

1.1 In 2019, CIPFA published an updated Statement on the Role of the HoIA in Public Sector Organisations in recognition of the critical position occupied by the Head of Internal Audit (HoIA) within any organisation in helping it to achieve its objectives by giving assurance on its internal control and risk management arrangements and playing a key role in promoting good corporate governance. Conformance with the Statement is cited as an example of good governance within the Delivering Good Governance Framework 2016

2. The Five Principles

3.1 The Statement sets out how the requirements of legislation and professional standards should be fulfilled by the HoIA in carrying out their role and is structured under five core principles:

3.2 The Head of Internal Audit in a public service organisation plays a critical role in delivering the organisation's strategic objectives by:

- championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments; and
- giving an objective and evidence based opinion on all aspects of governance, risk management and internal control.

3.3 To perform this role, the Head of Audit:

- must be a senior manager with regular and open engagement across the organisation, particularly with the Leadership Team and with the Audit Committee
- must lead and direct an internal audit service that is resourced to be fit for purpose; and
- must be professionally qualified and suitably experienced.

3.4 A completed self-assessment template is attached below for appropriate sign off.

Checklist for Assessing Compliance with the Governance Requirements of the CIPFA Statement on the Role of the Head of Internal Audit in public sector organisations 2019

Ref	Governance Requirement	County Council arrangement and any required actions	Assessment of conformance		
			Y	N	P
Principle 1: The HIA in a public service organisation plays a critical role in delivering the organisation's strategic objectives by championing best practice in governance, objectively assessing the adequacy of governance and management of existing risks, commenting on responses to emerging risks and proposed developments					
1.1	Set out the HIA's role in good governance and how this fits with the role of others.	HoIA Role Profile sets out the contribution of the annual report of the HoIA to the Annual Governance Statement.	✓		
1.2	Ensure that the importance of good governance is stressed to all in the organisation, through policies, procedures and training	Code of Corporate Governance sets out the frameworks that are in place to support the overall arrangements. There are individual codes for the Cumbria OPCC and Cumbria Constabulary.	✓		
1.3	Ensure that the HIA is consulted on all proposed major projects, programmes and policy initiatives.	Internal audit plan incorporates some capacity to respond to emerging issues and projects.	✓		
Principle 2: The HIA in a public service organisation plays a critical role in delivering the organisation's strategic objectives by giving an objective and evidence based opinion on all aspects of governance, risk management and internal control					
2.1	Set out the responsibilities of the HIA, which should not include the management of operational areas.	Responsibilities of the HoIA are set out in the Role Profile and do not include any operational responsibilities.	✓		
2.2	Ensure that internal audit is independent of external audit.	Internal audit is independent of external audit. IA plans will be shared with external audit, but will not be in any way directed by external audit.	✓		
2.3	Where the HIA does have operational responsibilities the HIA's line manager and the Audit Committee should specifically approve the IA strategy for these and associated plans and reports and ensure the work is independently managed.	Not applicable.			

Checklist for Assessing Compliance with the Governance Requirements of the CIPFA Statement on the Role of the Head of Internal Audit in public sector organisations 2019

Ref	Governance Requirement	County Council arrangement and any required actions	Assessment of conformance		
			Y	N	P
2.4	Establish clear lines of responsibility for those with an interest in governance (e.g. Chief Executive, Chief Legal Officer, Chief Financial Officer, Audit Committee, non-executive directors/elected representatives). This covers responsibilities for drawing up and reviewing key corporate strategies, statements and policies.	Clear lines of responsibility are set out in job roles, the scheme of delegation and key supporting governance documents e.g. financial regulations, procurement regulations, grant regulations. The Joint Audit Committee has a clear Terms of Reference consistent with the CIFA guidance.	✓		
2.5	Establish clear lines of reporting to the Leadership Team and to the Audit Committee where the HIA has significant concerns	Reporting lines are defined within the Internal Audit Charter which has been agreed by the Board.	✓		
2.6	Agree the terms of reference for internal audit with the HIA and the Audit Committee as well as with the Leadership Team	Internal audit charter sets out internal audit's terms of reference. Charter has been approved by Board and presented to Joint Audit Committee.	✓		
2.7	Set out the basis on which the HIA can give assurances to other organisations and the basis on which the HIA can place reliance on assurances from others.	The basis of assurances provided to other organisations is set out within the Shared Services agreement. Various sources of assurance have been taken into consideration in preparing the audit plan to ensure optimum audit coverage.	✓		
2.8	Ensure that comprehensive governance arrangements are in place, with supporting documents covering e.g. risk management, corporate planning, anti-fraud and corruption and whistleblowing.	Key governance documents include the Code of Corporate Governance, scheme of delegation, Anti-fraud and corruption strategy, policy and procedure. Risk management arrangements are in place and the corporate risk register for each organisation is reported to Joint Audit Committee.	✓		
2.9	Ensure that the annual internal audit opinion and report are issued in the name of the HIA.	Annual report of the Head of Internal Audit contains the internal audit opinion for the Police & Crime Commissioner for Cumbria and the Chief Constable for Cumbria Constabulary. This report is presented to Joint Audit Committee by the Head of Internal Audit.	✓		

Checklist for Assessing Compliance with the Governance Requirements of the CIPFA Statement on the Role of the Head of Internal Audit in public sector organisations 2019

Ref	Governance Requirement	County Council arrangement and any required actions	Assessment of conformance		
			Y	N	P
2.10	Include awareness of governance in the competencies required by members of the Leadership Team.	Role profiles for the Chief Executive, Joint CFO and deputy monitoring officer are based on the relevant professional standards and include governance responsibilities. Constabulary Chief Officers are trained on governance matters as part of their professional qualification.	✓		
2.11	Set out the framework of assurance that supports the annual governance report and identify internal audit's role within it. The HIA should not be responsible for preparing the report.	The framework of assurance that supports the annual governance statement is documented within the Statement itself. HIA is not responsible for preparing the AGS.	✓		
2.12	Ensure that the internal audit strategy is approved by the Audit Committee and endorsed by the Leadership Team.	Public Sector Internal Audit Standards (PSIAS) refer to the requirement for internal audit plans to include a statement of how internal audit service will be delivered. This is included within the audit plan.	✓		
Principle 3: The HIA in a public service organisation must be a senior manager with regular and open engagement across the organisation, particularly with the Leadership Team and with the Audit Committee.					
3.1	Designate a named individual as HIA in line with the principles in this Statement. The individual could be someone from another organisation where internal audit is contracted out or shared. Where this is the case then the roles of the HIA and the client manager must be clearly set out in the contract or agreement.	The Group Audit Manager is the designated HoIA for the PCC / Chief Constable.	✓		

Checklist for Assessing Compliance with the Governance Requirements of the CIPFA Statement on the Role of the Head of Internal Audit in public sector organisations 2019

Ref	Governance Requirement	County Council arrangement and any required actions	Assessment of conformance		
			Y	N	P
3.2	Ensure that where the HIA is an employee that they are sufficiently senior and independent within the organisation's structure to allow them to carry out their role effectively and be able to provide credibly constructive challenge to the Management Team.	Not applicable.			
3.3	Ensure that where the HIA is an employee the HIA is line managed by a member of the Management Team. Where the HIA is not an employee then the reporting line must be clearly set out in the contract or agreement with the internal audit supplier.	Not applicable.			
3.4	Establish an Audit Committee in line with guidance and good practice.	There is a Joint OPCC / Constabulary Audit Committee which is the recommended approach in the Financial Management Code of Practice for the Police Forces of England and Wales. The Joint Audit Committee undertakes on a biennial basis a self-assessment against the CIPFA practical guidance checklist and has assessed itself as performing appropriately, in the intervening years, the committee and officers carry out a 360' review of the work of the committee, the first such review has been scheduled for 23/06/21.	✓		
3.5	Set out the HIA's relationship with the Audit Committee and its Chair, including the Committee's role (if any) in appointing the HIA.	The relationship is set out in the Internal Audit Charter.	✓		

Checklist for Assessing Compliance with the Governance Requirements of the CIPFA Statement on the Role of the Head of Internal Audit in public sector organisations 2019

Ref	Governance Requirement	County Council arrangement and any required actions	Assessment of conformance		
			Y	N	P
3.6	Ensure that the organisation's governance arrangements allow the HIA: – to bring influence to bear on material decisions reflecting governance; – direct access to the Chief Executive, other Leadership Team members, the Audit Committee and external audit; and – to attend meetings of the Leadership Team and Management Team where the HIA considers this to be appropriate.	There are appropriate arrangements in place to allow the HIA to perform these functions appropriately.	✓		
3.7	Set out unfettered rights of access for internal audit to all papers and all people in the organisation, as well as appropriate access in (significant) partner organisations.	This is defined within the Internal Audit Charter	✓		
3.8	Set out the HIA's responsibilities relating to partners including joint ventures and outsourced and shared services.	The HoIA responsibilities are defined within the Audit Charter in relation to the Shared Internal Audit Service.	✓		
Principle 4: The HIA in a public service organisation must lead and direct an internal audit service that is resourced to be fit for purpose.					
4.1	Provide the HIA with the resources, expertise and systems necessary to perform their role effectively.	Internal audit is resourced appropriately to deliver the level of service currently required.	✓		
4.2	Ensure that the Audit Committee sets out a performance framework for the HIA and their team and assesses performance and takes action as appropriate.	Internal audit is resourced appropriately to deliver the level of service currently required.	✓		

Checklist for Assessing Compliance with the Governance Requirements of the CIPFA Statement on the Role of the Head of Internal Audit in public sector organisations 2019

Ref	Governance Requirement	County Council arrangement and any required actions	Assessment of conformance		
			Y	N	P
4.3	Ensure that there is a regular external review of internal audit quality	Mandatory EQA was undertaken in October 2017 and the outcome was reported to Audit & Assurance Committee on 20 March 2018 with a further update on progress at the Joint Audit Committee held on 20 March 2019, 18 March 2020 and 17 March 2021.	✓		
4.4	Ensure that where the HIA is from another organisation that they do not also provide the external audit service	Cumbria Shared Internal Audit Service does not provide the external audit service to the Police & Crime Commissioner for Cumbria or the Chief Constable for Cumbria Constabulary.	✓		
Principle 5: The HIA in a public service organisation must be professionally qualified and suitably experienced					
5.1	Appoint a professionally qualified HIA whose core responsibilities include those set out under the other principles in this Statement and ensure that these are properly understood throughout the organisation.	HoIA is CIPFA qualified (since 1993). HoIA responsibilities are defined within the role profile for the post and make appropriate reference to the requirements of the 2019 CIPFA Statement.	✓		
5.2	Ensure that the HIA has the skills, knowledge, experience and resources to perform effectively in his or her role.	HoIA has over 31 years' audit experience within Local Government and undertakes CPD to keep his skills up to date. HoIA has regular contact with audit colleagues throughout the North West via the North West Chief Audit Executives Group and the Local Authority Chief Auditors Network (for Counties, Mets and Unitaries).	✓		



Office of the Police and Crime Commissioner Report

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N°011/ 2021)

TITLE: Effectiveness of Governance Arrangements for OPCC 2020/21

Executive Summary: (Précis not more than 100 words)

The Commissioner to receive a report from the Chief Executive and Chief Finance Officer regarding the arrangements for governance and accompanied by the Commissioner's Annual Governance Statement for 2020/21. The report will be subject to subsequent review by the Joint Audit Committee and any recommendations reported back to the Commissioner prior to agreement of the statement for release.

Recommendation:

The Commissioner is asked to note the report and governance documents.

Following review by the Joint Audit Committee in June, the Commissioner will subsequently be asked :

- i. Where applicable, consider the recommendations of the Joint Audit Committee, determining any actions and/or amendments to the Code of Corporate Governance 2021/22 and Annual Governance Statement 2020/21.
- ii. Approve for signature, where applicable with amendments, the Annual Governance Statement for 2020/21 and to the date of this meeting, which will then accompany the Statement of Accounts for 2020/21.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/~~do not approve~~ the recommendation(s) above

Police & Crime Commissioner / ~~Chief Executive~~ (delete as appropriate)

Signature:

Date: 2 June 2021

PART 1 – NON CONFIDENTIAL FACTS AND ADVICE TO THE PCC

1. Introduction & Background

Each local government body operates through a governance framework which brings together an underlying set of legislative requirements, governance principles and management processes. The 2015 Accounts and Audit Regulations place a requirement on those bodies to conduct a review of the effectiveness of the system of internal control and prepare an Annual Governance Statement (AGS). The Commissioner is required to consider the findings of that review, approve the AGS and publish (which must include publication on the Commissioner's website) the Statements alongside the Statement of Accounts.

2. Issues for Consideration

The Commissioner is the body charged with governance and must satisfy himself that the arrangements for governance are robust and properly reflected within the Annual Governance Statement. The entirety of those arrangements include the arrangements for Internal Audit. A separate report reviewing the effectiveness of the arrangements for Audit is presented as a separate agenda item. The report will be supported by an assessment of the effectiveness of the internal audit function and biennial cyclical review of the effectiveness of the Joint Audit Committee. That report is expected to conclude that the arrangements for audit are effective. The annual governance statement and the arrangements for compiling the statement are subject to annual audit.

3. Implications

(List and include views of all those consulted, whether they agree or disagree and why)

- 3.1. Financial: n/a
- 3.2. Legal: The review of governance and the publication of an Annual Governance Statement meet the legal requirements of the Accounts and Audit Regulations 2015.
- 3.3. Risk: The Annual Governance Statement documents the arrangements for managing risk
- 3.4. HR / Equality: n/a
- 3.5. I.T.: n/a
- 3.6. Procurement: n/a

3.7. Victims: n/a

4. Backgrounds / supporting papers

(List any relevant business case, EIA, PID, Media Strategy and append to this form; list persons consulted during the preparation of the report)

Report on the Effectiveness of Governance Arrangements 2020/21

Annual Governance Statement 2020/21

Code of Corporate Governance 2021/22

<p>Public Access to Information</p> <p>Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would not compromise the implementation of the decision being approved.</p>
<p>Is the publication of this form to be deferred? NO</p> <p>If yes, for what reason:</p> <p>Until what date (if known):</p>
<p>Is there a Part 2 form - NO</p> <p>(If Yes, please ensure Part 2 form is completed prior to submission)</p>

ORIGINATING OFFICER DECLARATION:

<p>I confirm that this report has been considered by the Chief Officer Group and that relevant financial, legal and equalities advice has been taken into account in the preparation of this report.</p> <p>Signed: Date:</p>

OFFICER APPROVAL

<p>Chief Executive / Deputy Chief Executive (delete as appropriate)</p> <p>I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner / Chief Executive (delete as appropriate).</p> <p>Signature: Date: 2 June 2021</p>
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<p>Media Strategy</p>

The decision taken by the Police & Crime Commissioner may require a press announcement or media strategy.

Will a press release be required following the decision being considered? NO

If yes, has a media strategy been formulated? YES / NO

Is the media strategy attached? YES / NO

What is the proposed date of the press release:

Joint Audit Committee 23 June 2021 item 15a
Public Accountability Conference 2 June 2021 item 12a

Cumbria Office of the Police and Crime Commissioner and The Chief Constable for Cumbria Constabulary

Effectiveness of Governance Arrangements 2020/21

Report of the Chief Executive and Joint Chief Finance Officer

1. Introduction and background

- 1.1 This report has been prepared as a joint report to cover both entities with details appropriate to each organisation as required.
- 1.2 Each local government body operates through a governance framework which brings together an underlying set of legislative requirements, governance principles and management processes. The 2015 Accounts and Audit Regulations place a requirement on those bodies to conduct a review of the effectiveness of the system of internal control and prepare an Annual Governance Statement (AGS). The Commissioner and Chief Constable are required to consider the findings of that review, approve the respective AGS and publish (which must include publication on the Commissioner's and Constabulary's respective websites) the Statements alongside the Statement of Accounts. The AGS are prepared in accordance with the CIPFA/SOLACE Good Governance framework that defines 'proper practices' for discharging accountability for the proper conduct of public business through the publication of an Annual Governance Statement that makes those practices open and explicit.
- 1.3 The Police and Crime Commissioner approves a Code of Corporate Governance, 'The Code', setting out his corporate governance framework. The Code is subject to review and updated annually alongside the process to review the arrangements for governance and prepare an Annual Governance Statement. The 2020/21 Code was subject to review by the Joint Audit Committee prior to approval by the Commissioner. It is the compliance with this Code by the Commissioner, together with an assessment of its effectiveness, which is reflected in the 2020/21 Annual Governance Statement.

