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**Our reference: PC**

**22<sup>nd</sup> December 2015**

## **AGENDA**

**TO: THE MEMBERS OF THE EXECUTIVE BOARD**

### **CUMBRIA POLICE & CRIME COMMISSIONER'S EXECUTIVE BOARD**

A public meeting of the Police and Crime Commissioner's Executive Board will take place on **Wednesday 6<sup>th</sup> January 2016** in Conference Room 3, Police Headquarters, Carleton Hall, Penrith, at **10.00am**.

**S Edwards**  
**Chief Executive**

### **COMMITTEE MEMBERSHIP**

Police & Crime Commissioner	- Mr Richard Rhodes (Chair)
OPCC Chief Executive	- Mr Stuart Edwards
OPCC Chief Finance Officer	- Mrs Ruth Hunter
Chief Constable	- Mr Jerry Graham

# **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. DISCLOSURE OF PERSONAL INTERESTS**

Members 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 member should not participate in a discussion of the matter and must withdraw from the meeting room unless a dispensation has previously been obtained.

**4. MINUTES OF MEETING**

To receive and approve the minutes of the meetings held on 4<sup>th</sup> November 2015 (copy enclosed)

**5. 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.

**6. PERFORMANCE REPORT**

To receive and note the Constabulary Performance Report 2015-16, performance to the end of November 2015 (copy enclosed)

**7. VALUE FOR MONEY PROFILES ANALYSIS 2015**

To receive & note the Constabulary Value for Money Profiles 2015: Analysis (copy enclosed)

**8. QUALITY of SERVICE UPDATE – DECEMBER 2015**

To receive & note the Constabulary Quality of Service update report (copy enclosed)

**9. HMIC – CUSTODY ACTION PLAN & COVERING REPORT**

To receive & note the HMIC Custody Action Plan & covering report (copy enclosed)

**10. HMIC – FIREARMS LICENSING ACTION PLAN AND COVERING REPORT**

To receive & note the HMIC Firearms Licensing Action Plan & covering report (copy enclosed)

**11. CCTV PROJECT CLOSURE REPORT**

To receive & note the Constabulary CCTV Project Closure Report (copy enclosed)

**Agenda Item No 4**

**CUMBRIA POLICE & CRIME COMMISSIONER  
EXECUTIVE BOARD**

Minutes of a Meeting of the Executive Board held on  
Wednesday 4<sup>th</sup> November 2015 in Conference Room 3, Police Headquarters,  
Carleton Hall, Penrith, at 10.00am

**PRESENT**

Police & Crime Commissioner - Mr Richard Rhodes (Chair)  
Chief Constable - Mr Jerry Graham  
OPCC Chief Executive - Mr Stuart Edwards

**Also present:**

Assistant Chief Constable (Darren Martland)  
Constabulary Chief Finance Office (Roger Marshall)  
Constabulary Marketing and Communications Manager (Helen Lacey)  
OPCC Head of Partnerships and Commissioning (Vivian Stafford)  
OPCC Head of Communications & Business Services (Gill Shearer)  
OPCC Executive Support Officer (Paula Coulter) taking minutes

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

**375. APOLOGIES FOR ABSENCE**

Apologies for absence were received from the Deputy Chief Constable (Michelle Skeer) and the Deputy Chief Finance Officer (Michelle Bellis)

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

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

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

Item No	Item	Paragraph No
12	INSURANCE RENEWALS NOVEMBER 2015 to OCTOBER 2016	3
13	CRIME COMMAND	2 & 7

### **377. DISCLOSURE OF PERSONAL INTERESTS**

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

### **378. MINUTES OF MEETING**

The Chair presented the minutes of the Executive Board Meetings held on 07 October 2015, which had previously been circulated with the agenda.

The minutes were agreed as an accurate record of the meeting, and were signed by the Chair.

The action sheet was discussed and updated accordingly.

**RESOLVED,** that, the Minutes of the meeting of the Executive Board held on 07 October 2015 be confirmed as a correct record and signed by the Chair.

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

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

### 380. PERFORMANCE

ACC Martland presented the report, and provided a summary of the key issues.

It was noted that 35 out of 42 Forces had seen an increase in the All Crime category when compared to the same period last year. Whilst Cumbria had performed better than their most similar group average performance, and was placed second lowest nationally for volume, there had still been an increase of 7% in this area. Violence against the person accounted for 58.2% of the increase which equated to 1,038 crimes. Other contributing factors to the increase were improved compliance with crime recording standards; six new offence codes recently introduced by the Home Office and delivery of aspirations, as set out in the Police and Crime Plan, to increase reporting of sexual assault (+132), rape (+68) and hate crime (+78).

It was noted that no distinct pattern has emerged.

On the 28<sup>th</sup> September 2015 crime recording in the control room went live, it was noted that an update will be provided on this to the next meeting. Early indications are that the system is working well. Telephone response times are looked at on a daily basis.

While Cumbria remains a safe place to live, work and visit there is evidence to show that crime levels are moving upwards in Cumbria. There is a transition from traditional crime to cyber-crime, fraud etc.

Hate crime has increased year on year, and the Constabulary has actively encouraged increased reporting in this area with the new hate crime reporting centres, on line reporting facility etc.

A discussion took place around the increased reporting of rape, and historical rape cases. A review profile has been commissioned which is due in November 2015 and will look at the outcomes rate. The work of the Bridgeway Sexual Assault Referral Centre was also discussed.

It was noted that Anti-Social Behaviour has declined over the last two years. Cumbria has seen a significantly higher decrease than other parts of the country (information obtained from HMIC).

It was noted that outcomes data is available but was not included within the report. The Commissioner requested that this information be provided to him prior to his quarterly meetings with the District Councils & the Constabulary agreed that this would be provided.

Following a discussion the report was noted.

**RESOLVED,** that,

- (i) the report be noted; and
- (ii) that an update on crime recording in the control room will be provided to the next meeting, following going live on 28<sup>th</sup> September 2015; and
- (iii) Outcomes data to be provided to the Commissioner in advance of his quarterly meetings with the District Councils;

### **381. HR QUARTERLY REPORT**

ACC Martland presented an overview and summary of the report. Overall HR performance had been strong during a very busy period of activity when the focus has been on the resourcing and recruitment of police officers, supporting change management and case management including attendance. Staff Association relations remained very positive.

The establishment figures were currently 1142 against an estimate of 1145.

29.34 FTE Police Officers had left the Constabulary, during Quarter 2 of 2015/16. This has returned to normal levels and represents attrition arising from a variety of routine reasons including retirements and resignations. The higher number of departures over the previous quarters has now stabilised.

An intake of 18 Constables took place during September 2015. A decision has been taken to remove the intake planned for October 2015 as numbers are on target. There is a planned intake of 18 transferees in January 2016 (some already have specific skills such as firearms).

There are currently 99 Special Police Constables with intakes planned for May and September 2016, with a view to increase the number to 145.

Attendance Management is currently 4.06% which is above target. There has been a decrease in sickness levels for police staff and an increase for officers. A lot of long term sickness has been addressed, and support is provided by the Occupational Health Manager.

It was noted that there had been one grievance case this year and two disciplinary cases. It was noted that the grievance procedure is currently under review, and the Ethics and Integrity Panel have been asked to look at this area.

Following a discussion, the report was noted.

**RESOLVED,** that,  
(i) the report be noted;

### **382. REVENUE BUDGET MONITORING 2015/16 QUARETR 2 to SEPTEMBER 2015**

The Constabulary Chief Finance Officer provided an overview and summary of the report.

The report provided an update of the financial position for 2015/16 based on the actual and committed spending for the first six months, to September 2015, plus a forecast for the remainder of the year.