1.4 The Chief Constable approves a Code of Corporate Governance, 'The Code', setting out her corporate governance framework. The Code is subject to review and updated annually alongside the process to review the arrangements for governance and prepare an Annual Governance Statement. The 2020/21 Code was subject to review by the Joint Audit Committee prior to approval by the Chief Constable. It is the compliance with this Code by the Chief Constable, together with an assessment of its effectiveness, which is reflected in the 2020/21 Annual Governance Statement.

2. Governance Framework & Effectiveness

2.1 The annual review of the arrangements for governance and their effectiveness support the production of the respective Annual Governance Statements for both the Police and Crime Commissioner and the Chief Constable. The review provides assurance on governance arrangements and the controls in place to achieve the organisational objectives. The review has been prepared by the Commissioner's Chief Executive, the Joint Chief Finance Officer and Constabulary Senior Officers in accordance with the CIPFA delivering good governance in local government guidance note for Police 2016. The guidance supports the application of the CIPFA/SOLACE Good Governance Framework to Policing, recognising the specific structure and governance responsibilities arising from the 2011 Police Reform and Social Responsibility Act.

2.2 Within the OPCC, the approach to the production of the statement has been to use the CIPFA guidance, and particularly the guidance section on core governance principles as a benchmark of good practice as a when designing and monitoring governance. Those core principles and the arrangements that support them are set out in the 2020/21 Code of Corporate Governance approved by the Commissioner following review by the Joint Audit Committee in June 2020. The development of the Annual Government Statement is an integral part of the review, setting out how the Code has been complied with over the course of the year. Where the review has identified areas where developments are planned or improvements can be made, the AGS sets out an action plan to deliver those changes. The statement also highlights areas where further assurance is gained, such as the work of internal audit and the reports of the external auditors. The Commissioner's Annual Governance Statement setting out the review of governance arrangements for 2020/21 and to the date of this meeting, is presented to the Joint Audit Committee for review, prior to being received by the Commissioner for final endorsement and publication alongside the Statement of Accounts.

2.3 Within the Constabulary, the approach to the production of the statement has been to use the CIPFA guidance, and particularly the guidance section on core governance principles. These have been used as a review checklist. The first stage of the process has been to ensure that the Chief Constable's Code of Corporate Governance adequately reflects all the requirements of the framework. The second stage of the process has been to ensure that the Governance Statement has evidence of the arrangements and practices

in place to comply with the framework. Where the review has identified areas where developments are planned or it is identified that improvements can be made, the intended actions are outlined in the 'Areas for Further Development and Improvement' for each core principle. The statement also highlights areas where further assurance is gained, such as the work of internal audit, the reports of the external auditors and the results of inspections carried out by Her Majesty's Inspector of Constabularies, Fire and Rescue Services (HMICFRS). The Chief Constable's Governance Statement setting out the review of governance arrangements for 2020/21 and to the date of this meeting is presented to the Joint Audit Committee for review, prior to being received by the Chief Officer Group for final endorsement and publication alongside the Statement of Accounts.

2.4 Whilst the review of arrangements described above has been specific to the production of the Annual Governance Statements, this process is supported by wider reviews of the arrangements for governance that take place during the financial year. This includes cyclical review and updates to core elements of the governance framework. During 2020/21 this has included a review and update of the Financial Regulations and Financial Rules and the Scheme of Delegation in both organisations. In addition, the Public Sector Internal Audit Standards and guidance from CIPFA in respect of Audit Committees forms the basis of further reviews of the overall arrangements for audit, with action plans being put in place where potential for improvement and development have been identified. This is supplemented by specific assessments on compliance by the Joint Chief Finance Officer and Head of Internal Audit with the requirements of the CIPFA statement for these roles. The governance review is also supported by an annually developed comprehensive audit plan from internal and external audit and an opinion from the Head of Internal Audit on the arrangements for internal control and risk. Management assurances are obtained for all financial systems on an annual basis. These requirements, whilst challenging, have enabled an approach that has sought to ensure all arrangements take account of best practice, codes and guidance.

3. The Effectiveness of Internal Audit

3.1 A separate report reviewing the effectiveness of the arrangements for Audit is set out elsewhere on the agenda and includes a review of the effectiveness of the internal audit function and the effectiveness of the Joint Audit Committee. The report demonstrates the effectiveness of the arrangements for Audit against independent and objective criteria as a contribution to good governance. In doing so it concludes the process of providing the necessary assurances that the governance arrangements set out in the respective Codes of Corporate Governance are working as intended and are effective.

4. The Code of Corporate Governance 2021/22

4.1 On an annual basis the respective Codes of Corporate Governance are reviewed and updated, setting out the framework for governance within the OPCC and Constabulary. The 2021/22 Codes of Corporate Governance applies the standards set out in the Delivering Good Governance in Local Governance

Framework published by CIPFA in 2016, with particular reference to the guidance notes for policing bodies, which recognise the governance implications of the structural differences between policing and other areas of local government. The CIPFA good governance framework is the best practice standard for Public Sector governance. The 2016 governance framework is based on seven principles, as set out in the respective codes and has a much broader focus on delivering value for money, including outcomes and demonstrating effective performance, often working in partnership to achieve this in comparison with the previous code.

5. Recommendations

5.1 Members of the Joint Audit Committee are asked to:

- (i) Review the respective Codes of Corporate Governance 2021/22
- (ii) Review the respective Annual Governance Statements 2020/21
- (iii) Make any recommendations with regard to the respective Codes, Statements and arrangements for governance for consideration by the Commissioner and Chief Constable prior to publication alongside the financial statements

5.2 The Commissioner and Chief Constable are asked to:

- (i) Where applicable, consider the recommendations of the Joint Audit Committee, determining any actions and/or amendments to the respective Codes of Corporate Governance 2021/22 and Annual Governance Statements 2020/21.
- (ii) Approve for signature, where applicable with amendments, the respective Annual Governance Statements for 2020/21 and to the date of this meeting, which will then accompany the respective Statements of Account for 2020/21.

Gillian Shearer

Roger Marshall

Chief Executive

Joint Chief Finance Officer

Human Rights Implications: None Identified

Race Equality / Diversity Implications: None Identified

Personnel Implications: None Identified

Financial Implications: None Identified

Risk Management Implications: The Governance Statement and the underpinning reviews, including the Effectiveness of Internal Audit are designed and intended to provide assurance on and compliance with high standards of corporate governance, including effective control and mitigation of the risk environment in which the Commissioner discharges his respective responsibilities.

Contact points for additional information:

Roger Marshall – Joint Chief Finance Officer

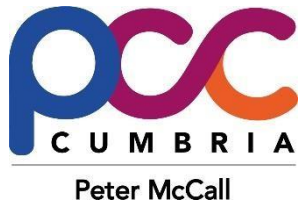
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Police and Crime Commissioner for Cumbria

Annual Governance Statement 2020/21

INTRODUCTION AND SCOPE OF RESPONSIBILITIES

The Police and Crime Commissioner for Cumbria (the Commissioner) is responsible for ensuring business is carried out in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

To meet this overall responsibility, the Commissioner has put in place proper arrangements for overseeing what we do. This is what we mean by governance. These arrangements are intended to make sure that we do the right things, in the right way and are fair, open, honest and accountable.

Our arrangements for governance are set out within a Code of Corporate Governance ('The Code'). The Code explains the way the Commissioner governs and the frameworks that are in place to support the overall arrangements for fulfilling his functions. The Code of Corporate Governance is published alongside the Annual Governance Statement on the Commissioner's website at www.cumbria-pcc.gov.uk

This Annual Governance Statement (AGS) describes how the Commissioner has followed The Code. It also meets the requirements of regulation 6(1) and 10(1) of the Accounts and Audit Regulations 2015. The regulations say that we must prepare and publish an Annual Governance Statement (AGS) to accompany the Commissioner's statement of accounts.

REVIEW OF EFFECTIVENESS

The key systems and processes that comprise the Commissioner's governance arrangements for 2020/21 have been guided by the seven core principles of Corporate Governance from the CIPFA/Solace Governance Framework applicable to the 2020/21 financial year. This is the standard against which all local government bodies, including police, should assess themselves.

The Commissioner has responsibility for conducting, at least annually, a review of the effectiveness of his governance framework including the system of internal control. The review of effectiveness is informed by the work of Chief Officers and senior managers who have

responsibility for the development and maintenance of the governance environment. The review process comprises:

- A cyclical detailed review of the key documents within the Commissioner's governance framework.
- A review of the governance arrangements in place to support each core principle, culminating in an updated Code of Corporate governance.
- A review of what has happened during the past year to evidence how the governance framework has been complied with.
- A review of the effectiveness of the arrangements for Internal Audit. The review is supported by consideration of the opinion of the Chief Internal Auditor, as set out in his annual report.
- A review of the effectiveness of the Joint Audit Committee against CIPFA guidance on Audit Committees for Police.

The following Annual Governance Statement demonstrates how the Commissioner has complied with the governance framework set out within the Code, to

meet of each of the seven governance principles. The Annual Governance Statement is published alongside the Statement of Accounts and also incorporates an action plan of planned future improvements for governance arrangements.

Principle A: Behaving with integrity, Demonstrating strong commitment to ethical values, and respecting the rule of law

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Ethics and Integrity

The Commissioner has in place arrangements for antifraud and corruption, which are reviewed on a 3-year cyclical basis, the last time being 2019/20 by the Governance Manager. The conclusions of this review were reported to the Joint Audit Committee in November 2019. The review concluded that arrangements are effective. Whilst fraud risk remains low within the OPCC

office, matters of integrity are re-enforced including enhanced arrangements in respect of recording gifts and hospitality and/or supplier contact. The anti-fraud and corruption arrangements also highlight mechanisms for confidential reporting and whistleblowing.

The process of commissioning services and awarding of grants present a potentially high risk with regards to integrity. Grant Regulations are in place to ensure that grant awards are made in a fair, transparent and consistent manner and that appropriate conditions are attached to safeguard public money. The grant regulations were reviewed in 2020 and the conclusions were reported to the Joint Audit Committee in November 2020.

A fraud risk assessment undertaken by the Joint Chief Finance Officer in compliance with International Financial Reporting Standards did not reveal serious concerns.

In respect of the arrangements for standards, ethics and integrity, one complaint has been received against the Commissioner with none against members of his office in relation to matters of integrity.

Despite the lockdown and tier restrictions of the COVID-19 pandemic, during 2020/21 the Ethics and Integrity Panel have carried out dip sample processes and thematic inspections for a number of different areas of business including, adherence with the Code of Ethics and Code of Conduct, public complaints, police misconduct and staff misconduct cases, all of which were found to support high standards of ethics and integrity. This enabled the Police and Crime Commissioner to fulfil his statutory duty to have oversight of the Constabulary's complaints and misconduct processes.

The scope of the Panel's work has developed during 2020/21 through the completion of six thematic inspections, in relation to Mental Health Detention, the use of Spit Guards, the use of TASER, the use of Stop and Stop/Search, the use of Body Worn Video, the Constabulary's Communications Centre and the issuing of Fixed Penalty Notices during the COVID-19 pandemic and lockdown or tier restrictions. The findings of the Panel's work, including recommendations, have been reported to the Commissioner's Public Accountability Conference to improve transparency and support public scrutiny and published on the OPCC's website.

The Joint Audit Committee received the 2020 annual report of the Ethics & Integrity Panel in March 2021 to support assurances in respect of arrangements for standards and ethical governance.

From 1 February 2020 the OPCC has been responsible for reviews of public complaints. It appointed an independent reviewing officer to carry out the reviews assessing the complaint handling and whether the outcome provided was reasonable and proportionate. During 2020 the OPCC received 32 requests for a review and by using an independent person provides openness and transparency to the process.

Respecting the rule of law

Officers within the OPCC receive updates on changes in legislation through their professional bodies, APACCE, PACTS, the APCC and from the government. The Commissioner provides funding to the Constabulary's Legal Services Department, who deliver support to the OPCC on legal matters.

During the year formal reviews has been undertaken of the role of the Commissioner's Chief Finance Officer and the Head of Internal Audit (HIA) and the Joint Audit

Committee against the respective CIPFA statements, which concluded there was full compliance.

Principle B: Ensuring openness and Comprehensive stakeholder engagement

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Openness

Openness is a key element of the role of the Commissioner and is not just about publishing information but listening and influencing as well. The Commissioner operates in accordance with the Elected Local Policing Bodies (Specified Information) Orders of 2011, 2012, 2013 and the guidance provided by the Information Commissioner. This is demonstrated, documented, and communicated through an information publication scheme that ensures the openness of all key information to the public. Examples of information that is published includes agendas and reports of public

meetings, guidance on the Commissioner's funds, freedom of information requests, financial information, and details of key decisions. The OPCC this year was awarded a transparency award from Policing Insight because of the website meeting their transparency criteria.

The Commissioner is highly committed to be the voice of the people of Cumbria. This is demonstrated through a wide range of engagement opportunities for the public to make contact, so their views are heard and responded to.

Despite Covid-19, a range of engagement opportunities have continued to be made available to the public. Examples include online focus groups with community groups, charities, and partners, online public surgeries and Facebook live, covering general and themed issues.

To promote openness and transparency, all Public Accountability Conferences have continued to be advertised to allow members of the press and public to attend, and all minutes arising from these meetings are published subsequently. An Annual Report, outlining the work of the Commissioner, is published.

In general terms, the engagement over the last five years has been comprehensive and had been flexible to develop to meet the changing needs of how people like to communicate and especially the impact of social media. Work has started on the new three-year communication and engagement strategy and this will be finalised following the election of a new PCC.

Engaging Comprehensively with Institutional Stakeholders

The Commissioner is actively engaged with a wide range of bodies to encourage a multi-agency approach to matters within his remit. For example, he chairs the Safer Cumbria Partnership Delivery Board, which is both the county-wide Community Safety Partnership and Criminal Justice Board for Cumbria, and the Blue Light Executive Board. In response to Covid-19, the Commissioner has also been a member of the county's Senior Outbreak Management Board and Cumbria Leaders Board, as well as maintained regular briefing and co-ordination meetings with County Members of Parliament (MPs) on the Covid response. The Commissioner continues to work with the Cumbria District Leaders to co-ordinate and manage Covid related matters.

During 2020/21 the Commissioner has continued to lead a range of partnership working initiatives to deliver his Commissioning Strategy and ensure arrangements are in place for victims support services. When Covid-19 was announced as a threat to public health in the UK, the Commissioner developed an emergency plan, detailing the measures and arrangements he and his office, put in place to support the Constabulary, partner agencies and local communities during the pandemic. The Commissioner was committed to ensuring that funding continued to flow to the services he commissions and pledged to explore every opportunity to secure additional funding to support organisations and victims during this difficult time. The Commissioner successfully secured over £1million.

Engaging Stakeholders Effectively including Citizens and Service Users

The Policing Protocol Order highlights the accountability of the Police and Crime Commissioner to local people. This responsibility is delivered through the OPCC to ensure a wide range of engagement approaches so that the Commissioner actively listens, considers, and

effectively uses the view of the people of Cumbria to influence decisions.

The Commissioner is directly involved in all of the engagement activities and encourages the Commissioner's ethos of 'we, not they' to emphasis that communities, stakeholders and partners need to all work together to help deliver the Police and Crime Plan, to make Cumbria even safer.

During 2020/21, COVID-19 safe engagement included:

- Public surgeries online for members of the public to submit questions or speak to the PCC.
- Numerous focus groups from a diverse range of community groups.
- Media engagements set up over the phone, Microsoft Teams, Zoom or in person following COVID-19 regulations.
- Public consultation on setting the council tax precept and joint annual survey with the Constabulary on policing response to COVID-19.
- The Commissioner's website.
- Social media: Twitter, Facebook and Youtube.

- Video Blogs.
- Campaigns focussing on anti-social driving, rural crime, cyber-crime, and victims.

In February 2021, the PCC launched a Hate Crime survey to find out more about hate crime in Cumbria and identify gaps in victims' services for those affected.

The Commissioner, via online tools, met with various projects that had been supported by the Community COVID-19 Recovery Fund and Property Fund in supporting local community groups and often diversion activities for young people.

The Commissioner's calendar of events was due to reduce in March 2020 because of the pending PCC Elections. As a result of the COVID-19 pandemic, the PCC Elections have been postponed until May 2021. However, due to the Government restrictions the Commissioner has not been undertaking face-to-face public engagement events but has undertaken a great social media presence including Microsoft Teams meetings.

The Commissioner launched public consultation on the proposal to increase the policing part of the council tax precept for 2020/21. 69% of the respondents (642) agreed with raising council tax, which for a Band D property would represent an increase of 55p per month.

The OPCC logs all quality of service issues that are raised with the Commissioner, which are tracked and escalated with the Chief Constable where appropriate. This feedback is also used by the Constabulary to assess what lessons can be learned from examples of poor or unsatisfactory service, to make improvements. In summary, the engagement with all stakeholders allows the Commissioner to develop a vision for policing services, which in turn influences decisions and is incorporated within the Police and Crime Plan.

Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Defining Outcomes

The Police Reform and Social Responsibility Act (PR&SRA) requires the Commissioner to produce a Police and Crime Plan setting the vision and strategic direction for policing, crime reduction and community safety. A Police and Crime Plan was launched in November 2016, following the appointment of a new Police and Crime Commissioner for Cumbria. The Police and Crime Plan contains the police and crime objectives which all contribute toward achieving the Commissioner's overall aim 'to make

Cumbria an even safer place'. The priorities within the plan are:

- 1 Your Priorities For Cumbria
- 2 A Visible and Effective Police Presence
- 3 Tackle Crime and Anti-Social Behaviour
- 4 Ensure Offenders Face A Consequence For Their Crime
- 5 Always Put Victims First
- 6 Focus our Police on Online and Sexual Crime
- 7 Spend your Money Wisely
- 8 Supporting Young People

Following the outbreak of the Covid-19 pandemic and the subsequent postponement of the 2020 Police & Crime Commissioner (PCC) elections, the Commissioner determined that his priorities set out in the Police & Crime Plan would remain the same for 2020/21. To underpin this, the Commissioner developed an Action Plan, detailing the key work streams to be delivered during this period, as well as support the Constabulary and local communities across Cumbria during the Covid-19 emergency. Delivery of this Action Plan has continued to be in partnership with the statutory and third sector

partners, with the fundamental principle of 'We, Not They'. A comprehensive Accountability Framework is in place to assess how well the priorities are being achieved. In addition, where grants have been awarded by the Commissioner, the awards are made against agreed timescales and milestones for delivery and include success criteria or performance measures. In 2019/20, Internal Audit provided substantial assurance against the OPCC governance arrangements for monitoring the delivery of the Police & Crime Plan.

During 2020/21, the Police and Crime Panel has continued to facilitate effective scrutiny of delivery of the plan's objectives through quarterly online meetings. Thematic reports are presented to the Panel and follow terms of reference agreed in advance with the Panel Chair.

The Chief Constable is held to account for delivery of policing objectives through the Commissioners Public Accountability Conferences (PACs). These meetings are divided into two key areas of business: performance and finance. A reporting schedule for these meetings is agreed annually with the Constabulary and ensures the Commissioner monitors performance against a number of areas of policing identified in the Police and Crime Plan. During 2020/21 thematic reports provided assurance on

the Constabulary's response to the Covid-19 emergency, community policing, child sexual exploitation and abuse, and victims. In addition, reports were also received covering financial monitoring, crime data and ethics.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspections further support the Commissioner in holding the Chief Constable to account for performance of the force.

The Police and Crime Act 2017 conferred a duty on Commissioners to collaborate on the delivery of emergency services. In 2020/21 the Commissioner continued to chair the Blue Light Executive Board which manages shared areas of collaboration between the Police, Fire and Ambulance.

The Commissioning Strategy sets out the processes by which the Commissioner will identify and fund services to support his priorities. This was reviewed and updated in 2020/21.

Sustainable economic, social and environmental benefits

The Head of Partnerships and Commissioning ensures that the services commissioned are consistent with the PCC's

objectives as set out in the Police and Crime Plan. During 2020/21 the Commissioner has committed funding to projects and initiatives aimed at reducing offending and re-offending and supporting victims of crime. A significant proportion of that funding has been committed to supporting victims of domestic abuse and sexual violence during the pandemic.

To support procurement and commissioning activity, the OPCC & Constabulary have in place Joint Procurement Regulations and a Social Value Policy, incorporating a modern slavery statement.

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes.

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Planning and Determining Interventions

During the course of 2020/21 the Commissioner's continued to hold the Chief Constable to account through his Public Accountability Conferences, held virtually.

Through this forum, the Commissioner received Constabulary assurance covering a range of areas of performance including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) performance recommendations. Crime data and police performance have also been regularly monitored. The Commissioner also scrutinised the Constabulary's response to the pandemic, including policing issues raised by the Government's emergency measures such as social distancing, travel and exercise.

The Commissioner has supported the Chief Constable in helping to keep the public safe during the coronavirus outbreak. At the start of the pandemic, the Commissioner developed an emergency plan detailing his response. Principally this involved working with the Chief Constable to understand the policing, crime and victim's needs as a direct result of Covid-19 and ensuring sufficient resource in place to enable the Constabulary to deal effectively with the virus. Initially this focused on ICT to facilitate remote working and the provision of personal, protective equipment to ensure the safety of officers and staff. Alongside this, the Commissioner secured additional funding helping organisations to provide an immediate

response to the pandemic to ensure victims continued to receive the vital support they need.

The Cumbria 'Out of Court (OoCDs) Disposal Scrutiny Panel' is chaired the Head of Partnerships and Commissioning. The OoCDs allow the police to deal quickly and proportionately with low level, often first time, offending, which can be appropriately resolved without a prosecution at court. The Panel seeks to increase the public's understanding and confidence in how the Constabulary uses OoCDs. During 2020, meetings have been held virtually. The Panel has met three times and scrutinised up to 90 randomly selected and anonymised cases. Following each Panel meeting feedback is given to officers and decision makers, which highlights good practice or contributes towards training and improvements to the Constabulary's policies.

During the last year, the Commissioner has continued to build on partnership working to address priorities in the Police and Crime Plan and respond to the Covid-19 pandemic. Projects have included:

- Working with Barrow Borough Council and Cumbria County Council to deliver the Safer Streets Project in

Salthouse Road, Barrow. This project has provided thousands of pounds worth of crime prevention measures, home security equipment and street lighting across the area.

- In partnership with the Constabulary to develop and procure a Cumbria Adult Out of Court Disposal Framework, known as 'The Pathways Programme'.
- Working with Get Safe Online to raise public knowledge of how to protect themselves against fraud and other crimes committed via the internet.
- Working with the Constabulary and through Safer Cumbria, to develop a better understanding of modern slavery and human trafficking across all partner agencies in Cumbria.
- Working with partners to deliver a Safer Driving Campaign, in response to what local residents said is one of their main local concerns. The campaign focuses on raising awareness of the Fatal Four (no seatbelts; speeding; distracted driving and drug/drink driving). In addition, delivery of a rural crime campaign, which has been influenced by current issues raised by the Constabulary and

National Farmers Union (NFU), with all partners working together to promote rural safety and prevent rural crime.

- Developing a co-commissioning agreement with National Probation Service to pilot a Women's Outreach Service to enable women in rurally isolated communities to access support services.
- Continued to lead on the implementation of the Quality Assessment Framework to review and improve how criminal justice and support agencies comply with national standards for victims of crime.
- The Commissioner continues to chair the Blue Light Collaboration Executive Leaders Board, which oversees joint work-streams between the Police, Fire and Ambulance.

During the pandemic the Commissioner has continued to work with partners to adapt existing mechanisms and structures so they can provide the provision of important services. He has administrated the Ministry of Justice Extraordinary Covid-19 Fund to help local charities supporting victims of domestic abuse and sexual violence develop and adapt the delivery of their services during the

pandemic to ensure victims continued to receive the support they need. In June 2020, the Commissioner also launched his own Covid-19 Community Recovery Fund to provide immediate short-term financial assistance (of up to £5,000) to local charities, community and voluntary groups who were struggling to retain their offer of vital support to victims or looking at different ways of working to continue to achieve their aims. The fund closed in September 2020, with a total of £182,105 awarded to 43 groups, supporting youth outreach work, drug and alcohol recovery, vulnerable older people isolated due to the pandemic, counselling for young homeless people and much more.

The Commissioner has held regular one-to-one meetings with the Chief Constable during the pandemic, maintaining a good oversight of how the Constabulary has continued to work in partnership, locally, regionally and nationally, to provide an efficient and effective local response to Covid-19 and support Cumbria's recovery back to normal life. The Commissioner also liaises closely with the Chief Officer Team as the Constabulary chairs the Cumbria Strategic Co-ordination Group (SCG) that brings together key agencies to lead the county response to this national emergency. This enables the Commissioner to

have oversight of the multi-agency emergency plans developed to mitigate the impact of Covid-19 and to use this information to shape his communication with the public, and engagement with partners.

The Safer Cumbria Partnership remains the primary vehicle by which community safety and criminal justice are delivered and national contingency plans are translated into local actions. The OPCC has worked with the partnership to review its key strategic priorities to ensure they reflect the main issues, risks and threats likely to impact upon crime and community safety in Cumbria from 2021 onwards, especially in response to Covid-19. The Partnership's overarching Strategy has been updated to reflect these changes.

The policing grant settlement, received in December 2020 provided £3.4m in additional grant funding for 2021/22, principally to support the second phase of Operation Uplift; the Government's plan to recruit 20,000 new officers by 2023. The settlement also provided Commissioners with a degree of flexibility to levy above inflation council tax increases. Following a public consultation exercise, the Commissioner approved the 2021/22 budget in February 2021 based on a council tax

increase of 2.47%. The additional funding provided to the Constabulary will allow existing services to be maintained and has facilitated planned recruitment of an additional 60 officers in 2021/22. This is slightly above its target of recruiting 47 officers in the second phase of Operation Uplift and will put the Constabulary into a good position to achieve its overall recruitment target over the three years of the Uplift programme. In consultation with the Commissioner, the additional officers will be deployed by the Chief Constable to areas, which will support the Police and Crime Plan's principal objective of keeping Cumbria safe.

The Government grant funding provided for Operation Uplift and the increase in council tax for 2021/22, in combination with the public sector pay freeze for 2021, have eased the immediate financial pressure to deliver savings to balance the budget. Nevertheless, financial risks, specifically in relation to the Government's funding model post Operation Uplift, the cost of implementing the Emergency Services Network, pension cost pressures, any potential review of the Police Funding Formula and the negative impact of the Covid-19 pandemic on public finances mean that the Commissioner's financial prospects remain uncertain over the medium term.

Against this background, modelling of a range of financial scenarios, through the Medium Term Financial Planning process, have been undertaken jointly by the OPCC and Constabulary. This work has continued to inform wider business planning and develop savings proposals, as a means of balancing the budget over the medium term.

Optimising Achievement of Intended Outcomes

All planning is undertaken in the context of a four-year medium term financial strategy, incorporating financial modelling, operational plans and capital strategies.

Following the outbreak of the Covid-19 and the subsequent postponement of the 2020 PCC elections Recommendations, the Commissioner determined that his priorities set out in the current Police & Crime Plan would remain the same for 2020/21 and developed a supporting Action Plan to provide a clear focus of activity for the PCC and partners' to keep victims safe and at the heart of the Criminal Justice system. During, the last year, the Commissioner has continued to:

- Provided restorative services, enabling victims to inform offenders of the impact a crime/antisocial behaviour incident has had on them.
- Worked with partners to develop proposals to pilot a Women's Outreach Service.
- Together with Cumbria County Council, continued to fund an Integrated Independent Domestic Abuse & Sexual Abuse Crisis Support Service.
- Provide a victim service, which integrates support for people who have experienced all types of crime working with the County Council, NHS and other local authority partners.
- Commissioned Victim Support to provide emotional, practical, advocacy and signposting services.
- Fund the Bridgeway Sexual Assault Support Services, including a therapeutic service to help people who have experienced sexual abuse and sexual assault to cope and recover.
- Fund a county-wide Domestic Abuse Perpetrator Programme "Turning the Spotlight" and "Step Up" for families experiencing child-on-parent or guardian violence.

- Provide financial support to numerous projects working with victims across Cumbria through his Property Fund and Covid-19 Community Recovery Fund.
- Support his Victims' Advocate to champion the cause for victims, and importantly, help drive up standards.

Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Developing the entity's capacity

The key functions and roles of the Commissioner and the Chief Constable are set out in the Police Reform and Social Responsibility Act 2011 (PRSA). The PRSA also sets out the function and roles of statutory officers, namely the Monitoring Officer (Chief Executive) and the Chief Finance

Officer (CFO). The monitoring officer has specific legal, financial and governance duties in addition to a statutory responsibility for the lawfulness of decision making. The functions and roles set out in legislation and guidance are codified in the Commissioner's scheme of delegation.

During 2020/21 there have been no major changes to the structure of the OPCC. The OPCC is a small team and works together to address any issues arising from staff turnover.

The Chief Executive and Deputy Chief Executive rotate roles on a six monthly basis and this provides a cost effective approach as well as offering greater resilience. This arrangement continues to work well.

The Commissioner and Chief Constable have agreed to a shared Chief Finance Officer arrangement. A protocol and range of safeguards have been put in place to handle potential conflicts of interest arising from the joint role. A review of the operation of the Joint Chief Finance Officer arrangement has been conducted aligned to the CIPFA statement on the Role of the Chief Finance Officer. This exercise has shown full compliance and has not revealed any significant issues.

Developing the entity's leadership

The Chief Executive receives support through the Association of Police and Crime Commissioner Chief Executives (APACCE), while the Chief Finance Officer continues to receive support from the Police and Crime Commissioner's Treasurer's Society (PaCCTS) and the associated technical information service. During 2020/21 the Chief Finance Officer and wider finance team have actively participated in the 'Achieving Financial Excellence in Policing' programme developed by the Chartered Institute of Public Finance and Accountancy. Central to this programme was a self-assessment of financial management involving consultation with a wide range of stakeholders. The result of the self assessment exercise was a grading of 4 out of 5. An action plan has now been developed to address areas for improvement.

During 2020/21 development activity for members of the Joint Audit Committee was limited by the pandemic, however sessions took place remotely in relation to treasury management and the Commissioner / Constabulary's budget and medium term financial forecast. A formal review of effectiveness of the Committee against the new CIPFA guidance for Audit

Committees evidenced compliance with CIPFA guidance and elements constituting best practice. The full report of the Committee can be found on the Commissioner's website at:

<http://www.cumbria-pcc.gov.uk/governancetransparency/audit-committee.aspx>

The four Independent Custody Visiting Panels operated on a revised basis as the Commissioner continued to suspend the scheme in its current format to protect all those involved and to prevent the spread of coronavirus. The OPCC has implemented a temporary arrangement that will still enable it to maintain oversight and assurance. This initially took the format of dip sampling of custody records on a weekly basis to assess; and not involves the volunteers speaking to detainees via the telephone to check on their welfare.