The current forecast of net expenditure on Constabulary controlled and managed budgets amounted to £106.775m, which represents an underspend of £188k (against the approved adjusted budget of £106.963m). The forecast underspend at September of £188k was slightly higher than the forecast position as at the end of June of £51k.

The projected underspend was made up of a forecast underspend on expenditure budgets of £138k (0.12%) plus forecast of additional income of £50k (1.22%).

Anti-social hours were discussed and will be look at when planning for next year. The non-staff budget has benefitted from continuing low fuel prices.

Following a discussion, the report was noted.

**RESOLVED,** that,  
(i) the report be noted;

### **383. COMMISSIONER'S REVENUE BUDGET MONITORING 2015/16 QUARTER 2 to SEPTEMBER 2015**

The report was presented by the OPCC Chief Finance Officer. The purpose of the report was to provide an update on the Commissioner's revenue budget monitoring position for 2015/16 based on actual and committed spending for the first six months to September 2015 plus a forecast for the remainder of the year. The current forecast of net expenditure amounts to £94.792m compared to an approved budget of £94.871m. This is a net variance of £80k (0.07%) and comprises £50k over achievement of income and £30k underspend on expenditure. The net variance at September is only slightly higher than the position reported at the end of the first quarter to June 2015 which was £26k.

It was noted that a number of decisions were being held pending the outcome of the CSR and the funding announcements.

Following a discussion, the report was noted.

**RESOLVED,** that,  
(i) the report be noted;



### **384. OPCC CAPITAL BUDGET MONITORING (Q2)**

The report was presented by the OPCC Chief Finance Officer and provided an updated position of income and expenditure against the capital programme as approved for the current financial year. Projections were based on actual expenditure up to the end of September 2015 plus estimates of spending for future periods provided by the project managers. Known changes to the capital programme budget approved to date had been included in the report.

It was noted that there is expected to be a significant proportion of expenditure in the third and fourth quarters, so some slippage is likely at that time. There is also likely to be some ICT expenditure in the final quarter.

Following a discussion, the report was noted.

**RESOLVED,** that,  
(i) the report be noted;

### **385. OPCC TREASURY MANAGEMENT ACTIVITIES 2015/15 (Q2)**

The report was presented by the OPCC Chief Finance Officer. The purpose of the paper was to report on the Treasury Management activities, which had taken place during the period July to September 2015 in accordance with the requirements of CIPFA's Code of Practice on Treasury Management.

It was confirmed that Treasury Management activities are undertaken in accordance with the Treasury Management Strategy Statement and Treasury Management Practices approved by the Commissioner in February each year.

The Joint Audit & Standards Committee also receive and review the reports and this provides further assurance to the Commissioner.

Following discussion the report was noted.

**RESOLVED,** that,  
(i) the report be noted;

**(Note: Members of the press and public left the meeting and there was a break from 11:25 to 11:50 when the same Executive Board members were present)**

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

### **386. INSURANCE RENEWALS NOVEMBER 2015 to OCTOBER 2016**

The Constabulary Chief Finance Officer presented the report which informed on the progress made to renew the insurance portfolio for 2015/16. The majority of the Commissioner's existing insurance policies, were covered by long term agreements.

The majority of insurance premiums have been renewed on the existing basis and details were included in section 3 of this report. A table was provided within the report which summarised the current insurers for each class of cover.

Following a discussion, the report was noted.

**RESOLVED,** that,  
(i) the report be noted;

### **387. CRIME COMMAND**

ACC Martland presented an overview and summary of the report which provided an intelligence picture around the threat and risk posed by serious and organised crime and the force response. Areas discussed included:-

- The current picture in respect of Serious & Organised Crime
- High Tech Crime
- Update on Financial Crime
- Update on Integrated Offender Management
- Update on Counter Terrorism

Following a discussion, the report was noted.

**RESOLVED,** that,  
(i) the report be noted;

**Meeting ended at 12.50pm**

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

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



# **Cumbria Constabulary Performance Report 2015 -16**

**Performance to end November 2015**

## Cumbria Constabulary: Performance to end September 2015, Analysis

This analysis covers the Constabulary's performance for the 12 months to the end of November 2015. The report is based on the Police and Crime Commissioner's (PCC) and Constabulary's agreed statistical based performance framework for this financial year. The framework covers the objectives defined in the Police and Crime Plan 2013-2017 (updated in March 2015).

Unless otherwise stated, the performance aim is to '***maintain performance within control limits***'. This is the grey area on the charts below. All figures used for comparison purposes are 12 month rolling totals (12MRT) and performance is measured by comparing the current position (December 2014 to November 2015) against past performance. As previously reported, this does not, therefore, take into account significant changes to crime which result from internal or external, current or future factors – examples include the drive to improve crime recording standards and external changes to how crime is recorded.

As the Commissioner is aware, Cumbria is disadvantaged as its population is the lowest in England and Wales (excluding City of London), and is 29% lower than its Most Similar Group (MSG) average. When transient population is included (for example, tourists), Cumbria's population increases by 29%, which is significantly greater than the figures used to calculate rankings. In addition, Cumbria has the largest geographical area in its MSG.

### **Key notes:**


**12 MRT** = 12 Month Rolling Totals. The total number of crimes or incidents that have occurred in the last 12 months (December 2014 to November 2015).





**% change** = the percentage change from this 12 MRT compared to the same period last year i.e. comparing the 12 months to November 2015 to the 12 months to November 2014.





It is important to emphasise that for some categories (domestic abuse, rape and sexual assault) the aspiration is to increase reporting.

Performance Measure	Comparators	Comments
<p><b>ALL CRIME</b></p> <p>+ ↑ -</p> <p>Nov 12MRT: 25,470 Oct 12MRT: 25,619</p> <p>Compared to same period last year (Dec 13 to Nov 2014): 24,301</p> <p>% change: +5% (1,169 more crimes)</p> <p>Overall direction of travel: Up</p>	<ul style="list-style-type: none"> <li>• Better than MSG average performance.</li> <li>• 2<sup>nd</sup> lowest nationally for volume.</li> <li>• 34 out of 42 forces have seen an increase in crime.</li> </ul>	<p>The main reasons for the increase are:</p> <ul style="list-style-type: none"> <li>• Violence against the person accounts for 64% of this total increase (752 crimes). The majority of this increase is where no or minor injury has occurred (67.4%: 507 crimes) (Further explanation is provided below as part of the violence against the person measure).</li> <li>• Delivery of the OPCC and Constabulary's aspiration (as set out in the Police and Crime Plan) to encourage reporting of sexual assault (+103), rape (80+) and hate crime (+58).</li> <li>• As previously reported, improved compliance with crime recording standards. This is also identified by the Office for National Statistics (ONS) as a likely cause of increased crime nationally, and is reinforced in a statistical bulletin released by ONS on 15<sup>th</sup> October 2015<sup>1</sup></li> <li>• In addition, new offence codes introduced by the Home Office during 2015 and recorded in Cumbria have resulted in 190 additional crimes during April-November 2015, compared to the same period in 2014. This accounts for 26.4% of the total increase in crimes in 2015/2016 alone. Further explanation is provided below as part of the violence against the person measure.</li> </ul>
<p><b>VIOLENCE AGAINST THE PERSON</b></p> <p>+ ↑ -</p> <p>Note that monitoring excludes domestic abuse as per the PCCs performance framework where there is an aspiration to increase reporting of these serious offences.</p> <p><u>Levels of all violence against the person excluding DA:</u></p> <p>Nov 12MRT: 4,614 Oct 12MRT: 4,557</p>	<ul style="list-style-type: none"> <li>• 6<sup>th</sup> lowest nationally for volume.</li> <li>• 3 out of 4 MSG forces, including Cumbria, have a higher number of offences than the group average.</li> <li>• 42 out of 42 forces have seen an increase in violence against the person offences.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase of 752 crimes compared to same period last year.</li> <li>• When comparing the 12 month rolling totals to November 2015 with the previous 12 months the percentage of violence against the person incidents relating to domestic abuse have remained more or less the same (-0.1%), whereas incidents not associated with domestic abuse have risen by 16.6%.</li> <li>• The majority of violent crimes experienced resulted in minor or no injury, so in most cases the violence is low level (507 offences: 67.4%). More serious violence with injury accounts for 247 offences: 32.8%.</li> </ul>

<sup>1</sup> The Office of National Statistics in its statistical bulletin published on the 15<sup>th</sup> October 2015, 'Crime in England and Wales, Year Ending June 2015', states 'a likely factor behind the changing trend in police recorded crime is the renewed focus on the quality of recording by the police...this renewed focus is thought to have led to improved compliance with the National Crime Recording Standards (NCRS), leading to a greater proportion of crimes reported to the police now being recorded than previously'.