Developments during the year included:

- Virtual four monthly panel meetings on social media platforms to remain connected with the volunteers.
- Recruitment campaigns to attract new candidates have been placed on hold but contact with those who

have expressed an interest in joining the scheme has taken place during 2020.

- Delivery of on-going ICVA thematic training packages for existing members. In 2020-21 the theme was Children and Young People.
- Membership of the Independent Custody Visitors Association (ICVA).
- Attendance at virtual national conferences
- The Scheme Administrator joins the Constabulary's Custody Forum meetings to advise on the scheme and keep up to day with developments in custody.
- Under the Animal Welfare Scheme, monthly visits to Cumbria Constabulary and the Civil Nuclear Constabulary have been prevented from taking place due to the pandemic.
- Working is being undertaken to have an agreement with the Dogs Trust to provide Animal Welfare Visitors from the OPCC's scheme to carry out visits for them.

Developing the capability of individuals within the entity

A comprehensive OPCC Training Plan has been developed. This sets out the overall training plan for the office and cascades into individual responsibilities.

During 2020/21 arrangements to support staff in tasking and performance have been embedded and are working well:

- Weekly tasking meetings attended by all staff.
- Monthly team meetings focused on policy and procedures.
- 12 weekly Strength Based Conversations and supporting 1-2-1s.

A monthly informal team catch-up also takes places where staff can share information about their role or themselves in a less formal environment.

Principle F: Managing risks and performance through robust internal control and strong public financial management

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Managing risk

The Commissioner's Risk Management Strategy is reviewed on a 3-year cyclical basis and was reviewed in 2020. The conclusions of this review were reported to the Joint Audit Committee in March 2020. A high-level review is undertaken annually to ensure that the strategy reflects the current risk environment. Any changes are presented to the Joint Audit Committee. Risk has become embedded within the everyday work of the OPCC, staff continually assess risks within their roles. Both strategic and operational risks are reviewed on a quarterly basis and appropriate updates made. The Commissioner also provides scrutiny of the Constabulary's management of strategic risks.

The strategic risk register is updated on a quarterly basis and currently incorporates risks in relation to future funding, financial and operational risks relating to the implementation of the Emergency Services Network, commissioning of services with partner agencies for the Sexual Assault Referral Centre (SAR) from 2022 onwards.

The Commissioner's arrangements for Risk Management include procedures for Business Continuity, which are regularly reviewed and tested throughout the year. Throughout the COVID-19 pandemic the Business Continuity Plan has been utilised and where necessary updated to reflect the changing environment.

Managing Performance

The Public Accountability Conferences facilitate arrangements for the scrutiny of quarterly thematic reports from the Constabulary around priority areas of policing including its response to the Covid-19 pandemic. In addition, six monthly performance reports provide an understanding of the demand placed on the Constabulary, how it addresses this demand and improves outcomes for victims. The Commissioner also receives updates on how the Constabulary is supporting victims of crime and antisocial behaviour and monitors

the implementation of actions and recommendations arising from inspections, including those undertaken by HMICFRS. This is supported by regular one to one meetings between the Chief Constable and Commissioner. Senior officers within the OPCC also attend Constabulary meetings to provide challenge and oversight of the arrangements that support decision making, delivery of key areas of business and the allocation of resources.

All Police and Crime Panel meetings are held in public, providing an open and transparent process for scrutinising the decisions and work of the Commissioner. During 2020/21 the Panel has placed a significant focus on monitoring delivery of the Police and Crime Plan and underpinning Action Plan, receiving thematic reports against these at each meeting. The Panel has also unanimously supported the Commissioner's proposed precept for 2021/22.

Robust Internal Control

During 2020/21 a number of areas of the corporate governance framework have been subject to cyclical review and update. This process is supported by the professional advice of the Joint Audit Committee. During

2020/21 the Committee has considered and provided scrutiny of the Financial Regulations and Rules, the OPCC Grant Regulations and Procedures, the Commissioner's the Code of Corporate Governance, the Internal Audit Charter, the PCC Scheme of Delegation, the PCC's Arrangements for Anti-Fraud and Corruption activities, the Treasury Management Strategy, Statement of Accounts and Annual Governance Statement.

Internal controls have also been reviewed through the annual process of management assurances and the annual internal audit plan. As a result of the emergence of Covid-19 at the end of 2019-20, internal audit work has had to be temporarily suspended, however, audits recommenced from September 2020 and the full audit plan for 2020/21 has been delivered, which has allowed the Head of Internal audit to reach an opinion on the PCC's arrangements for risk management, governance and internal control. Of the fourteen audits completed in 2019/20 covering the activities of the OPCC and Constabulary, 93% provided either substantial or reasonable assurance.

Managing Data

The OPCC operates within the parameters of legislation governing the protection of data, ensuring that all data is appropriately stored and shared where necessary. Information is provided to members of the public under the Freedom of Information Act, with requests and responses published on the Commissioner's website. The Ethics and Integrity Panel provide additional assurance in this respect. Physical data within the OPCC is held securely with appropriate office and cabinet security provided. The OPCC is reliant upon Cumbria Constabulary in relation to some business functions and regular meetings are held to monitor compliance and developments. Regular meetings are held with the Constabulary to assess the continued compliance and any affect on the OPCC.

The OPCC has a joint Data Protection Officer with Cumbria Constabulary. Any identified data breaches notified to, or within, the OPCC are highlighted to the Joint DPO to assess and advise of any course of action to be taken.

Strong Public Financial Management

At the Public Accountability Conference on the 19th February 2020, the Commissioner set the 2021/22 annual

budget and precept in the context of a medium-term financial strategy 2021-2025. In line with his duty to maintain the police force the Commissioner agreed a net revenue budget of £136.9m and a capital budget of £4.5m for the Chief Constable for the 2021/22 financial year and a funding arrangement that codifies the terms for that funding, including arrangements for financial management. The budget for 2021/22 also included £0.85m for the operation of the Office of the Police and Crime Commissioner and £2.2m funding within a commissioned services budget for victims, community safety and crime reduction.

During 2020/21 the Commissioner received regular financial reports including the revenue and capital budgets, in year monitoring of expenditure against budget and treasury management. A summary format of financial reports incorporating tables and graphs, wherever appropriate, is used to improve accessibility. Financial reports are published on the Commissioner's website.

The outcome of all audits of financial arrangements during 2020/21 was an opinion that provided either reasonable or substantial assurance.

Whilst Government grant funding provided for Operation Uplift and the increase in council tax for 2021/22, have eased the immediate financial pressures on the budget, financial sustainability over the medium term has remained on the Commissioner's strategic risk register. The potential impact of the pandemic on public finances has compounded existing uncertainties in relation to the Government's model for police funding beyond Operation Uplift, the funding of police pensions and the cost of the Emergency Services Network. A number of mitigation measures have been put in place including the detailed medium-term financial forecast, financial scenario planning, use of reserves and development of savings plans in conjunction with the Constabulary.

Can you tell us about an example where you have had to provide challenge or feedback on a sensitive issue? How did you approach the issue and what considerations influenced your approach? CE During 2020/21 the finance team have actively participated in the Achieving Financial Excellence in Policing programme promoted by the Chartered Institute of Public Finance and Accountancy. The central element of the initiative has been completion of a self-assessment of all aspects of financial management in the force involving consultation

with a comprehensive range of stakeholders. The overall outcome of this work was positive, with a grading of 4 out of 5. An action plan to address areas for improvement has been developed and will be progressed in 2021/22.

Principle G: Implementing good practices in transparency, reporting and audit to deliver effective accountability.

REVIEW OF REQUIREMENTS AND ARRANGEMENTS

Implementing good practice in transparency

The Commissioner is committed to good transparency. Every opportunity is taken to demonstrate the good work that the Commissioner is involved with especially around the support to third-parties and commissioned services. This is further reinforced by publishing information from across the OPCC using different formats to allow people to access information in range of forms. The

Commissioner's website remains the central place for all information to be accessed.

Throughout the year the Commissioner has published regular financial monitoring information in a short and succinct format that aims to increase the transparency and accessibility of financial information. Further to this, the statutory financial statements for 2019/20, published in June 2020, include the Chief Finance Officers' Narrative Report. The Narrative report incorporates a more accessible summary of the statements and financial and performance information, alongside a business review.

Implementing good practices in reporting

The Commissioner's activities, performance and achievements have been published in an annual report, which can be found on the Commissioner's website at www.cumbria-pcc.gov.uk. It highlights the commissioner's key achievements during his fifth year in office, including:

- Continuation of funding for many community projects and support services to tackle the key priorities in the Police and Crime Plan and maintain vital services for victims.

- Setting the policing budget for 2021/22, maintaining the additional 45 police officers secured over the Commissioner's term of office and increasing by a further 111 police officers through the first two phases of the Government's Operation Uplift Programme to recruit an additional 20,000 officers nationally.
- Improved youth engagement through the work of the Cumbria Youth Commission, Mini Police and Cadets.
- Prioritised and supported work to address the top public concerns raised with him namely, police visibility, safer driving, cyber-crime and rural crime.

An updated Code of Corporate Governance was adopted in line with the 2016 CIPFA Good Governance Framework for Local Government.

A review of the arrangements for internal audit have confirmed that the service meets the requirements of the Public Sector Internal Audit Standards (PSIAS) during 2020/21.

The Commissioner's unaudited financial statements for 2019/20 were released in June, with the final version

published in September, meeting the deadlines for financial reporting, which were less stringent than in previous year in cognisance of the difficulties presented by the Covid-19 pandemic.

Assurance and effective accountability

The external auditors gave an unqualified opinion for the Commissioner's Financial Statements for 2019/20, confirming that they provided a true and fair view of the financial position and that they have been properly prepared in accordance with the Code of Practice on Local Authority Accounting. The auditors further confirmed in their Annual Audit Letter that that the Commissioner had proper arrangements in place for securing economy, efficiency and effectiveness in the use of resources.

Implementation of recommendations arising from the internal audit plan, external audit reports and HMICFRS are monitored by the Joint Audit Committee.

The Ethics and Integrity Panel monitors and reports on some specific areas of activity, such as complaint handling and ethical issues. During the pandemic the Panel will provide assurance around the Constabulary's use of the emergency powers by conducting dip-samples of the

Fixed Penalty Notices issued relating to Covid-19 restrictions and the Governments Guidelines.

Impact of the Coronavirus Pandemic

During 2020/21 the work of the Office of the Police and Crime Commissioner has been impacted by the Covid-19 pandemic. For the most part staff have been working remotely, but have been able to continue business as usual. Meetings and engagement activities have been moved on-line and have operated effectively.

FURTHER INFORMATION

Further information on the arrangements for Governance can be found on the Commissioner's website under the tab headed Governance and Transparency.

We welcome your views on the Commissioner's Annual Governance Statement. You can do this by using the contact information below: Office of the Police & Crime Commissioner

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Police and Crime Commissioner for Cumbria

*Gill Shearer
Chief Executive

*Roger Marshall
Chief Finance Officer

2 June 2021

*Signatures are removed for the purposes of Publication on the website

Appendix A Update on 2020/21 Development and Improvement Plan

Ref	B/fwd from 2019/20 (ref)	Action	Lead Officer	Implementation by	Action Update 31 October 2020	Revised Implementation Date	Status
Core Principle A: Focusing on behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.							
CPA/1	N/A	Embed the Complaint Regulation changes within the OPCC and develop a review oversight procedure for the Ethics and Integrity Panel.	Head of Communications and Business Services	31st December 2020	The process is now well embedded into working practices. As part of their dip sample programme the Ethics Panel are looking at the review files on a six monthly basis. The first time was on 29 October 2020		Completed
Core Principle B: Focusing on ensuring openness and comprehensive stakeholder engagement.							
CPB/1	N/A	Establish a stronger link between individual QSPIs and work with the Constabulary to influence strategic actions with a view to improving the policing service in the county.	Head of Communications and Business Services	31st October 2020	All issues raised are fed into the local policing teams by the Staff Office to understand the issues and identify resolutions where possible. At Collaborative Board the OPCC Exec Team will raise re-occurring trends and themes to enable strategic input and oversight. Ethics Panel receive six monthly reports on complaints and QSPI's		Completed
CPB/2	CPB/2	Arising from the review of communications and engagement, develop an Engagement Strategy 2020-2024	Head of Communications and Business Services	30th June 2020	The PCC elections were postponed until May 21 as a result this action should be moved to June 2021.	30th June 2021	Ongoing (original timescale extended)
CPB/3	N/A	Develop a communications and engagement strategy for 20/21 that reflects the government COVID-19 restrictions at the time and embraces new ways of communicating. Timescale Oct 20	Head of Communications and Business Services	31st October 2020	This strategy has been completed however, it is a dynamic document due to the changes in government legislation as a result of COVID-19.		Completed
Core Principle C: Focusing on defining outcomes in terms of sustainable, economic, social and environmental benefits							
CPC/1	N/A	Produce a plan to outline what the Commissioner and the OPCC are doing to support communities and the Constabulary during the Covid-19 emergency.	Partnerships and Strategy Manager (Performance)	31st May 2020	A Plan has been developed outlining how the Commissioner and his team are supporting the countywide response to the Covid-19 pandemic. Chief Officers and the Police & Crime Panel have all been sighted on the Plan		Completed
CPC/2	N/A	Review the Commissioning Strategy and implement recommendations.	Partnerships and Strategy Manager (Performance)	30th September 2020	The Commissioning Strategy has been reviewed and approved by Executive Team (05.11.2020). No recommendations arising from this review		Completed
CPC/3	N/A	Review the Grant Regulations and implement recommendations.	Assistant Policy Officer	30th September 2020	The Grant Regulations have been reviewed and approved by Executive Team (05.11.2020). This review was informed by findings / recommendations arising from a recent internal review of our contract management arrangements conducted by the Partnerships & Commissioning Team.		Completed

Appendix A Update on 2020/21 Development and Improvement Plan

Ref	B/fwd from 2019/20 (ref)	Action	Lead Officer	Implementation by	Action Update 31 October 2020	Revised Implementation Date	Status
Core Principle D: Focusing on determining the interventions necessary to optimise the achievement of intended							
CPD/1	N/A	Review the Accountability Framework to ensure that the Commissioner is assured that the Constabulary is responding to the Covid-19 pandemic in a measured and consistent way.	Partnerships and Strategy Manager (Performance)	30th June 2020	Although, the Accountability Framework has been reviewed and changes have been incorporated to ensure the Commissioner is assured that the Constabulary is responding to the pandemic, this revised framework has not yet been signed off by Executive Team. The Commissioner receives weekly updates from the Chief Constable in his one to one meetings, and has received further assurance through his Public Accountability Conferences (on 20th May 2020 and 6th October 2020).	30th November 2020	Completed
CPD/2	N/A	Continue to work in collaboration with Cleveland, Northumbria and Durham OPCCs and NHS England / NHS Improvement to jointly commission an integrated Sexual Assault Referral Centre (SARC) model across these areas.	Partnerships and Strategy Manager (Commissioning)	31st January 2021	The North East collaboration with NHS England has continued to evolve despite a failed procurement for an all aged SARC in Cumbria. A second procurement is due to take place in summer 2021.		carry forward 2021-2022
Core Principle E: Focusing on developing the entity's capacity, including the capability of its leadership and the individuals within it.							
CPE/1	N/A	Review the impact of the Covid-19 lockdown on the OPCC and implement recommendations to help shape the future of the organisation. Identify what has worked well, what can be improved and what the organisation can stop doing.	Chief Executive	30th September 2020	At the beginning of the pandemic the OPCC invoked its Business Continuity Plan and staff worked from home. The OPCC has changed the way in which it works and is still able to fulfil all its statutory and other functions. IT connection was initially a problem, however this has now been resolved and recently laptops have been upgraded which has provided greater connectivity.		Completed
CPE/2	CPE/2	Review contract management arrangements and implement recommendations.	Partnerships and Strategy Manager (Performance)	30th November 2020	The review has been completed and recommendations implemented. Subsequently, Internal Audit have given substantial assurance		Completed