Performance Measure	Comparators	Comments
<p>Compared to same period last year (to Nov 2014): 3,849</p> <p>% change: +19.8%</p> <p>Overall direction of travel: Up</p> <p><u>Levels of all violence against the person including DA:</u></p> <p>Nov 12MRT: 6,955 Oct 12MRT: 6,938</p> <p>Compared to same period last year (to Nov 2014): 6,203</p> <p>% change: +12%</p> <p>Overall direction of travel: Up, as per aspiration</p>		<ul style="list-style-type: none"> <li>The number of harassment offences has increased by 31% from 631 to 825 offences and makes up 25.7% of the total increase in violence against the person. As mentioned previously, the Constabulary has seen an additional 190 crimes recorded during April to November 2015 when compared to the same period last year because of the introduction of new offence codes by the Home Office. Of the 190 crimes, 173 crimes fall under new offence codes that are grouped as harassment. So far this equates to 24% of the total increase in crimes from April to November 2015. Further analysis shows that of the 173 crimes recorded since April 2015, 60% (104 crimes) involved a cyber element or mobile phone use. The remaining 40% appear to mostly involve telephone calls to mobiles/home phone numbers and letters.</li> <li>An internal drive to improve crime recording started in July 2014 and has also contributed to the rise in the number of violence against the person offences. Improved compliance with crime recording standards has also been identified by the Office of National Statistics (ONS) as a cause of the increase in violence nationally. This is emphasised in the latest ONS statistical bulletin published 15<sup>th</sup> October 2015.</li> </ul>
<p>THEFT</p> <p>+</p>  <p>-</p>	<p>Nov 12MRT: 9,051 Oct 12MRT: 9,128</p> <p>Compared to same period last year (to Nov 2014): 9,016</p> <p>% change: +0.4%</p> <p>Overall direction of travel: Maintaining levels</p>	<ul style="list-style-type: none"> <li>Better than MSG average performance.</li> <li>Cumbria has fewer theft offences per 1,000 population when compared to its MSG.</li> <li>2<sup>nd</sup> lowest nationally for volume.</li> <li>14 out of 42 forces have seen an increase in theft offences.</li> </ul>
		<ul style="list-style-type: none"> <li>Performance is within expected limits.</li> </ul>

	Performance Measure	Comparators	Comments
<b>ROBBERY</b> 	Nov 12MRT: 64 Oct 12MRT: 69  Compared to same period last year (to Nov 2014): 71  % change: -10%  Overall direction of travel: Maintaining levels	<ul style="list-style-type: none"> <li>Better than MSG average performance.</li> <li>2<sup>nd</sup> lowest nationally for volume.</li> <li>24 out of 42 forces have seen an increase in robberies.</li> </ul>	<ul style="list-style-type: none"> <li>Performance is within expected limits.</li> </ul>
<b>CRIMINAL DAMAGE</b> 	Nov 12MRT: 5,192 Oct 12MRT: 5,209  Compared to same period last year (to Nov 2014): 4,970  % change: +4%  Overall direction of travel: Up	<ul style="list-style-type: none"> <li>Above MSG average.</li> <li>4<sup>th</sup> lowest nationally for volume.</li> <li>30 out of 42 forces have seen an increase in criminal damage.</li> </ul>	<ul style="list-style-type: none"> <li>Performance is within expected limits.</li> <li>Criminal damage is significantly higher than the MSG average and has been for a number of years. Criminal damage is more likely to be reported to the police in areas of lower and less serious crime, as the threshold test regarding quality of life issues is lower for these areas.</li> <li>65.3% of the rise over the last 12 months (132 of the 202 additional offences) has been classified as 'other damage' which has mostly occurred in gardens and outside spaces such as damage to fencing, plant pots and post boxes. The biggest increase is damage to fencing rising from 116 to 160: +44 offences.</li> <li>The rise in criminal damage accounts for 11.2% of the total increase in crime.</li> </ul>
<b>RAPE</b> 	Nov 12MRT: 255 Oct 12MRT: 248  Compared to same period last year (to Nov 2014): 175  % change: +46%	<ul style="list-style-type: none"> <li>Better than MSG average performance.</li> <li>2<sup>nd</sup> lowest nationally for volume of rape and sexual offences combined.</li> <li>41 out of 42 forces have seen an increase in rape offences and 42 out of 42 forces have seen an increase in sexual offences.</li> </ul>	<ul style="list-style-type: none"> <li>The rise in reporting of rape and sexual offences continues to mirror the national trend.</li> <li>The Constabulary is awaiting the finalisation of a serious sexual offence profile in order to understand current threats, risks and trends. This will be used to inform and drive activity that responds to the issues identified.</li> <li>The Office of National Statistics has identified that historic abuse and confidence to come forward as a result of publicity of high profile cases have encouraged more people to report these serious offences rather than an increase in levels of victimisation.</li> <li>On the 15<sup>th</sup> December 2015 the OPCC and partners opened a Sexual Assault Referral Centre (SARC) in Cumbria. It is hoped this will encourage more victims of rape and other sexual offences to report these serious offences.</li> </ul>
<b>OTHER SEXUAL OFFENCES</b> 	Nov 12MRT: 526 Oct 12MRT: 526  Compared to same period last year (to Nov 2014): 423  % change: +24%  Overall direction of travel for rape and other sexual offences: Up, as per aspiration to increase reporting		

Performance Measure	Comparators	Comments
<p>ANTISOCIAL BEHAVIOUR</p> <p>+</p>  <p>-</p>	<p>Nov 12MRT: 15,059 Oct 12MRT: 15,832</p> <p>Compared to same period last year (to Nov 2014): 21,696</p> <p>% change: -31%</p> <p>Overall direction of travel: Down</p>	<ul style="list-style-type: none"> <li>The rise in rape and other sexual offences accounts for 15.6% of the total increase in crime.</li> </ul>
<p>YOUTH ANTISOCIAL BEHAVIOUR</p> <p>+</p>  <p>-</p>	<p>Nov 12MRT: 3,564 Oct 12MRT: 3,641</p> <p>Compared to same period last year (to Oct 2014): 3,941</p> <p>% change: -10%</p> <p>Overall direction of travel: Down</p>	<ul style="list-style-type: none"> <li>There has been a 31% decrease in the number of reported antisocial behaviour incidents. The number of incidents has been on a steady decrease since September 2013. Some of the decrease may be due to improved compliance with crime recording standards (in some cases a crime record may now be created rather than logged as antisocial). The Constabulary is currently investigating if this has had an impact on overall antisocial behaviour figures.</li> <li>Latest figures to November 2015 show that ASB victim's satisfaction feedback for each aspect of service delivery (making contact, actions taken, progress updates, treatment and experience overall) remains within the expected range of performance.</li> </ul>
<p>DOMESTIC ABUSE</p> <p>+</p>  <p>-</p>	<p>—● Nov 12MRT: 6,853 ---● Oct 12MRT: 6,901</p> <p>Compared to same period last year (to Nov 2014): 7,117</p> <p>% change: -4%</p> <p>Overall direction of travel: down</p>	<ul style="list-style-type: none"> <li>No national comparators available</li> <li>Latest information (CSEW) published February 2015 suggests that nationally there is a stable trend since 2008/9.</li> </ul>
<p>% REPEAT DA VICTIMS VIA MARAC</p> <p>+</p>  <p>-</p>	<p>Nov 12MRT: 21% Oct 12MRT: 21%</p> <p>Compared to same period last year (to Nov 14): 14%</p> <p>% change: +7%</p> <p>Overall direction of travel: Up</p>	<ul style="list-style-type: none"> <li>The number of domestic abuse incidents has fallen by 4% but performance remains within expected limits.</li> <li>The number of domestic abuse incidents with a repeat victim has fallen by 9.7% from 3,237 to 2,949: 288 less incidents.</li> <li>The number of incidents with a repeat perpetrator has also fallen by 7.1% from 3,354 to 3,130: 224 less incidents.</li> <li>The number of incidents with a 1<sup>st</sup> time reporting victim has increased by 11% from 4,311 to 4,418: an increase of 107 incidents. This can indicate that victims of domestic abuse feel more confident to report this serious offence.</li> <li>For the 12 months to October 2015, the conviction rate for domestic abuse cases that went to court was 84%.</li> <li>In December 2015, the Constabulary launched its 'Do the Right Thing' campaign which focuses on challenging the behaviour of domestic abuse offenders and encourages victims to report this serious offence.</li> </ul>



	Performance Measure	Comparators	Comments
<p>DA INCIDENTS WITH REPEAT VICTIMS</p> <p>+</p> <p>↓</p> <p>-</p>	<p>Nov 12MRT: 2,949 Oct 12MRT: 2,976</p> <p>Compared to same period last year (to Nov 14): 3,237</p> <p>% change: - 9.7%</p> <p>Overall direction of travel: down</p>		
OUTCOMES	<p>All crimes outcomes Nov: 99.4%</p> <p>% resulting in a no crime: 4.0%</p> <p>% rapes resulting in a positive court or police outcome: 8.2%</p>		<ul style="list-style-type: none"> <li>A new framework to categorise outcomes of investigations into crime was introduced nationally in July 2014. It is not yet possible to measure the current 12 month performance against previous performance.</li> <li>The data provided is a snap shot of the outcomes position for the crimes recorded for December 2014 to November 2015 as of the 10<sup>th</sup> December 2015.</li> </ul>
KSIs	<p>Jan to Nov 2015 Cumulative: 212</p> <p>Compared to same period last year: 209</p> <p>KSI- Killed or seriously injured.</p> <p>* Control limits are not applied as they are not appropriate to this category.</p>	<ul style="list-style-type: none"> <li>Figures are based on calendar month, not 12MRT, are cumulative starting in January of each year.</li> </ul>	<ul style="list-style-type: none"> <li>Target is to reduce to 220 or below by 31 December 2015. The target is locally set but based on national targets from the Department of Transport.</li> <li>The current year end forecast based on the trend of the last three years data is 225. This is lower than the 2014 figure (232).</li> <li>Road safety is managed in a multi-agency partnership across the county via the CRASH group, which closely monitors data to make improvements to roads and to tackle unsafe driving.</li> <li>In December 2015 the CRASH partnership launched its annual drink and drug drive campaign and the Constabulary produced an awareness video to show the affects this behaviour can have on communities.</li> </ul>

## Agenda Item 07

# Constabulary Report to OPCC



<b>TITLE OF REPORT:</b>	<b>Value for Money Profiles 2015: Analysis</b>
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<b>DATE OF MEETING:</b>	<b>6 January 2016</b>
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<b>ORIGINATING OFFICER:</b>	<b>Jane Sauntson</b>
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<b>PART 1 or PART 2 PAPER:</b>	<b>PART 1</b>
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### Executive Summary:

*No more than 100 words.*

This paper provides an analysis of the HMIC 2015 Value for Money profiles for Cumbria Constabulary, published in November 2015. The analysis provides context and further explanation on areas of the organisation that have been highlighted as expensive to operate compared to other forces in Cumbria's Most Similar group (MSG).

Following a comprehensive and detailed analysis carried out in 2014, which covered all areas of the profiles providing very detailed explanation of differences and, the fact that these have not materially changed over the past 12 months, this year's analysis focuses only on those areas that are outliers. There are no new areas of difference.

The analysis is attached at Appendix 1

### Recommendation:

*Set out clearly the recommendation to be approved, using bullet points and ensure references are included to previous decisions on this matter. Any alternative options considered should not be outlined here but in the 'introduction and background' section.*

That the Commissioner notes the analysis and the work being undertaken.

## MAIN SECTION

### 1. Introduction and Background

*Alternative options considered, evaluation, benefits – anything not covered in sections below etc.*

The Value for Money profiles are published every year by HMIC. The Constabulary has proactively utilised the VFM Profiles as one of a number of analyses and tools to identify areas where there may be potential to make cost savings, which are then developed through the Constabulary's Change Programme.

### 2. Issues for Consideration

#### 2.1 Drivers for Change

*Links to Police & Crime Plan and priorities; legal requirement; efficiency requirement; improvement.*

- Ensuring an effective and efficient policing services
- Identification of any new areas of difference

#### 2.2 Consultation processes conducted or which needs to be conducted

- None required

#### 2.3 Impact assessments and implications on services delivered

- None required

#### 2.4 Timescales for decision required

- None required

#### 2.5 Internal or external communications required

- The analysis will be part of a suite of Constabulary papers for the Police and Crime Panel to provide context for the budget decisions that need to be made in 2016.

### 3. Financial Implications and Comments

*Budget implications – one off and/or on-going costs, savings, growth, capital and revenue.*

#### 3.1 None identified

### 4. Legal Implications and Comments

*Including advice received.*

#### 4.1 None identified

### 5. Risk Implications

*Including any mitigating actions that can be taken.*

#### 5.1 The analysis provides context and explanation about outliers and the recommended actions mitigate any risks arising from the publication of the profiles. ,

### 6. HR / Equality Implications and Comments

*Including any actions arising from Equality Assessment.*

#### 6.1 None identified

## 7. ICT Implications and Comments

7.1 None identified

## 8. Procurement Implications and Comments

8.1 None identified

## 9. Supplementary Information

9.1 List any relevant documents and attach to report

*Such as Business Cases, Equality Assessments, PIDs, Media Strategy.*

[Cumbria-2015-value-for-money-profile.pdf](#)

9.2 List persons consulted during the preparation of report

Finance staff for background information



# Cumbria Constabulary

## 2015 Value for Money Profiles' Analysis

## Cumbria Constabulary: 2015 Value for Money Profiles' Analysis

This analysis covers the 2015 Value for Money Profiles published by Her Majesty's Inspector of Constabulary (HMIC) in November 2015. The profiles compare the forces within Cumbria's peer group (Most Similar Group (MSG)) and these are: Lincolnshire, Norfolk and North Wales. The aim of the profiles is to compare performance and the costs of achieving that performance.

The Constabulary has pro-actively utilised the VFM Profiles as one of a number of analyses and tools to identify areas where there may be potential to make cost savings, which are then developed through the Constabulary's Change Programme.