Appendix A Update on 2020/21 Development and Improvement Plan

Ref	B/fwd from 2019/20 (ref)	Action	Lead Officer	Implementation by	Action Update 31 October 2020	Revised Implementation Date	Status
Core Principle F: Focusing on managing risks and performance through internal control and strong public financial management.							
CPF/1	CPF/1	Scope the approach and put in place arrangements to support the development of the Police & Crime Plan 2020/2024 following postponement of the PCC elections in May 2020 and the outbreak of coronavirus.	Partnerships and Strategy Manager (Performance)	31st March 2021	Following postponement of the Police & Crime Commissioner elections, the Commissioner has determined that his priorities set out in the current Police & Crime Plan will remain in place for the next year. To support this, an Action Plan has been developed to sit alongside the Police & Crime Plan, setting out the key pieces of work that will be delivered during this extended period of time. The Action Plan is a living document that will be updated, as required, to ensure it reflects emerging trends and issues arising both locally and nationally from the Covid-19 pandemic. It is also possible, following Police & Crime Commissioner elections in May 2021, that the lifespan of the Action Plan is extended to drive business until March 2022.		Completed
CPF/2	N/A	Develop a new Covid-19 Fund to assist voluntary and community groups to either carry on providing existing services or launch new projects to help people during the Covid-19 lockdown period or afterwards when restrictions are relaxed.	Partnerships and Strategy Manager (Performance)	30th June 2020	At the start of June 2020, the Commissioner launched the Covid-19 Community Recovery Fund to provide short-term financial assistance of up to £5,000 to local charities, community and voluntary groups to help them to continue to offer vital support to victims or to look at different ways of working to continue to achieve their aims. The fund ended on the 30th September 2020 but those in receipt on the funding have until 31st March 2021 to spend the money they received in its entirety.		Completed
CPF/3	N/A	Implement the revised Safer Cumbria governance structure and work collaboratively to deliver its overarching strategy and joint initiatives.	Partnerships and Strategy Manager (Performance)	31st July 2020	The revised Safer Cumbria governance structure commenced April 2020. The overarching strategy was presented at the Safer Cumbria Board in August 2020 and will provide strategic direction for the Partnership to 2025.		Completed

Appendix B 2021/22 Development and Improvement Plan

Ref	B/fwd from 2020/21 (ref)	Action	Lead Officer	Implementation by
Core Principle A: Focusing on behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law.				
CPA/1		Develop a succession plan to ensure resilience and continuity of the membership and skills of the Ethics & Integrity Panel.	Governance Manager	28 February 2022
Core Principle B: Focusing on ensuring openness and comprehensive stakeholder engagement.				
CPB/1	CPB2	Develop a communications and engagement strategy for 2021-24	Communications and Engagement Officers.	30 June 2021
Core Principle C: Focusing on defining outcomes in terms of sustainable, economic, social and environmental benefits				
CPC/1		Work with the newly elected Police & Crime Commissioner to develop a new Police & Crime Plan for 2021-2024	Partnership & Strategy Manager	31 December 2021
Core Principle D: Focusing on determining the interventions necessary to optimise the achievement of intended outcomes.				
CPD/1		Develop a holistic approach for women services through the Women Centres.	Project Manager	31 March 2022
CPD/2		Working with the Constabulary to reduce reoffending through the implementation of an Out of Courts Disposal Framework through the Pathways project.	Project Manager	31 March 2022
CPD/3		Continue to deliver the Government's policy around Safer Streets	Safer Streets Co-ordinator	31 March 2022
CPD/4		Develop and commission an intervention for perpetrators of Hate Crime.	Partnership & Strategy Manager	31 October 2021
Core Principle E: Focusing on developing the entity's capacity, including the capability of its leadership and the individuals within it.				
CPE/1		Internal Audit of the OPCC's Agile Working arrangements.	Governance Manager	30 September 2021
CPE/2		Implement the recommendations from the 2021 PCC review	Chief Executive	31 March 2022

Appendix B 2021/22 Development and Improvement Plan

Ref	B/fwd from 2020/21 (ref)	Action	Lead Officer	Implementation by
		Core Principle F: Focusing on managing risks and performance through internal control and strong public financial management.		
CPF/1		Review of governance structure and processes in preparation for the outcome of PCC Reviews.	Governance Manager	31 December 2021
CPF/2		Consider the implications of local government re-organisation on the Office of the Police & Crime Commissioner and make recommendations to the Police & Crime Commissioner.	Chief Executive	31 August 2021
CPF/3		Develop partnership arrangements with the Youth Endowment Fund to ensure access to future funding streams that helps to prevent the criminalisation of children	Partnership & Strategy Manager	31 March 2021
CPF/4		Complete a self-assessment against the CIPFA Good Governance Guide for the Safer Cumbria Partnership to drive recommendations for improvement	Safer Cumbria Co-ordinator	30 November 2021



Cumbria Office of the Police and Crime
Commissioner Code of Corporate Governance

2021/22

Foreword

Welcome and thank you for taking the time to read the Police and Crime Commissioner for Cumbria's Code of Corporate Governance. I am pleased to introduce this Code, which sets out the Commissioner's commitment to continue to uphold the highest possible standards of good governance. This document clearly demonstrates the Commissioner's and the senior management team drive to ensure that this is in place. Good governance is about how the Commissioner will ensure that he is doing the right things, in the right way, for the communities he serves, in a timely, inclusive, open, honest and accountable way.

The Code provides clarity about how the Commissioner and Chief Constable will govern their organisations both jointly and separately, in accordance with their statutory responsibilities. It will do this by highlighting the key enablers for ensuring good governance. The Code sets out how the organisations will govern, using the seven good governance principles as the structure for setting out the statutory framework and local arrangements.

Robust governance enables the Commissioner to pursue his vision effectively as well as underpinning that vision with mechanisms for control and management of risk.

Gill Shearer
Chief Executive and Monitoring Officer
Office of the Police and Crime Commissioner

Introduction

The Police Reform and Social Responsibility Act 2011 (PR&SRA) established Police and Crime Commissioners as elected officials with statutory functions and responsibilities for Policing and Crime within their area. Those responsibilities include: setting the strategic direction and objectives for policing and crime and disorder reduction in their area; maintaining the police force; and holding the Chief Constable to account. Police and Crime Commissioners also have wider responsibility for community safety, enhancing criminal justice and supporting victims.

The statutory and regulatory framework setting out the responsibilities, powers and duties of Police and Crime Commissioners is continually developing. The PR&SRA is supported by the Policing Protocol Order 2011, the Home Office Strategic Policing Requirement 2015 and the Home Office Financial Management Code of Practice 2018. The Anti-Social Behaviour, Crime and Policing Act 2014 has developed and conferred further powers in respect of the wider responsibilities of Police and Crime Commissioners. These powers have been extended through the Policing and Crime Act 2017.

The Police and Crime Commissioner for Cumbria (the Commissioner) is responsible for ensuring that business is conducted in accordance with this statutory and regulatory framework and in accordance with proper standards. This includes ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. In fulfilling this overall responsibility, the Commissioner is responsible for putting in place proper arrangements for governance, including risk management and the arrangements for ensuring the delivery of the functions and duties of his office.

In doing this, the Commissioner approves and adopts annually this Code of Corporate Governance, 'The Code'. The Code gives clarity to the way the Commissioner governs and sets out the frameworks that are in place to support the overall arrangements for the Cumbria Office of the Police and Crime Commissioner (COPCC). The Code is based on the core principles of governance set out within the CIPFA/SOLACE Delivering Good Governance in Local Government Framework 2016. The Code is appended with a schematic that sets out diagrammatically all the key elements of the governance framework.

On an annual basis the Commissioner will produce an Annual Governance Statement (AGS). The AGS reviews the effectiveness of the arrangements for governance and sets out how this Code of Corporate Governance has been complied with.

The Code of Corporate Governance

This code of corporate governance sets out how the Police and Crime Commissioner will govern. It is based on the seven good governance core principles highlighted by the CIPFA/SOLACE Delivering Good Governance in Local Government Framework 2016, and supported by the Nolan Principles of Public Life. This Code uses those principles of governance as the structure for setting out the statutory framework and local arrangements that are in place to achieve them.

The seven good governance principles are:

- Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- Principle B: Ensuring openness and comprehensive stakeholder engagement
- Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits
- Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes
- Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it
- Principle F: Managing risks and performance through robust internal control and strong public financial management
- Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability

NOLAN PRINCIPLES OF PUBLIC LIFE

SELFLESSNESS: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

OBJECTIVITY: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

HONESTY: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP: Holders of public office should promote and support these principles by leadership and example.

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

Police and Crime Commissioners are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

Ethics and Integrity

The arrangements for governance within the Office of the Police and Crime Commissioner are based on a culture of ethics, integrity and acting in the public interest. This is demonstrated and communicated through a number of policies and codes that set out the standards of conduct and personal behaviour expected in the Commissioner's office.

Specifically:

- A Code of Conduct commits to the Nolan Principles of Public Life. The Code sets out Commitments with regard

Business Code of Conduct: Staff shall:

Maintain the highest possible standards of probity in all commercial relationships;

Reject business practice which might reasonably be deemed improper and never use authority for personal gain;

Enhance the proficiency and stature of the organisation by acquiring and maintaining technical knowledge and the highest standards of behaviour;

Ensure the highest possible standards of professional competence, including technical and commercial knowledge;

Optimise the use of resources to provide the maximum benefit to the organisation.

INTEGRITY: *Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.*

to how people will be treated, the use of resources, disclosure and conflicts of interest, disclosure of information and transparency.

- 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 principles are listed in the Code of Ethics with examples of how these are achieved.

- The Commissioner's arrangements for antifraud and corruption make clear the duty everyone has with regard to their own conduct and those of others. The arrangements incorporate an antifraud and corruption policy and plan covering the culture expected within the organisation and provide contact information for confidential reporting (whistleblowing).

- Anti-fraud and corruption procedures cover arrangements for integrity in respect of gifts and hospitality, completion of a register of interests, supplier contact and declarations of related party transactions. These ensure staff avoid being engaged in any activity where an actual or perceived conflict may exist and that there is transparency in respect of any personal or business relationships. Staff are reminded on a monthly basis of the need to make declarations.

- The Office of Cumbria Police & Crime Commissioner is responsible for investigating complaints about the Chief Constable, any appointed Deputy Commissioner, the Office of Cumbria Police & Crime Commissioner's own staff and Independent Custody Visitors. A formal process exists for dealing with complaints. The arrangements are clearly set out, including the role of the Police and Crime Panel, on the 'contact us' section within the Commissioner's website. The protocol for managing complaints is set out in the Commissioner's Complaints Policy and reinforces the commitment to upholding the highest ethical standards.

- Complaints against the Police & Crime Commissioner are referred by the Commissioner's Monitoring Officer to Cumbria County Council's

Monitoring Officer on behalf of the Police and Crime Panel who investigates the complaints and then seeks to either resolve them locally with the complainant, or refers to the Independent Police Complaints Commission.

- A Business Code of Conduct supports the Procurement Regulations, re-enforcing the integrity requirements within the anti-fraud and corruption policy in the context of procurement activity.

- Financial Regulations make arrangements for the proper administration of financial affairs. They also seek to reinforce the standards of conduct in public life, particularly the need for openness, accountability and integrity.

- Grant regulations are based on a framework that provides minimum standards and terms and conditions for the grant award process that seek to ensure grants are awarded within the public interest.

- The Commissioner and all staff are required to sign up to an anti-discrimination code that sets out values and standards with regard to the prevention of any kind of discrimination.

All policies and codes are reviewed on a cyclical basis to ensure they are operating effectively. Independent external assurance is provided through the work of an Ethics and Integrity Panel and Joint Audit Committee. The purpose of the Ethics and Integrity Panel is to promote and influence professional ethics in all aspects of policing and within both organisations. It provides scrutiny and review in respect of the arrangements for codes of conduct, integrity and complaints. It

also provides assurance to the public that any issues or concerns are highlighted and monitored.

The Joint Audit Committee provides scrutiny and review in respect of the Commissioner's arrangements for anti-fraud and corruption and financial, procurement and grant regulations. Agendas and papers are available to the public on the Commissioner's website to aid transparency.

The leadership values for the organisation have been developed by our staff to support good governance and advocate high standards of integrity and ethical behaviour. They are set out in our Corporate Plan. All staff within the OPCC have been appointed following open and transparent appointment processes. Following appointment staff commit to the various codes of conduct and ethical standards that are in place for the OPCC. All staff also undertake a structured induction process arranged by the Governance Manager.

Respecting the Rule of Law

The Chief Executive is the Commissioner's Monitoring Officer with responsibility for ensuring that the Commissioner and staff of the Office of the Police and Crime Commissioner do not contravene any rule of law or engage in any activity that constitutes maladministration or injustice. The responsibilities of the Chief Executive are codified within legislation, within the Commissioner's scheme of delegation and within the documents comprising the Commissioner's wider governance framework. The Chief Executive is responsible to the Commissioner for ensuring that agreed procedures are followed and that all applicable statutes and regulations are complied with. The Chief Executive is supported by an internal legal team and will instruct external legal advisers where there are

significant legal complexities or legal risk. The office structure includes an arrangement for the Deputy Chief Executive and a post of a Deputy Monitoring Officer to ensure continuity in the delivery of this role in the absence of the Chief Executive.

Our Values

We are a single team with a culture of trust and confidence

We develop the capacity and capability of our office to be effective and recognise high performance

We have empowered staff who are high performing, professional and have high levels of satisfaction in their roles

We embrace and deliver change, achieve national recognition for what we do and are exemplars of best practice

We hold ourselves to account for what we deliver, measuring our outcomes, customer satisfaction and value for money, striving for continuous improvement

We promote our values and demonstrate the values of good governance through upholding high standards of conduct and behaviour

Principle B: Ensuring openness and comprehensive stakeholder engagement

Police and Crime Commissioners and their Offices are run for the public good, they therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

Openness

The Commissioner operates in accordance with the Elected Local Policing Bodies (Specified Information) Orders 2011, 2012 & 2013 and the guidance provided by the Information Commissioner. This is demonstrated, documented and communicated through an information publication scheme that ensures the openness of all key information to the public and wider stakeholders. This includes information in respect of the Commissioner, his staff, income and expenditure, property, decisions, policies and the independent custody visiting scheme. The Commissioner's Monitoring Officer has overall responsibility for ensuring compliance with the Orders and Scheme.

To ensure transparency of decision making, all decisions are recorded and published on the Commissioner's website for public scrutiny. The Police and Crime Panel may call in any decisions for further public scrutiny.

The Commissioner adopts rigorous standards in his decision-making and all decisions are taken solely in the public interest. This is achieved by adherence to a decision-making policy that sets out the parameters and the application of a set of principles that guide decision making. The approach within the policy adheres to the Good Governance Standard for Public Services and the Good Administrative Practice 2.

Reports for decision are based on a template that ensures the consequences of any recommendations are clearly explained and that there is clear reasoning and evidence for decisions. This includes relevant financial, legal, human resources, equality, procurement, IT and risk management advice.

Decision Making Policy: Principles of Decision Making

Decision-making will be well informed

The decision-making process will be open and transparent

To have 'due regard' within the decision making process

Be rigorous and transparent about how the decisions are taken

All decisions of significant public interest will be recorded and published.

The PCC will uphold the highest standards of integrity and honesty when taking decisions, as set out in the Nolan Principles.

Engaging Comprehensively with Institutional Stakeholders

The Police and Crime Plan recognises the importance of stakeholder engagement and collaborative working in developing and delivering priorities for the future direction of policing, crime reduction, and

supporting victims. The process for development of the Plan includes consultation with the Police and Crime Panel, wider partners and the Constabulary. Consultation processes support the development of objectives and outcomes prior to the formal approval and publication of the Plan on the Commissioner's website.