It is also important to recognise that the VFM Profiles in themselves have limitations and that they require more detailed investigation before they can be safely used as basis for decision making. In particular the profiles focus on costs per head of population, which tends to show Cumbria as relatively expensive across all services due to its low resident population – it should be noted that the impact of increased population due to tourism is not taken into account. In addition caution needs to be exercised in ensuring that costs and categorisations give a true comparison on a like for like basis, as forces can - and do - budget in different ways and there may be an element of subjectivity with regard to allocating costs. Where this is a potential cause of discrepancy, this has been highlighted in this analysis.

In 2014, a comprehensive analysis of the profiles was undertaken and presented to Joint Audit and Standards Committee and the Police and Crime Panel. The analysis focused particularly on areas of service where Cumbria was identified as an outlier compared with its peer group - that is, either:

- providing better value for money or,
- performing less well and services are, or appear to be, more expensive based on the criteria used in the profiles

The analysis provided explanation and outcomes for identified service areas, and specified where action was being taken to improve value for money.

The analysis found that services identified as being significantly above the MSG average cost were as a result of one or more of the following:

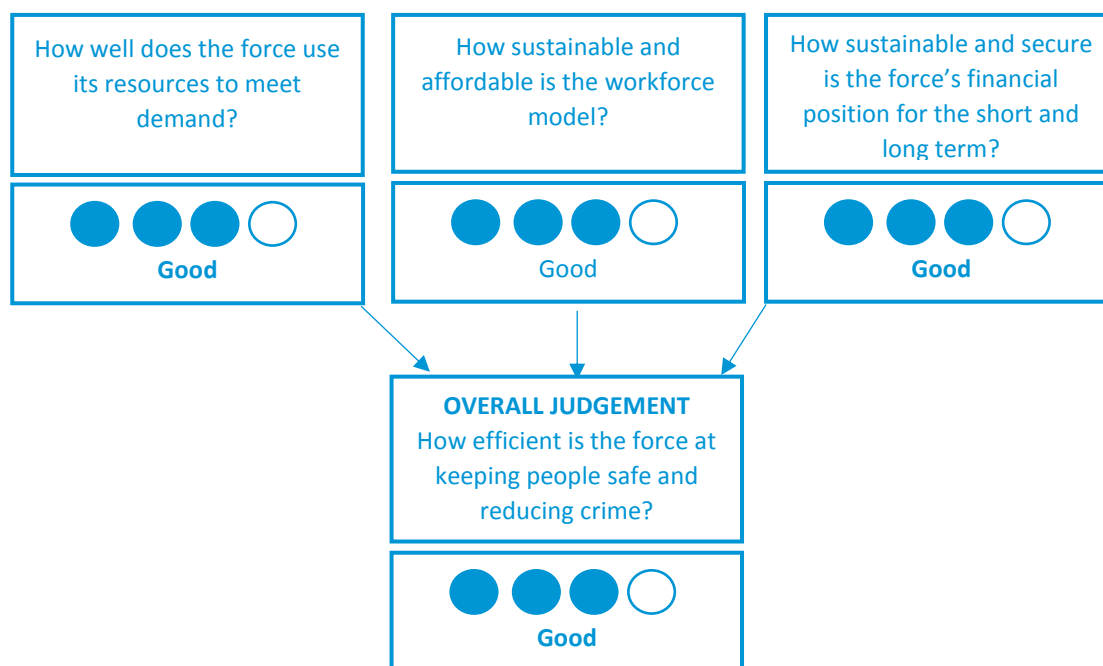
- a strategic decision by the Constabulary to invest in that area in order to deliver either specific performance benefits or provide reassurance through preventative policing strategies
- fixed costs, either operational or business costs, that cannot be changed
- the limited number of cost drivers used to explain differences in service costs in the peer group (that is, only cost per head of population or cost per full time equivalent (FTE) are used in the profiles)

- services that are more expensive and where there is scope to identify further efficiencies and provide better value for money for the taxpayer in Cumbria.

The 2015 profiles show that the areas identified as being significantly above the MSG average cost are the same this year as they have been in previous years and this analysis evidences that the reasons for this are consistent across the period.

### HMIC Inspection on Efficiency 2015

It should be noted that HMIC inspects the Constabulary for Value for Money and efficiency every year. The Constabulary has always achieved a **Good** judgement and this is the case for 2015. The Constabulary has been assessed as follows:



### General points about the VfM profiles

- Cumbria is a demographic outlier when comparing it to its MSG and this will continue to be the case, regardless of any VfM comparators. Cumbria's geography, topography and socio-economic environment are unique, which is evidenced by the fact that Cumbria only appears in the MSG group of two other forces, only one of which is in Cumbria's MSG. There are fixed costs associated with this regardless of other comparisons.

- Population is the main determinant used in the profiles for assessing value for money – that is, cost per head. This significantly disadvantages Cumbria, which has the lowest population of 42 forces (excluding City of London), is the fourth largest covering 2,613 square miles, is sparsely populated, is classified as 98% rural and is geographically isolated. The additional cost of delivering services in this physical geography is not taken into account.

The sparsity of the population, the rural nature of the county and the isolated geographic location of the county in England, results in higher cost to deliver police services compared to other forces and, limits opportunities for cost effective collaborations with other forces for specialist operational services or private companies to provide services. Cumbria Constabulary requires more people and more equipment to deliver a police service to a small population distributed over a large area. For Cumbria, a conservative estimate determines this to be £14.2 million per annum and equates to a 13% premium. This is in line with estimates of 10% - 20% for provision of public services in rural areas.



- Significant examples of the additional fixed costs incurred, which result from the physical geography of Cumbria (irrespective of how and by whom police services are provided and policy or strategy decisions made by senior management) are as follows:
  - the larger number of officers required to meet the demand, with more officers needed to cover the larger area, regardless of the number of incidents or crimes, because a minimum number is required to deliver a safe 24/7 emergency response service that protects life, within publically acceptable levels and to national standards. Our current plans take us to this level.
  - wide area network (WAN) – the cost of secure ICT connectivity between police estate (security levels are determined by government to manage threat and ensure security)
  - additional mobile masts to ensure radio communications coverage compared to less mountainous areas (Cumbria requires 99 masts to cover its geography, compared to Warwickshire's 66 masts – also a large rural county with the closest population and



crime levels to Cumbria)

- significant cost driver for fleet and associated transport costs and in providing operating bases to ensure that effective patrol strategies can be delivered
- fixed costs for specialist operational resources and commanding ranks required to meet statutory obligations for PACE reviews, mutual aid and the Strategic Policing Requirement, which affect Cumbria disproportionately due to its small size (note that Cumbria operates with 21% fewer commanding ranks compared to its MSG)
- No account is taken of additional demand placed on the police resulting from increased population from tourism in Cumbria. The official Cumbria Tourist Board statistics show that 41.5 million people visited the county during 2014/15.

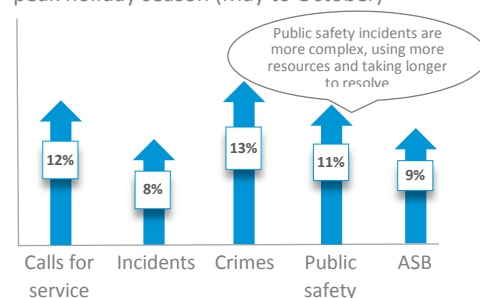
The graphs show the average impact on Cumbria Constabulary of peak holiday season and dealing with non-residents for the 12 month period to end August 2015.

Using official statistics from ONS' Tourism Atlas of England and Wales and based on the number of overnight stays, the resident population of Cumbria increases by an average of 32,970 daily or 6.21%.