The Plan recognises that in preventing crime and supporting victims a commitment to collaborative working is needed from a range of organisations involved in policing, community safety and criminal justice. The Plan commits to utilising the existing partnership structures across the County to do this wherever possible. This enables the Commissioner and partners to build commitment to shared priorities and to exercise oversight of the delivery of shared outcomes.

As part of these arrangements the Commissioner has signed up to the Cumbria Compact, an agreement and set of principles that govern effective relationships between public and third sector organisations.

Grant agreements govern the funding arrangements with partners and the third sector and set out the purpose, objectives and shared outcomes which that funding is planned to deliver.

Joint boards, collaborative procurement and third sector partnerships are central to the Commissioning Strategy that seeks to efficiently and effectively deliver the Police and Crime Plan. The underlying Commissioning Plan uses commissioning approaches and a grant framework that enable partners to determine interventions that will be appropriate and effective in delivering outcomes.

Engaging Stakeholders Effectively including Citizens and Service Users

A Public Engagement Strategy sets out how the Commissioner will make arrangements for obtaining the views of the community on policing and for obtaining the views of victims of crime. The strategy aims to ensure clear channels of communication are in place with all sections of the community and other stakeholders. As part of the Public Engagement Strategy, the Commissioner undertakes formal consultation with the public, partners and other stakeholders in respect of the Police and Crime Plan and the budget.

The OPCC is instrumental in giving the people of Cumbria the ability to communicate with the Commissioner and plays a key role in ensuring public opinion can influence the Commissioner's decision making. The Office ensures a wide range of engagement approaches so that the Commissioner actively listens, considers and effectively uses the views of the people of Cumbria. The office plays a critical role in ensuring that two-way communication with communities take place and that the Commissioner is publicly available to speak to communities and individuals.

The OPCC has responsibility for keeping people informed, ensuring that activities and decisions are transparent and that effective, transparent and accessible arrangements are in place for providing feedback. This includes the statutory requirement of producing and publishing an Annual Report setting out what has been achieved in a 12-month period.

The OPCC also supports the Commissioner around public affairs, if necessary, highlighting the impacts on policing and people in Cumbria.

A complaints process and quality of service procedure provides clarity over the arrangements to respond to the breadth of concerns raised by local people. If trends are identified these are used to improve customer service from the Constabulary and influence the decisions of the Police and Crime Commissioner.

Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits

The long-term nature and impact of many of the Police and Crime Commissioners' responsibilities mean that they should define and plan outcomes and that these should be sustainable. Decisions should contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available

*The Commissioner's
Police and Crime
Plan can be found
on our website at
[www.cumbria-
pcc.gov.uk](http://www.cumbria-pcc.gov.uk)*

Defining Outcomes

The Police Reform and Social Responsibility Act (PRSR) 2011 and the Policing Protocol Order set out the purpose of the Police and Crime Commissioner, conferring statutory duties and responsibilities. These include the requirement to issue a Police and Crime Plan. The Plan sets out the vision and strategic direction for policing and reducing crime for the local area. It outlines police and crime objectives, priorities and outcomes for policing and victims that the Commissioner will focus on in carrying out his purpose.

Key performance indicators are set to support the objectives within the Police and Crime Plan. This is supported by a comprehensive performance management framework, which is embedded within a robust accountability and governance structure. The performance framework and HMICFRS inspection and value for money reports support the Commissioner in holding the Chief Constable to account for the performance of the force and its efficiency and effectiveness. User

Satisfaction Performance measures are included in the Performance Management Framework.

The Police and Crime Plan is developed alongside a Medium Term Financial Strategy that ensures funding is aligned to the resources needed to deliver priorities and outcomes. The forecast supports the Commissioner in setting a robust budget and in his purpose of maintaining the force for the Cumbria police area.

A Commissioning Strategy and framework supports the delivery of the Commissioner's wider duties and responsibilities and the objectives and outcomes within the Police and Crime Plan. The strategy sets out how the Commissioner will work with partners, including community and voluntary sector groups, to deliver activity and interventions that will support victims, improve community safety, reduce crime and enhance criminal justice. The strategy is underpinned by a commissioned services budget and programme.

Sustainable economic, social and environmental benefits

A process is in place to support policy and strategy development. Oversight of the central policy record, including compliance with procedure and equality impact assessments, is managed by the Executive Team. This ensures that the sustainability of policies and strategies and the wider benefits and interrelationships across the business are fully understood.

When developing strategies, policies or business plans the Office of the Police and Crime Commissioner will undertake an impact assessment on such documents prior to their development. The outcomes of these assessments will inform development work and be taken into consideration when policies and strategies are approved. In this way, our policies and strategies provide a framework to support decision making.

The process for making decisions, particularly those that involve expenditure, includes an assessment of the longer term impact of proposals to ensure sustainability. Decisions on human resource planning, the most significant factor influencing the delivery of sustainable economic, social and environmental benefits, take account of the longer term financial outlook alongside projections of future turnover. This enables workforce planning and recruitment in a way that supports the economic management of training and supervision requirements and maximizes the benefits to the business.

All decision reports include a section which allows the author to identify any equality issues. These will be taken into account by the Commissioner when considering the decision.

To manage risk and ensure transparency of interests in decision making, the Commissioner and officers are required to make declarations where there are or may be perceived to be conflicts of interest. The role of the Monitoring Officer and the Commissioner's Oath of Office further supports decisions being made in the wider interest of the people of Cumbria, rather than representing any particular political interests.

The Police and Crime Plan and the policy and strategy documents that support it are developed to cover a four-year rolling timeframe and take into account feedback from public consultation and engagement.

All of these documents and the outcomes from consultation are published and are publicly available on the Commissioner's website. Information is published in a variety of mediums. The OPCC website has the functionality to assist in the access to information held. The COPCC would look to assist with translation of information or send information to a third party who can assist them. The COPCC website has the ability to translate into the main languages.

Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes.

Police and Crime Commissioners achieve their intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice and Commissioners have to make sure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

Determining Interventions

The Commissioner sets the strategic direction for Policing and wider interventions within the Police and Crime Plan. The Plan is reviewed annually to ensure decision making on activity and outcomes remains robust. The Commissioner's decision making policy adopts a set of principles to ensure all decision making is well informed, that options are rigorously considered and information is provided on potential risks.

The Constabulary is the primary provider of policing services and the recipient of the substantial proportion of funding from the Commissioner to deliver the Police and Crime Plan. Achieving best value through the delivery of an effective policing strategy is a condition of the arrangements for funding between the Commissioner and the Constabulary. Decisions are made annually on the level of resources and how they should be directed as part of the Commissioner's budget setting process.

The performance, outcomes and costs of the Constabulary are monitored through a framework that includes external comparators (HMICFRS Value for Money Profiles), Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection reports and an annual Value for Money Conclusion from the External Auditors. Recommendations from PEEL inspections are used to review decisions in year on resources and determine whether intervention are needed to respond to inspection findings.

Grant and Procurement Regulations set out a framework for commissioning and procurement activity that supports the achievement of best value and practical interventions to support Police and Crime Plan outcomes within wider commissioned services. A review of value for money arrangements is reported annually to the Joint Audit Committee, focused on the Constabulary's activities. This provides external oversight of staffing and wider financial resources committed to fulfilling legal and regulatory requirements of the service.

Medium Term Financial Strategy Objectives

To deliver a robust and balanced medium term financial plan and annual budget supported by an in year reporting framework that monitors its delivery.

To ensure arrangements for funding between the Commissioner and Constabulary deliver value for money and support the priorities of the Police and Crime Plan

To ensure capital expenditure plans are robustly scrutinised, fully funded for a minimum of four years and are supported by capital strategies that meet the needs of the business

To maintain a risk assessed level of reserves to meet unplanned expenditure and to provide revenue budget smoothing for intermittent costs.

To ensure treasury management activities provide for the security of the Commissioner's funds whilst meeting the cash management needs of the Commissioner and Constabulary

To provide a framework for financial governance that ensures the proper administration of the Commissioner's financial affairs

The Medium Term Financial Strategy sets out the financial plans for revenue and capital expenditure. An annual funding arrangement for the Chief Constable codifies the amounts and conditions of funding based on a financial proposal from the Constabulary. It sets out how the budget will be monitored including financial information and reporting requirements. Financial reporting provides a control to assess the extent to which planning assumptions for the budget have been matched by actual activity and expenditure in year. Further controls over the management of income and expenditure are detailed in the Commissioner's financial regulations. Key financial performance indicators for example prudential indicators, are set as part of the budget process, and monitored on a quarterly basis to ensure they are being met.

The Medium Term Financial Strategy sets out revenue forecasts of income and expenditure and the key financial assumptions and policies on which the forecasts are based. This supports a strategic approach to operational planning, savings requirements and decision making in support of the objectives within the Police and Crime Plan. It also ensures that the financial liabilities, risks and the level of provision and reserves within the budget are fully understood. The budget includes a 10 year capital programme aligned to plans for ICT, the estate and fleet, ensuring resources are balanced in the medium and longer term to meet the requirements of the business.

Financial, operational and commissioning plans are developed taking into account the feedback from the public and wider stakeholders. The Engagement Strategy sets out how the Commissioner will engage with a wide range of people and partners encompassing and including diversity within the

Planning Interventions

A Commissioning Strategy and joint Procurement Regulations set out how services will be planned, procured and delivered. The Safer Cumbria Partnership provides a flexible and supportive mechanism through which services can be developed and delivered with shared risk. Grant and contract management arrangements are in place to monitor and review service quality.

County. The Commissioner in his role of consulting with the public uses the guiding principles of we asked, you said, we did as many engagement activities personally involve the Commissioner. To formally support the role of two-way engagement a six-monthly paper is presented to the Commissioner outlining trends from the various forms of engagement and this information is used as an integral part in the process of any key decisions. Further communication tools are used to ensure target audiences are kept up to date of developments and key decisions for the Commissioner.

Optimising Achievement of Intended Outcomes

The Medium Term Financial Forecast integrates the budget and funding arrangements for the Constabulary with the Commissioner's directly managed budgets. The totality of estimated funding forms the basis for considerations regarding the trade-off between resources for commissioning and resources for policing to optimise outcomes within the Police and Crime Plan. Strategic priorities within the Plan support decision making on the respective policing and commissioning strategies. This determines for example, the number of police officers, the balance between people resources verses equipment and the balance between supporting victim's verses crime prevention activity.

The budget process is based on a proposal from the Constabulary. It takes a zero-based approach, working closely with the business to forecast operational requirements over 4 years for revenue expenditure and 10 years for capital expenditure. This includes a series of 'star chambers' providing Chief Officers with the forum through which budget

holders can be challenged. Through the budget process targets and plans are developed for savings and consideration is given to growth bids to resource new and changing requirements.

The Medium Term Financial Strategy includes information on national financial settlements for policing and what is known about settlements in future years. It also sets out the key financial risks that could impact on funding and expenditure nationally and locally. Sensitivity analysis provides information on the potential impact of changes to assumptions. Collectively this supports decisions on resources, services, performance and outcomes and ensures the business has a robust understanding of risks to the affordability of future plans. The Strategy incorporates information on plans for savings and the impact of funding changes for the number of police officers, PCSO's and police staff. This supports an on-going dialogue and monitoring between the Commissioner and Constabulary in respect of the necessary business change and its impact on outcomes and performance.

Through our Commissioning Strategy we engage and consult with the wider community on support and service provision gaps, this ensures that commissioning objectives and outcomes align with the needs of the local community as well as creating an opportunity for providers to innovate. Commissioning to local based providers ensures the economic, social and environmental well-being of the wider Community. Awarding of Contracts or Grant Agreements are based on the social outcomes and measures which meet local priorities and needs as opposed to financial gains and benefits.

Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it

Police and Crime Commissioners need appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. Commissioners must ensure that they have both the capacity to fulfil their mandate and to make certain that there are policies in place to guarantee that management has the operational capacity for the entity as a whole. Both the individuals involved and the environment in which Commissioners operate will change over time, and there will be a continuous need to develop its capacity as well as the skills and experience of the leadership and individual staff members. Leadership is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of their communities

Developing the entity's capacity

Legislation provides that the Commissioner must appoint a Chief Executive and a Chief Finance Officer (statutory officers). The Chief Executive is the Commissioner's Head of Staff with responsibility for overall management of the Commissioner's office. The Chief Finance Officer (CFO) operates on a shared basis acting as CFO for both the Commissioner and the Chief Constable. Both the Chief Executive and Chief Finance Officer have statutory responsibilities with regards to determining the requirements in respect of staffing resources.

The Chief Executive is a member of the Association of Police and Crime Chief Executives (APACCE) and operates within the APACCE statement on the role of the Chief Executive and Monitoring Officers for Police and Crime Commissioners. The Chief Executive's job profile is based on the APACCE model to ensure the right skills, experience and qualifications for the role. The role of Chief

Executive is undertaken on a six-month rotating basis with the Deputy Chief Executive.

The role and functions of the Chief Finance Officer to support the Commissioner's mandate is set out within the Home Office Financial Management Code of Practice and by the Chartered Institute of Public Finance and Accountancy (CIPFA), the CIPFA statement. The job profile for this role is based on the CIPFA Statement. Compliance with the statement is self-assessed on an annual basis and reviewed by the Joint Audit and Standards Committee. Professional body subscriptions ensure the Chief Finance Officer has access to up to date Codes of Practice, guidance and professional standards

The structure and arrangements for staffing ensures the Chief Executive has management of overall staffing as Head of Paid Service with responsibility for effective succession planning and resilience on matters of business within a small team.

A framework for the development and review of the corporate plan and underlying business plans ensures action plans and performance targets are delivered to support continuous improvement.

The costs of the Constabulary are benchmarked annually with reports presented for scrutiny to the Joint Audit Committee. Comparisons to most similar group policing areas are used to inform the budget savings programme and reduce costs.

Procurement regulations are developed jointly with the Constabulary and supported by a procurement strategy. The regulations incorporate procurement policy and procedures that aim to support the understanding and skills of all staff engaged in the procurement process. The procurement strategy sets out how the function will develop to deliver best value from procurement activity. The procurement regulations are supported by a set of grant regulations governing commissioning activity through a grant based process.

Developing the entity's leadership

The key functions and roles of the Commissioner, the Chief Executive/Monitoring Office and Chief Finance Officer are set out in the Police Reform and Social Responsibility Act 2011 (PRSRA) and the Policing Protocol Order 2011 (PPO). These functions and roles define the responsibilities for leadership and are codified in the Commissioner's Scheme of Delegation and wider documents within the Corporate Governance Framework.

The Chief Executive is the Commissioner's lead advisor. Key responsibilities include working with the Commissioner to enable delivery against his vision, strategy and identified priorities and

Key functions and role of the Commissioner

Sets strategic direction & objectives of the force, issues the Police and Crime Plan (the Plan) & an annual report

Holds the Chief Constable to account for the exercise of his/her functions and force performance; Monitors complaints.

Receives all funding, decides the budget & precept; allocates funding to maintain an efficient and effective police force

Provides the link between the police and communities; publishes information on Commissioner and force performance

Responsible for the delivery of community safety, crime reduction, the enhancement of criminal justice and victim support

facilitating the accurate and appropriate scrutiny of the Constabulary's activities. The Chief Executive is also the Commissioner's statutory Monitoring Officer, providing support to ensure the Commissioner's functions are carried out and has specific legal, financial and governance duties in addition to those which derive from statutory responsibilities. The Chief Executive operates in accordance with professional standards and the legislative and fiduciary responsibilities of the statutory office.

The Chief Finance Officer is the lead financial advisor to the Commissioner and has statutory responsibility to ensure that the financial affairs of the Commissioner are properly administered. The CFO provides all financial advice, provides a statutory report on the robustness of the budget and ensures systems of internal financial control are effective.

The Commissioner's Scheme of Delegation is part of a wider governance framework that further details specific decision making and wider responsibilities of key officers in relation to areas of governance and ensure all staff have a shared understanding of the roles, responsibilities and decision making authority within the Commissioner's Office. All governance documents are regularly reviewed and updated as roles develop to respond to changing legislation, regulations and other new requirements.