#### Impact of tourism on police in Cumbria

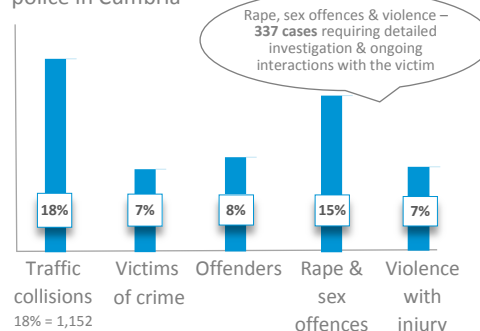
Graph 1:

Increase in average weekly demand during peak holiday season (May to October)



Graph 2:

Percentage of non-residents dealt with by police in Cumbria



#### Analysis of outliers

The areas that have been analysed for 2015 are those categories of spend where Cumbria is considered an outlier compared to its MSG. An outlier is defined as being in the top or bottom 10% and where the effect of the difference is greater than £1 per head of population.

These are described in the table overleaf.

VfM Category	Cumbria Data	MSG Data	Context and/or Explanation	Recommended action
<b>NON STAFF COSTS</b>				
NRE Non staff costs  Comparison is on per head population (php) of Net Revenue Expenditure	£29.4m/28% budget £59 php	Norfolk £42.8m/27% £49 php *Lincs £42.8m/39% £59 php *N Wales £38.2m/26% £55 php *Also outliers in their own MSGs. Note that Lincs has outsourced its operational support and business support functions	This is an outlier due to capital financing costs of £4.9m, including a revenue contribution to capital of £3.8m. The Constabulary has committed to spending significant capital to drive innovation to modernise policing in the county, especially:- -investment in technology reducing the cost base through leading-edge mobile working and digitisation of processes so that maintain frontline service can be maintained with significantly fewer, more visible and more productive officers, deployed over a huge geography - investment in estate to reduce operating costs and provide fit for purpose police stations and custody suites that meet nationally mandated standards  Cumbria has the lowest actual spend on non-staff costs in its MSG.	None
Non staff costs as a percentage of force workforce costs (wfc): Restructure training and conference	£2.2m 2.8% of wfc	Norfolk £0.6m/0.5% Lincs £0 N Wales £0.7m/0.7%	Cumbria is ranked first – that is most expensive - in the country at 2.8% of workforce costs. The next most expensive force (not named) is at 1.1%. Cumbria includes its management of change budget as part of restructure costs and it is possible and likely that other forces account for this in a different way – therefore comparisons are not like for like.  Removing the management of change element (value £1.9m) leaves £0.3m for training and conference, or 0.5% of workforce costs - lower than the 0.6% national average and significantly lower than the MSG average of 1%.	None
<b>PCC</b>				
Non staff costs as a percentage of force workforce costs (wfc): PCC Collab/commis	£2.6m 3.3% of wfc	Norfolk £1.9m/1.6%  Lincs £1.6m/2.3%  N Wales £2m/1.7%	Cumbria is ranked first- that is most expensive - in the country. Analysis of these categories shows that it is the commissioned services element of the PCC's budget that accounts for PCC costs being an outlier  Overall breakdown of the £3.5m is: PCC & Office at £0.8m (broadly in line with MSG) Commissioned Services at £2.7m, of which:- Community Funds £100k; Victim Services Funds £518k; Partnership Funds £1,383k; Prevention Funds £544k; Innovation Funds £100k	None
NRE by function: PCC	£3.5m £7 php	Norfolk £2.95m/£3.37php Lincs £2.46m/£3.36php N Wales £2.76m/£3.98php		

VfM Category	Cumbria Data	MSG Data	Context and/or Explanation	Recommended action														
ROADS POLICING																		
NRE by function: Roads Policing	£3.8m £7.7php	Norfolk £3.3m/£3.7php Lincs £0.3m/£0.4php N Wales £4.1m/£5.9php  Note: only Lincs is an outlier in its group –they are part of the East Midland collaboration with Leics Northants and Notts	Note that the comparison is not like for like. Cumbria Roads Policing includes the Armed Response Vehicle, because officers are double hatted and multi-skilled. Other forces have these as separate units and firearms are categorised as Operational Support. For Cumbria, Operational Support Unit Firearms is the cheapest in the country and is an outlier. When combining roads and firearms, Cumbria is 21% lower cost compared to the MSG average and 45% lower cost compared to the national average: <table><tr><td></td><td>Roads and Firearms £m</td><td>MSG average cost £m</td><td>National average cost £m</td></tr><tr><td>Cumbria</td><td>4.1</td><td rowspan="4">5.2</td><td rowspan="4">7.4</td></tr><tr><td>Norfolk</td><td>6.9</td></tr><tr><td>Lincs</td><td>3.2</td></tr><tr><td>N Wales</td><td>6.6</td></tr></table> Cumbria has the lowest central operations support command team and support overheads in its group. Roads Policing has been reviewed and significant cost has been removed.		Roads and Firearms £m	MSG average cost £m	National average cost £m	Cumbria	4.1	5.2	7.4	Norfolk	6.9	Lincs	3.2	N Wales	6.6	Roads Policing will form part of discussion for collaborative activity, but the geography and position of the county will provide some challenge in effectively driving out further cost to a significant degree. CSR identified firearms capability as an area of growth over the four year period as part of national security arrangements.
	Roads and Firearms £m	MSG average cost £m		National average cost £m														
Cumbria	4.1	5.2	7.4															
Norfolk	6.9																	
Lincs	3.2																	
N Wales	6.6																	
NRE by function: Roads Policing -Use of resources	75 FTE officers 23 FTE staff	Norfolk 92 officers 23 staff  Lincs 5 officers 16 staff  N Wales 70 officers 18 staff																
SUPPORT FUNCTIONS																		
NRE by function: Support functions	£24.5m £49.3php	Norfolk £35.1m/£40php Lincs £24.8m/£33.8php N Wales £34m/£49php	The areas that make Cumbria more expensive per head of population are ICT and Fleet costs, where the force is an outlier.  Note that Lincolnshire has outsourced its business support functions and operational support functions.  It should be noted that Cumbria costs are less than any other force in its MSG for support functions and back office functions have already reduced by 39% since 2010.	A further review of business support, plus decisions on our ICT strategy and collaborative options, is scheduled for 2016/17 as part of the Change Programme														
NRE by function: Support functions- Use of resources	48 FTE officers 223 FTE staff	Norfolk 43 officers 344 staff Lincs 26 officers 92 staff N Wales 48 officers 311 staff																

VfM Category	Cumbria Data	MSG Data	Context and/or Explanation	Recommended action
<b>ICT and FLEET</b>				
NRE by function: Support functions: ICT	£8.3m £16.6php  Cost per FTE £4,531	Norfolk £8m/£9.1php Cost per FTE £2,875  Lincs £7.4m/£10.1php Cost per FTE £4,937  N Wales £8.9m/£12.8php Cost per FTE £3,432	The fixed costs have already been noted in this report, as has the decision to invest in ICT to reduce annual operating costs through modernisation.  Nevertheless, the Constabulary is scheduled to review this area of the business and annual requirements to zero-based budget, together with financial challenge, are driving down costs in this area.  Cumbria is on a par with overall expenditure per MSG but as expected is higher when compared to cost per FTE because Cumbria has fewer staff. However, productivity is a key factor which is not measured by VfM profiles.	As previous point plus, work is ongoing with the University of Cumbria to determine productivity measures of the mobile and digital programme.
NRE by function: Support functions: Fleet	£2.6m £5.3php	Norfolk £3.7/£4.2php Lincs £2.1m/£2.9php N Wales £3.8m/£5.4php	The additional costs of fleet have already been documented as part of this report. In addition, the LSE with HMIC has undertaken some work about factors that provide challenges for policing. Early data identifies that Cumbria's average travel times are 70% more than the national average.	Fleet Services has a significant 4 year reduction target as part of the budgeting process
<b>DEMAND</b>				
Demand: Emergency Incidents: Changes to antisocial behaviour incidents (last 12 months)	-13%	Norfolk -7% Lincs -9% N Wales -8%	Cumbria has the fourth largest reduction in ASB incidents that are categorised as emergency incidents.  The Constabulary has well-established problem solving, engagement and and neighbourhood activities, that are continuing under the new structure, plus much work has been done on accurate crime recording which is likely to have played a part in changing how incidents are categorised. A piece of research and analysis is being undertaken to identify all the reasons so that all best practice can be promulgated across the force.	None – work in progress as outlined

There were no performance outliers in the profiles.



## Constabulary Report to OPCC

### Agenda Item 08

<b>TITLE OF REPORT:</b>	<b>Quality of Service Update 06</b>
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<b>DATE OF MEETING:</b>	<b>6 January 2016</b>
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<b>ORIGINATING OFFICER:</b>	<b>Jane Sauntson, Director Corporate Improvement</b>
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<b>PART 1 or PART 2 PAPER:</b>	<b>PART 1 (OPEN)</b>
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#### Executive Summary:

The purpose of this report is to provide the Police and Crime Commissioner with an update on how the Constabulary is progressing against a variety of quality of service measures.

Nationally, Cumbria Constabulary continues to perform well and the latest publically available data shows that Cumbria is 2<sup>nd</sup> out of 43 forces in England and Wales for the level of satisfaction for victims of crime<sup>1</sup>. The Constabulary also performs well when compared to its most similar group (MSG) for user satisfaction for whole experience, performing above the average (data to 30 September 2015).

#### Recommendation:

That the Police and Crime Commissioner notes this report and the activities that the Constabulary is currently undertaking to improve quality of service.

<sup>1</sup> Her Majesty Inspectorate of Constabulary (HMIC) Crime and Policing Comparator, December 2014, 'Victim Satisfaction with the Whole Experience Data'.

## MAIN SECTION

### 1. Introduction and Background

#### 1.1 Introduction

Both the Constabulary and the Police and Crime Commissioner recognise the importance of providing a good quality of service to victims and witnesses of crime and antisocial behaviour, to reduce the impact this may have on their lives and to provide reassurance and confidence in the police service. This features strongly in the updated Police and Crime Plan).

#### 1.2 Performance

This section outlines the performance of the three key indicators for quality of service:

- user satisfaction with police services
- call handling times and,
- response times

##### 1.2.1 User satisfaction with police services

Telephone surveys are conducted by an independent market research company each month to find out how satisfied people are with the service they received from the Constabulary. Victims of vehicle crime, violent crime, burglary and antisocial behaviour are asked a series of questions about their experience.

##### Results for victims of crime:

The table below shows the situation at the end of October 2015. Every aspect of user satisfaction is performing within expected levels and for all crime types surveyed, except for treatment by staff, which is performing better than expected.

The Constabulary	Current Month 2014/15	Current Month 2015/16	FYTD 2014/15	FYTD 2015/16	Current 12 Month Rolling Total	2014/15 Outturn
Making contact	100.0%	100.0%	97.1%	96.7%	96.5%	96.9%
Action taken	83.7%	86.5%	87.2%	87.6%	87.9%	87.2%
Progress updates	74.5%	90.0%	83.3%	84.7%	85.5%	82.7%
Treatment by staff	98.0%	100.0%	95.0%	96.4%	97.2%	95.3%
Whole experience	83.3%	88.2%	88.1%	88.3%	88.4%	88.0%

Results for victims of antisocial behaviour:

The table below shows the situation at the end of October 2015. Every aspect of user satisfaction with antisocial behaviour is performing within expected levels, except for making contact, which is performing better than expected.

The Constabulary	Current Month 2014/15	Current Month 2015/16	FYTD 2014/15	FYTD 2015/16	Current 12 Month Rolling Total	2014/15 Outturn
Making contact	94.1%	94.6%	93.3%	95.2%	96.4%	94.5%
Action taken	75.8%	76.9%	78.7%	78.7%	78.7%	80.4%
Progress updates	63.6%	55.9%	68.4%	69.9%	70.8%	68.2%
Treatment by staff	85.3%	92.5%	90.3%	90.6%	90.7%	91.0%
Whole experience	79.4%	87.5%	84.8%	83.1%	82.1%	85.1%

It is not possible to compare Cumbria's user satisfaction levels for victims of antisocial behaviour with other forces as there is no mandatory requirement to collect this data. However Cumbria is committed to providing the best possible level of service to all those who contact the Constabulary, and as a result conduct interviews with a random sample of victims of antisocial behaviour to understand how they feel our service could be improved.

1.2.2 Responding to calls for service – call answering times

Since the change from a Communications Centre, where call handling was staffed by police staff to a Command and Control Room (CCR), where call handling is staffed by police officers, and the changes made to the 101 answering system that supported the new approach, we have been unable to get reliable data from the telephony system for call answering times.

Resolving this issue is a priority; there are a number of people working on the problem from the Change Team, CCR, IT and Management Information Services and we expect to have a solution by the end of January 2016.

1.2.3 Responding to calls for service – response times (monitor only)

Calls attended by the police are measured against the Constabulary's policy statement outlining what the public can expect when they ask for our help or advice. The table below shows the percentage of incidents attended within the required time – data is for end November 2015 and performance levels are as expected.

Incident Response	Current Month 2014/15	Current Month 2015/16	FYTD 2014/15	FYTD 2015/16	12 Month Rolling Total
Grade 1 Rural Total Incidents	581	583	4915	4629	6789
Number in Target of 20 Minutes	493	477	4105	3784	5576
Percentage	84.9%	81.8%	83.5%	81.7%	82.1%

Incident Response	Current Month 2014/15	Current Month 2015/16	FYTD 2014/15	FYTD 2015/16	12 Month Rolling Total
Grade 1 Urban Total Incidents	876	902	7347	7279	10521
Number in Target of 15 Minutes	812	817	6753	6674	9655
Percentage	92.7%	90.6%	91.9%	91.7%	91.8%

Incident Response	Current Month 2014/15	Current Month 2015/16	FYTD 2014/15	FYTD 2015/16	12 Month Rolling Total
Grade 2 Total Incidents	3459	2199	31510	25484	38720
Number in Target of One Hour	2594	1730	24080	18866	29065
Percentage	75.0%	78.7%	76.4%	74.0%	75.1%

Incident Response	Current Month 2014/15	Current Month 2015/16	FYTD 2014/15	FYTD 2015/16	12 Month Rolling Total
Grade 3 Total Incidents	1792	1269	15317	13393	20239
Number in Target	1709	1217	14657	12810	19378
Percentage	95.4%	95.9%	95.7%	95.6%	95.7%

Incident Response	Current Month 2014/15	Current Month 2015/16	FYTD 2014/15	FYTD 2015/16	12 Month Rolling Total
Grade 4 Total Incidents	600	114	4819	3546	5773
Number of no deployments	582	106	4697	3417	5578
Percentage	97.0%	93.0%	97.5%	96.4%	96.6%

### 1.3 New work being undertaken within the Constabulary, relevant to quality of Service

As well as all the work reported previously, the following is underway:

- Requesting feedback from the PCC's victim support group on specific cases for service recovery to be able to undertake more customer journey mapping in future to identify improvements
- Further analysis of consultation responses to improve the operational response
- Expanding the Performance Dashboard to include data from surveys that show specific activities and behaviour that positively impact on user satisfaction so that local supervision can monitor this and address it where required
- We have not received any survey responses from victims of domestic abuse via the IDVAs so we are exploring other mechanisms to distribute these surveys.
- An internal report about the VICMAN processes within the crime IT system has been written and will be presented to operations Board for consideration.
- Undertaking academic research to look at police officers' perspectives on dealing with domestic abuse incidents. This will determine the effect of police officer circumstances, attitudes and actions on the process of dealing with domestic abuse incidents, with a view to improving the outcomes for all, and reducing demand into the service. This will support the work undertaken on the victim's perspective and should provide evidence based changes to policy, procedure and training.