A member/officer protocol further sets out the roles of political office holders (the Commissioner/Deputy Commissioner) and nonpolitical office holders (staff employees) to provide clarification on respective responsibilities and expectations around how relationships are anticipated to work. This is supported by arrangements for the declaration of interests to ensure the Commissioner, members and staff are free from relationships that would materially interfere with decisions making and their roles.

Members of the Joint Audit Committee are recruited for their specific skills and experience to fulfil the role of the Committee. Role profiles include a person specification that requires applicants to demonstrate a sound understanding and relevant professional experience. The Committee has clear terms of reference and membership that is consistent with the requirements of the Home Office Financial Management Code of Practice, and CIPFA guidance. Development sessions, access to relevant publications and CIPFA/Grant Thornton external workshops support members continued development.

The Cumbria ICV Scheme comprises of four panels of volunteer Custody Visitors. Every new volunteer

is required to undertake a half-day basic induction course, followed by an accompanied night observation visit; thereafter, new visitors are trained "on the job" by attending visits in the company of a more experienced colleague for the first six months. On-going ICV training is provided at the regular panel meetings and annual local and regional conferences.

In 2016 the OPCC became a member of the Independent Custody Visitors Association (ICVA) to which it pays an annual subscription. ICVA is a Home Office funded organisation set up to promote and support the effective provision of custody visiting nationally. ICVA works closely with government and criminal justice organisations providing advice on best practice for independent custody visiting schemes nationally; training; and publicity to Police and Crime Commissioner and custody visitors.

The Police and Crime Commissioner subscribes as a member of the Association of Police and Crime Commissioners (APCC). The APCC delivers daily written briefings received by the Commissioner and office staff, covering press and parliamentary reporting on those areas within the Commissioner's responsibilities to ensure the Office is kept updated on current developments.

The APCC and APACCE deliver national events to ensure Commissioners and their Chief Executives remain informed and have the opportunity to discuss significant issues and develop collective approaches. There are also bi-monthly regional meetings of Chief Executives and quarterly regional meetings of Commissioners and Chief Executives. The Chief Executive/Monitoring Officer leads for the Commissioner on ensuring that appropriate policies and procedures are adopted and followed to ensure

the COPCC complies with relevant statutes and regulations and has the capacity to deliver across these requirements.

The CFO subscribes to the Police and Crime Commissioners' Treasurers' Society (PaCCTS), supporting continuous development and ensuring the CFO maintains a breadth of understanding on policing finance. Further capacity and expertise is commissioned to support specialist services for treasury management, taxation and insurance brokerage.

Arrangements for staff appraisal provide the opportunity to discuss and review individual performance and training and development needs.

Developing the capability of individuals within the entity

The Commissioner has adopted a number of joint personnel policies with the Constabulary in addition to operating within a suite of COPCC specific policies that provide a framework for all issues related to employee management, terms and conditions. This includes policies on how staff and staff associations will be engaged in any change processes. There is a general principle for on-going consultation and engagement during any areas of business change, creating an environment where staff can perform well and where ideas and suggestions are welcomed.

Personnel policies aim to promote a motivated and competent workforce whilst supporting the health and well-being of staff. They include arrangements for work-life balance through a scheme of flexible working and facilitate access to wider benefits e.g. special leave at times of specific personal need.

Business is carried out supported by policies and procedures that support the full range of human resource management responsibilities and all policies are subject to cyclical review in accordance with the Commissioner's policy framework. This supports continuous improvement, ensuring updated guidance is available for staff on how to carry out their roles and the wider responsibilities they should take into account.

All officers have clearly defined role descriptions and reporting lines based on the roles and the functions for which they are accountable, to ensure service delivery responsibilities are clear and can be monitored. Individual capabilities, performance and development requirements are assessed annually through a review process to agree the support, training and development staff need to carry out their duties and responsibilities.

Professional staff undertake continued professional development in line with the requirements of their professional bodies. The budget setting process provides for training and development budgets to support mandatory and discretionary training and development requirements.

Principle F: Managing risks and performance through robust internal control and strong public financial management

Police and Crime Commissioners need to ensure that the entities and governance structures that they oversee have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management, business continuity and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. They consist of an ongoing process designed to identify and address significant risks involved in achieving outcomes. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability.

Managing risk

The Commissioner's Risk Management Strategy sets out the overall arrangements for managing risk including the arrangements for holding to account the Chief Constable in respect of those risks that fall within his functions. The Strategy establishes how risk is embedded throughout the various elements of corporate governance of the COPCC, whether operating solely or jointly with the Constabulary. The Strategy incorporates a clear framework of objectives, designates roles and responsibilities for risk management and provides a mechanism for evaluating and scoring risks, and supporting decision making in respect of mitigating action.

The strategy and risk registers are regularly reviewed to ensure a clear alignment between risk management activity and the organisation's objectives. Reporting formats ensure arrangements are dynamic and support the early identification of strategic and operational risks. Identified risks are logged on a risk register with clear ownership and are reviewed cyclically based on a score that denotes the severity and impact of

the risk should it occur. Every project run by the COPCC has a separate risk register. All decision and report forms include a section for the author to complete in which to identify any risks or potential risks. To ensure effective ownership and monitoring of risks, the Office of the Police and Crime Commissioner provides risk management training to all staff.

The arrangements for risk management are subject to on-going monitoring and review to ensure their continued effectiveness. This comprises review by internal audit and review by the Joint Audit Committee. The strategic risk register is presented to the Committee quarterly. The Committee also receives the Risk Management Strategy on a quarterly basis and a report from the Chief Executive annually reporting on the effectiveness of arrangements for managing risk.

Managing performance

The Commissioner holds Public Accountability Conferences, which facilitates the arrangements for monitoring service delivery and holding the Chief Constable to account. This is supported by regular one to one briefings between the Commissioner and Chief Constable and an office level Collaborative Board. Senior Officers within the OPCC attend strategic Constabulary meetings to provide challenge and oversight of the arrangements that support decision making, delivery of key areas of business and the allocation of resources.

The Police and Crime Panel is the statutory body that provides the public accountability checks and balances in relation to the performance of the Commissioner and scrutiny of any decision made. The Panel receives cyclical information and reports on service delivery plans and progress towards outcomes. The Panel is consulted on the development of the Police and Crime Plan and budget, with a power of veto over the Commissioner's precept. The panel receives an Annual Report setting out what has been achieved in respect of delivery of the Police and Crime Plan objectives, and a financial outturn report comparing actual expenditure against the budget and including summary financial statements.

Robust internal control

The Commissioner is responsible for reviewing the effectiveness of his governance framework including the system of internal control. This work is informed by the work of Chief Officers and Senior Managers who undertake an overarching review of key controls and governance arrangements in support of the key principles in this Code.

Police and Crime Panel Functions

The functions of the Police and Crime Panel include reviewing the draft police and crime plan, public scrutiny of the annual report and the power of veto over the level of the Commissioner's proposed precept

Senior Managers with responsibility for financial systems provide annual management assurances using a CIPFA internal control framework as part of this process. This is further supported by an annual fraud risk assessment completed by the Chief Finance Officer and reviewed by the external auditors. Arrangements for anti-fraud and corruption are subject to cyclical internal audit review.

An independent internal audit service is commissioned through shared service arrangements with the county council. Internal audit develops and delivers a risk based annual audit plan of work that reviews internal controls. This supports an annual opinion from the Chief Internal Auditor on the overall adequacy and effectiveness of the framework of governance, risk management and control.

An independent Joint Audit Committee assures cyclical internal reviews of key governance documents (e.g. financial regulations, arrangements for anti-fraud and corruption and the risk management strategy) at its November meeting and receives annual reports reviewing the effectiveness of arrangements for risk, governance and internal control in June and September. The Joint Audit Committee receive a copy of all internal and external audit reports, can table reports for discussion and monitor the implementation of audit

recommendations. The Committee undertakes an annual self-assessment to ensure on-going compliance with the CIPFA framework for Police Audit Committees.

Managing Data

The Office of the Police and Crime Commissioner operates within the parameters of legislation, such as the Data Protection Act. It ensures that all data, including personal data, is appropriately stored and shared where necessary. Data is held in accordance with the COPCC Retention Schedule, removed or destroyed appropriately and access to information is restricted where appropriate to relevant members of staff. Data will not be held for longer than is necessary. Appropriate security measures are taken for both electronic and physical data. All staff are aware of their responsibilities when handling and storing both electronic and physical data and the need to comply with General Data Protection Regulations. The OPCC has a Joint Data Protection Officer with Cumbria Constabulary who provides expert advice and support.

Strong public financial management

Arrangements for financial management support for the Commissioner in achieving outcomes and delivering strong operational and financial performance by ensuring that resources are used in accordance with approved plans for service delivery and investment. The arrangements for financial management are codified within a suite of financial governance documents and comply with the relevant CIPFA Codes of Practice and guidance. Financial management controls ensure expenditure is only committed in accordance with

the approved budget and the purpose for which approvals have been given. Financial monitoring supports the early identification of variances between actual expenditure and income, supporting timely decision making on remedial action.

A funding arrangement between the Commissioner and Constabulary sets out the consents and arrangements for financial management between the Commissioner and Chief Constable. This ensures funding within the Constabulary is directed toward the achievement of the Policing Strategy and priority outcomes within the Police and Crime Plan.

Financial regulations set out the role and responsibilities of Chief Officers and senior staff for financial management and governance. They include financial management standards to be adhered to by all staff across the organisation and the wider framework of controls including the arrangements for the statement of accounts.

Financial risks and mitigations are set out within the Medium Term Financial Strategy and are managed within the Commissioner's overall framework for managing risk. The Joint Chief Finance Officer takes ownership of all financial risks and reports to the Joint Audit and Standards Committee on the management of strategic financial risks. Arrangements for financial management are cyclically reviewed by the internal auditors for assurance and form part of the arrangements reviewed by the external auditors in forming their conclusions on the financial statements and value for money.

Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

Implementing good practice in transparency

The Commissioner's annual report is the primary communication through which the public can access and understand the performance and activities of the Commissioner and his Office. Design work for the report is commissioned from external media and communication professionals which alongside the written style aims to support transparency and public accessibility of the report.

All public documents are published on the COPCC website and are available in accessible formats. Further options can be offered on request. The intention is to ensure that all documents are written in such a way as to make them accessible to readers that may not have a detailed knowledge of the subject matter, though with some complex issues this is not always possible. The publication of key documents, such as the Police and Crime Plan, is supported by a media release to raise awareness of the document and its purpose.

Arrangements for financial reporting aim to ensure the accessibility of financial information for readers and users of financial reports. On complex matters of communication, for example consultation on budget, precept and services, professional support has been procured to ensure a robust public understanding of complex issues.

Implementing good practices in reporting

The Office publishes an annual report, scrutinised by the Police and Crime Panel, to communicate the Commissioner's activities, achievements and performance and that of the Chief Constable and the force. The annual report presents the performance outcomes achieved against an agreed framework of targets and measures.

The Commissioner is subject to the Accounts and Audit (England) Regulations 2015 and prepares a set of accounts in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting. Compliance with the Code of Practice ensures the comparability of financial information within the statements with other similar entities and their publication in accordance with statutory timeframes. The financial statements include a comprehensive income and expenditure statement, which is aligned to in year financial reporting and monitoring. A narrative statement by the Chief Finance Officer sets out the overall financial and business performance for the year within an accessible summary statement. The financial statements include the external auditors report setting out the overall opinion and conclusions on value for money.

The Commissioner's overall arrangements for governance are reviewed annually against this Code of Corporate Governance with a report made on how it has been complied with. This 'Annual Governance Statement (AGS)' is subject to review by the Joint Audit and Standards Committee. The AGS includes an action plan setting out the work that will be undertaken over the following year to support continuous improvement in line with the principles of this Code and the CIPFA good governance framework.

The Commissioner and the Joint Audit Committee receive annually a report reviewing the governance arrangements for internal audit against the requirements of the Public Sector Internal Audit Standard (PSIAS).

Assurance and effective accountability

Grant Thornton UK LLP are the external auditors appointed to both the Police and Crime Commissioner for Cumbria and the Chief Constable for Cumbria Constabulary, to report key matters arising from audits of the Commissioner and Chief Constable's financial statements. The external auditors also reach a formal conclusion on whether the Commissioner and Chief and Constable have put in place proper arrangements to secure economy, efficiency and effectiveness in the use of resources. The audit findings report is published in the financial statements and presented to the Commissioner and Joint Audit Committee for review. The Joint Audit Committee monitors the implementation of

recommendations arising from the audit and have the expertise to challenge the external audit approach, supporting assurance of its effectiveness.

Further accountability is provided through the arrangements for internal audit. Internal audit is delivered through a shared service and in accordance with an Internal Audit Charter that ensures compliance with the PSIAS. An annual review of the effectiveness of the internal audit service, including the arrangements for the Joint Audit Committee, is undertaken annually by the Joint Chief Finance Officer against CIPFA best practice standards. The report is published on the Commissioner's website to support assurances on internal control.

The arrangements for accountability further incorporate challenge, reviews and inspections from HMICFRS. Whilst these are primarily aimed at Constabulary performance, elements of specific reviews include jointly delivered activities and specifically commissioned reports that cover governance across both organisations. Recommendations are reported to and monitored by the Commissioner and Joint Audit Committee.

The Ethics and Integrity Panel also monitors and reports on some specific areas of activity, such as complaint handling and ethical issues. The Panel has carried out a series of thematic inspections into specific areas of Constabulary activity. The Panel are able to look objectively at these areas and provide valuable independent scrutiny and feedback to the Constabulary on their findings.

The arrangements in this document set out our framework for governance in accordance with CIPFA's Good Governance Principles and guidance. Annex A to this Code sets out our governance schematic, summarising the arrangements we have in place internally and sources of external guidance and support. Further information on the arrangements for Governance can be found on the Commissioner's website under the tab headed Governance and Transparency.

We welcome your views on the Commissioner's Code of Corporate Governance. You can do this by using the contact information below:

Office of the Police & Crime Commissioner

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E-mail: commissioner@cumbria-pcc.gov.uk



Office of the Police & Crime Commissioner

Peter McCall

Agenda Item 13

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N° 012-2021)

TITLE: Charges for Policing Services 2021/22

Executive Summary:

The majority of policing services are funded from general and local taxation for the benefit of the public at large. However, there are certain circumstances when it is appropriate for the police service to make charges to individuals or organisations to recover policing costs.

The Commissioner's Financial Regulations require that a charging policy for goods and services is put in place, which accords with National Police Chiefs' Council Guidance (NPCC) and that this is reviewed at least annually.

This report outlines proposed charges for 2021/22. As the Commissioner previously approved, charges will be reviewed in line with NPCC guidance, irrespective of when this is issued. This may require a further revision to charges part way through the financial year, which will subsequently be presented to the Commissioner for approval.

Recommendation:

The Commissioner is recommended to :

- Agree the revised scale of charges as outlined in the appendices to this report.
- Agree the proposal to revise fees and charges in line with revised NPCC guidance, at the point it is issued, a revised schedule of charges will subsequently be presented to the Commissioner for approval.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/do not approve the recommendation(s) above

Police & Crime Commissioner / Chief Executive (delete as appropriate)

Signature: **Date:**



Constabulary Report to OPCC

TITLE OF REPORT: Charging Policy 2021/22

DATE OF MEETING: Public Accountability Conference 2 June 2021
(Chief Officer Group for Information 1 June 2021)

ORIGINATING OFFICERS: Dawn Cowperthwaite, Financial Services Officer
Mark Carter, Financial Services Manager
Michelle Bellis, Deputy Chief Finance Officer

PART 1 or PART 2 PAPER: PART 1 (OPEN)

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The majority of policing services are funded from general and local taxation for the benefit of the public at large. However, there are certain circumstances when it is appropriate for the police service to make charges to individuals or organisations to recover policing costs.

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This report outlines proposed charges for 2021/22. As the Commissioner previously approved charges will be reviewed in line with NPCC guidance, irrespective of when this is issued. This may require a further revision to charges part way through the financial year, which will subsequently be presented to the Commissioner for approval.

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MAIN SECTION

1. Introduction and Background

- 1.1 The majority of policing services are funded from general and local taxation for the benefit of the public at large. However, there are certain circumstances when it is appropriate for the police service to make charges to individuals or organisations to recover policing costs.
- 1.2 Cumbria Constabulary has adopted the NPCC guidance in relation to charging and continues to make charges on this basis. In a small number of instances local discretion is applied to specific charges to better reflect actual costs incurred in meeting demands. In accordance with the recommendation contained within the guidance that the Police and Crime Commissioner should take ownership of charging policy, as part of his overarching responsibility for the Police Fund, into which all receipts must be paid, this report outlines an updated schedule of charges for 2021/22 for approval by the Commissioner. A schedule of current charges will also be published on the Police and Crime Commissioner and Constabulary websites.
- 1.2.1 The ability to charge for police services is generally determined by statutory provisions. There are four main categories of charging which are examined in detail below.

2. Issues for Consideration

2.1 Special Policing Services

- 2.1.1 The provision of special police services is made at the request of any person under section 25 of the Police Act 1996, which makes such services subject to the payment of charges as determined by the relevant Police and Crime Commissioner and Constabulary. Special Police Services generally relate to policing an event e.g. a pop concert or series of events e.g. football matches. Special police services are provided over and above the core policing requirement to ensure public safety and to manage crime and disorder issues. Special policing services can only be provided at the request of an event organiser and it will be for the Chief Constable to determine the level of policing that is required based on a risk assessment, which should then form the basis of a contractual arrangement between the force and the event organiser. It will often be the case that licensing authorities will require assurance that adequate policing will be in place before granting a license for an event to take place.

2.1.2 The basis of charging depends on the nature of the event being policed. NPCC strongly advocate that policing of commercial events is on a full economic cost basis which includes the recovery of overheads. Cumbria Constabulary's calculation of full economic cost recovery for special policing services in 2021/22 is based on current rates of pay using the NPCC methodology is shown in **Appendix 1**.

2.1.3 Charging guidance does permit discretion to abate some or all of special policing charges where an event is of a non-commercial nature i.e. charitable or community events, particularly where the effective policing of an event is seen as beneficial in building the trust and confidence of the community. Under the financial regulations this is subject to the approval of the Commissioner or Chief Constable.

2.2 **Provision of Goods and Services to Third Parties**

2.2.1 Under S18 of the Police Act 1996, as amended by Section 15 of the Police Reform and Social Responsibility Act 2011, Police and Crime Commissioners are granted the powers of the Local Authorities (Goods and Services) Act 1970 to supply goods or services to other bodies or persons. In practice the range of goods and services which can be provided under this power are limited in that they have to be supported by Police and Crime Commissioners' statutory powers. This means that such a service must spin off normal policing activity or be an activity, which is incidental to the provision of the police service.

2.2.2 There are services, which are common to all police forces and unique to the police service, for which the NPCC guidance sets out standard rates of charge across the service as outlined in the table in **Appendix 2**. These charges have been increased in line with NPCC guidance. Within this category there are also some charges which are fixed statutorily.

2.2.3 In a small number of instances charges vary from those advocated by NPCC to better reflect local costs in providing services.

2.2.4 In certain circumstances, services which support the police service may be provided in a competitive market environment - for example training in particular skills. The general principle in these situations is that charges should at least recover the direct costs of supplying the service but could also be levied up to full economic cost dependent on market conditions.

2.3 Charging for Services to Government Agencies

- 2.3.1 The police service increasingly provides a range of services for, and with, other government agencies. These are often part of central government such as the Home Office Immigration Enforcement, but they may also be arms-length agencies with a quasi-commercial status.
- 2.3.2 Even where the purpose of particular activity supports the responsibilities of a separate government body or service, the police force may be securing benefits towards its own objectives. Recovery of costs should be based on Direct Costs and other specific costs incurred.
- 2.3.3 In the case of quasi-commercial activity, assessment of charges should start with the Full Economic Cost Recovery.

2.4 Provision of Mutual Aid to other Forces

- 2.4.1 Mutual Aid under Section 24 / Section 98 of the Police Act 1996 is the provision of policing assistance to another police force. This usually occurs in response to or in anticipation of a major event or incident or investigation.
- 2.4.2 Mutual aid arrangements cover a wide spectrum of incidents ranging from spontaneous deployments of relatively short duration in response to a major event to pre-planned or prolonged assistance for example in investigating a major crime. NPCC guidance distinguishes between types of mutual aid through a grading system which reflects the characteristics of the event, that will then form the criteria for payment to the individuals involved and therefore the basis for cost recovery. In addition, the guidance provides for additional supplementary charges where specialised resources are provided. A national schedule of charge out rates for police officers to be used by all forces providing mutual aid is used.
- 2.4.3 Three main types of mutual aid are identified.
- Emergency/Spontaneous deployment
 - Planned Deployment/Event
 - Specialist Staff Deployments

A grading mechanism has been identified to reflect the characteristics of each deployment.

The three grades are:

- Grade 0 Mutual Aid – Bank Holiday deployment
- Grade 1 Mutual Aid – 15 days’ notice or less (emergency/spontaneous deployment)
- Grade 2 Mutual Aid – 16 days’ notice or more (planned deployment/event)

The latest NPCC mutual aid charges are included in **Appendix 3** to this report.

2.4.4 Vehicle usage costs on mutual aid should be calculated according to an agreed rate per day as per **Appendix 3**. This includes elements for wear and tear and running costs. In the case of the provision of a vehicle only without staff, vehicles should be supplied fully fuelled and returned likewise. This practice will negate the administrative burden of recovering low levels of expense. Capital costs and depreciation, servicing, tyres, insurance etc. will be covered by that cost. For vehicles transporting staff on mutual aid, such as public order carriers then fuel is not covered by the stated cost and is an additional factor.

2.4.5 NPCC advocate that the provision of PCSOs and Police Staff support under mutual aid arrangements is legitimate, although this is likely to be less common. Deployment of police staff should be recompensed on the basis of employable cost for that spinal column point at appropriate overtime rates. All other costs relating to the deployment of mutual aid staff should be agreed and charged to the host on an actual cost basis. In addition, NPCC guidance states that an administrative charge of 5% of the total of actual costs incurred also be levied to cover on costs such as uniform, equipment, insurance and the costs of organising support, often at short notice.

3. Financial Comments

3.1 Schedules of revised charges are set out in the appendix to this report.

4. Legal Comments

4.1 The legal basis on which charges for Policing Services are made are set out in the report.

5. Risk Implications

5.1 There are no specific risks identified related to the charging policy.

6. HR / Equality Comments

6.1 N/A

7. I.T. Comments

7.1 N/A

8. Procurement Comments

8.1 N/A

<p>Public Access to Information</p> <p>Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would not compromise the implementation of the decision being approved.</p>
<p>Is the publication of this form to be deferred? NO</p> <p>If yes, for what reason:</p> <p>Until what date (if known):</p>
<p>Is there a Part 2 form - NO</p> <p>(If Yes, please ensure Part 2 form is completed prior to submission)</p>

ORIGINATING OFFICER DECLARATION:

<p>I confirm that this report has been considered by the Chief Officer Group and that relevant financial, legal and equalities advice has been taken into account in the preparation of this report.</p> <p>Signed: Date:</p>

OFFICER APPROVAL

<p>Chief Executive / Deputy Chief Executive (delete as appropriate)</p> <p>I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner / Chief Executive (delete as appropriate).</p> <p>Signature: Date:</p>
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<p>Media Strategy</p> <p>The decision taken by the Police & Crime Commissioner may require a press announcement or media strategy.</p>
<p>Will a press release be required following the decision being considered? NO</p> <p>If yes, has a media strategy been formulated? YES / NO</p> <p>Is the media strategy attached? YES / NO</p> <p>What is the proposed date of the press release:</p>

PART 2 – CONFIDENTIAL DECISION, FACTS AND ADVICE

Information may have to be disclosed in the event of a request under the Freedom of Information Act 2000. In the event of a request for confidential facts and advice, please consult your Information Advisor for advice.

Please indicate under which section the decision is to be taken in Part 2:

Please provide a full explanation as to why the exemption should apply
(e.g. – legal advice; commercially confidential information)

This information is not for publication until the stated date because:

Information will cease to be confidential or when the confidentiality should be reviewed:
(insert date and reasons)

Name: **Date:**

Once this form is fully completed, it should be attached to the Part 1 form and forwarded to the Office of the Police and Crime Commissioner.

Part 2 Decision:

Confirmation by the Office of the Police & Crime Commissioner that they accept the reasons for the decision to be made in Part 2 for the reasons stated.

Name: **Date:**

- 9. Backgrounds / supporting papers**
(List any relevant business case, EIA, PID, Media Strategy and append to this form; list persons consulted during the preparation of the report)

Appendix 1

Charges are based on NPCC Guidance for Charging of Police Services (April 2021).

Special Policing Services charged under section 25 of the Police Act.

Police Officers

Rank	Charge per Hour (£)
PC	69.21
Sergeant	87.20
Inspector	80.51
Chief Inspector	85.24
Superintendent	105.98
Chief Superintendent	127.20

Police Staff

Scale	Charge per Hour (£)
Scale 1	17.46
Scale 2	18.40
Scale 3	20.15
Scale 4	22.55
Scale 5	25.31
Scale 6	27.88
SO 1	24.66
SO2 – PO2	27.39
PO3	28.96
PO4	29.70
PO5	30.46
PO6	31.38
PO7	32.39
PO8	33.29
PO9	34.18
PO10	35.07
PCSO	45.12
Detention Officer	48.49
Crime Scene Investigator	56.06
Call Handler	47.89

VAT may apply to charges for special policing services in circumstances where the service could be provided by other organisations. Please consult your financial services officer for further guidance.

Appendix 2

Other Charges based on NPCC Guidance for Charging of Police Services (April 2021)

	2021/22 £
Accident Reports	
Copy of Accident Report (full extract up to 30pages)	101.30
Additional pages for same incident (per page)	4.50
Limited particulars (RT Act details)	36.00
Copy of self-reporting / minor accident form	36.00
Fatals - Accident Investigation report (Cumbrian Decision)	576.60
Fatals - Reconstruction video	86.70
Rough Data (per page)	28.90
Copy of Scale plan -other than in collision report	43.60
Copy of Police vehicle examination report (unless provided as full extract)	72.20
Copy of Collision Reconstruction Report (unless provided as full extract)	72.20
Copy of Collision Reconstruction Report (unless provided as full extract) per page (max £50)	4.50
Search Fee (Cumbrian Decision)	37.00
Copies of Photographs	
from Digital camera (per disc)	21.30
A4 Index sheet (digital)	21.30
Photographs (first photo)	28.90
Each subsequent photograph	3.30
Copies of statements - other than in booklets	
Copy of existing statement (per statement – up to 3 pages)	37.20
Additional pages of existing statement (per page)	4.50
Copy of existing witness statement (witness agrees to disclosure of personal details)	43.60
Copy of existing witness statement (witness not agreeing to disclosure of personal details)	57.50
Interview with Police Officer (per Officer)	146.00
Request for a statement to be written by Police Officer	146.00
Copy of PIC Sheets (2nd copy)	28.90
Copy of Interview Record (only where prepared during the investigative process)	57.90
Copies of VHS videotapes (provision for CJS)	86.70
Copies of DVDs from Digital Video	86.90
Copies of audio tapes	86.90
(provision for CJS)	36.00
Copies of CDs/DVDs	21.00

	2021/22 £
Cancellation charges	
if request is cancelled prior to search	REFUND
if search is made prior to cancellation	35.80
if search is made and documents ready for dispatch	86.20
Abortive search	35.80
Fingerprinting Fees	
One set	81.60
Additional sets thereafter (each)	40.80
Other	
Registration by Central Alarms per alarm excl of VAT (Cumbrian decision)	49.40
Requests for Disclosure of Information	
Request for information – (up to 2 hours)	91.80
Hourly rate for work above 2 hours (including redaction)	30.80
ABI/Lloyds Disclosure of Information (ABI/Lloyds MOU)	
Request (crime/lost property number, etc) – MOU App D(a)	30.60
Request (in response to specific questions) – MOU App D(b)	129.80
Interview with Police Officer (per officer) – MOU Para 4.5	145.00
Other Common Items	
Crime Report	92.00
MG5	36.70
MG3	36.70
Incident Log	36.40
PNC Convictions	36.70
Caution Certificate	24.00
Domestic Violence Report	55.30
Occurrence Summary	18.60
Custody Record	18.50
Motor Salvage Operator Check (Cumbrian decision)	36.40
Alarm URN Fees (set by ACPO CPI)	
Alarm Registration (Intruder)	Set by Secured by Design
Alarm Registration (Panic Alarm)	
Lone Worker Devices up to 10,000	
Lone Worker Devices 10,001-50,000	
Lone Worker Devices 50,001 and over	

The above charges are generally subject to VAT at the standard rate.

Charges Set by Statute

It should be noted that the charges below are set with reference to statute.

	Statutory Charges £
Firearms Licensing Fees	
Firearms Certificate grant	88.00
Firearms Certificate renewal	62.00
Firearms Certificate replacement	4.00
Shotgun Certificate grant	79.50
Shotgun certificate renewal	49.00
Shotgun certificate replacement	4.00
Shotgun Certificate grant (co-terminus/including Firearms Certificate)	90.00
Shotgun Certificate renewal (co-terminus/including Firearms Certificate)	65.00
Visitors Permit (individual)	20.00
Visitors Permit (group)	100.00
Home Office Club approval	84.00
Registered Firearms Dealer registration	200.00
Registered Firearms Dealer renewal	200.00
Game Fairs	13.00
Variation (not like for like)	20.00
Firearms Museum License	200.00
Other Licensing Fees	
Overseas Visitor Registration	34.00
Peddler Certificates	12.25
Data Protection Act 1998 Fees (SI 2000/191)	
DPA 1998 – Section 7 Subject Access Request	10.00
DPA 1998 – Section 68 Health Records (copy)	50.00
DPA 1998 – Section 68 Health Records (view)	10.00
DPA 1998 – Section 68 Health Records (View then copy)	50.00

Appendix 3

Mutual Aid Charges

Per NPCC Guidance on Mutual Aid Cost Recovery 2021/22

	PC	Sergeant	Inspector	Ch Insp	Supt	Ch Supt
Grade 0 Mutual Aid						
Hourly Rate - BH	50.90	65.75	51.21	54.86	65.78	76.27
Grade 1 Mutual Aid						
Hourly Rate	38.18	49.31	51.21	54.86	65.78	76.27
Grade 2 Mutual Aid						
Hourly Rate	33.85	43.73	51.21	54.86	65.78	76.27

Premium Factors for Specialised Resources

Following discussions with NPoCC, it has been concluded that the current premium factors are no longer valid. To rationalize this, NPoCC has suggested all Role Profiles will be categorized as **Individual Deployed Resources (IDR)**, apart from Horse and Marine Units, which will be categorized as **Team Deployed Resources (TDR)**.

The three gradings of Mutual Aid deployment are:

Grade 0 Mutual Aid is for Bank Holiday deployments.

Grade 1 Mutual Aid corresponds to an emergency/ spontaneous deployment. Notice of 0-15 days, de-minimis of 65 hours applies.

Grade 2 Mutual Aid corresponds to a planned deployment/event. Notice of over 16 days.

(Please note Grade 0 takes precedence, regardless whether spontaneous or planned deployment of Mutual Aid.)

In all cases charges are based on hours worked plus travel. Officers may be required to sleeping away from home, in which case overnight allowance and potentially hardship allowance may be payable and will be met by the host force. Shifts can be 8 hours or more, dependent on rostering.