## 2. Issues for Consideration

### 2.1 Drivers for Change

- Improving quality of service is considered to be of the upmost importance by the Constabulary, delivering user satisfaction and building police legitimacy in our communities.
- Getting it right first time will provide better service for victims of crime and antisocial behaviour and will help the Constabulary keep its operating costs down by reducing rework and waste in processes.
- This activity is also a top priority for the Police and Crime Commissioner in Cumbria, and features strongly within the current Police and Crime Plan.

### 2.2 Consultation processes conducted or which needs to be conducted

Not applicable for this report.

### 2.3 Impact assessments and implications on services delivered

Not applicable for this report.

### 2.4 Timescales for decision required

Not applicable for this report.

### 2.5 Internal or external communications required

Not applicable for this report.

## 3. Financial Implications and Comments

There are no financial implications arising from this report.

## 4. Legal Implications and Comments

There are no legal implications arising from this report.

## 5. Risk Implications

There are no risk implications arising from this report.

## 6. HR / Equality Implications and Comments

There are no HR/equality implications arising from this report.

## 7. ICT Implications and Comments

There are no ICT implications arising from this report.

## **8. Procurement Implications and Comments**

There are no procurement implications arising from this report.

## **9. Supplementary Information**

Not applicable for this report.



## Constabulary Report to OPCC

Agenda Item 09

<b>TITLE OF REPORT:</b>	<b>HMIC Custody Inspection Final Update</b>
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<b>DATE OF MEETING:</b>	<b>21 December 2015</b>
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<b>ORIGINATING OFFICER:</b>	<b>Chief Inspector Gordon Rutherford Head of Criminal Justice</b>
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<b>PART 1 or PART 2 PAPER:</b>	<b>PART 1 (Open)</b>
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<b>Executive Summary:</b>
<i>No more than 100 words.</i>
<ul style="list-style-type: none"><li>• This paper provides an update on the progress in relation to the HMIC and HM Inspectorate of Prisons unannounced inspection visit to police custody suites which took place between 8-12 June 2015.</li><li>• The deadline for submission for the action plan is December 29<sup>th</sup> 2015.</li><li>• A re-inspection will be unannounced and will take place sometime between January and July 2016 i.e. within 12 months from the original inspection.</li></ul>

<b>Recommendation:</b>
<i>Set out clearly the recommendation to be approved, using bullet points and ensure references are included to previous decisions on this matter. Any alternative options considered should not be outlined here but in the 'introduction and background' section.</i>
<ul style="list-style-type: none"><li>• That the OPCC notes the progress in respect of the action plan and current expectations in terms of progress against the recommendations.</li></ul>

## MAIN SECTION

### 1. Introduction and Background

*Alternative options considered, evaluation, benefits – anything not covered in sections below etc.*

- 1.1 The HMIC and Inspectorate of Prisons inspected the Constabulary custody facilities over the period 8-12 June 2015.

The areas the inspection focused on were:

- Strategy
- Treatment and Conditions
- Individual Rights
- Healthcare

The full report was published on 29 September 2015. The HMIC have requested that the action plan is resubmitted to them before 29 December 2015, which is three months after the report publication. The HMIC will re-visit the Constabulary within 12 months of the original inspection.

The action plan (attached) has been RAG rated with timescales. Significant progress has been made in respect many of the findings. However it is recognised that some of the principle findings in terms of mental health and provision of accommodation and appropriate adults for young persons is not resolved and will be a longer term solution involving partners.

The action plan will continue to be monitored until the actions are completed. The previously agreed governance arrangements will remain the same.

### 2. Financial Implications and Comments

*Budget implications – one off and/or on-going costs, savings, growth, capital and revenue.*

None.

### 3. Legal Implications and Comments

*Including advice received.*

None.

### 4. Risk Implications

*Including any mitigating actions that can be taken.*

There is a risk that if sufficient progress is not made in respect of the inspection report then the areas for improvement identified will not be sufficiently addressed.

### 5. HR / Equality Implications and Comments

*Including any actions arising from Equality Assessment.*

None.

### 6. ICT Implications and Comments

None.

### 7. Procurement Implications and Comments

None.

## 8. Supplementary Information

### 8.1 List any relevant documents and attach to report

*Such as Business Cases, Equality Assessments, PIDs, Media Strategy.*

HMIC action plan which has been reviewed and given RAG ratings in respect of work to date.

### 8.2 List persons consulted during the preparation of report

Representatives from:

- Cumbria HMCTS
- Criminal Justice Mental Health Steering Group
- Cumbria Mental Health Partnership Trust
- G4S Medical Service
- Cumbria County Council Children's Services
- Youth Offending Service
- NHS England
- The Appropriate Adult Service LTD
- Head of Procurement Cumbria Constabulary



RAG - Status Key	
Red	Behind schedule
Amber	Started and on track
Green	Completed
	Not yet started

## HMIC Recommendations 2015

HMIC Recommendation/Action	Action Owner	Progress to Date	Timescale for Delivery	RAG Rating
<b>Main Recommendations</b>				
<b>7.1</b> Cumbria Constabulary should collect and analyse information, including quality assurance data, to ensure a robust assessment of standards in custody, providing safe and timely outcomes for detainees.	Strategic Development/IMU	<p>A Meeting with IMU lead has taken place. Key metrics have been identified e.g Average time in police detention. These are being looked at in conjunction with CAPITA so performance reports can be developed from PoliceWorks in the form of a 'Custody Performance Dashboard'.</p> <p>Key priorities for data gathering have been identified in addition to the basic set of reports (e.g total numbers of detainees per site), these are data relating to juveniles and section 136 Mental Health Act assessments. Within the old custody system these required manual searches to determine the numbers. IMU are working on automating this process within PoliceWorks. A draft of this work will be available mid-January 2016.</p> <p>15/10/15 – An enhanced copy of the local assessment framework was adopted to increase the number of PACE processes checked.</p>	January 2016	Amber
<b>7.2</b> Cumbria Constabulary should ensure routine recording and monitoring of use of force data from	Strategic Development/IMU	PSD have arranged for the inclusion of the Head of Criminal Justice in the routine monitoring of the use of force forms. A statistical analysis will be included in the	Complete	Green

custody, examine it for trends, and ensure accountability in accordance with the Association of Chief Police Officers' policy and College of Policing guidance.		quarterly adverse incident report prepared by PSD for the custody forum at the end of January 2016.		
<p><b>7.3</b> The Police and Crime Commissioner and Chief Officer Group should engage with their counterparts in the local authority, instigate an immediate review of the provision of local authority accommodation for children under section 38(6) PACE 1984, and monitor performance data to ensure that children are not detained unnecessarily in police cells.</p>	ACC (ops)	<p>1. The head of Cumbria Children's Services and Cumbria Constabulary's ACC Martland undertook a six week review of all juveniles refused bail and remanded in police custody. This took place week commencing Monday 28th September 2015.</p> <p>As part of the process the north custody manager attended a weekly meeting with Children's Services and YOS, to discuss and analyse all cases, in which a juvenile has been refused bail in Cumbria.</p> <p>In the six week review period eight cases occurred; where a juvenile was detained overnight. Only one of the cases fell within the remit of the group (i.e bail was refused), and on this occasion no local authority accommodation was available. The group has identified other areas that require attention; however the most critical is the lack of available local authority accommodation.</p> <p>Following this Children's Services have prepared a bid for overnight accommodation for consideration by the Office of the Police and Crime Commissioner. The bid is to commission 1 place (a 'PACE bed') for the county at a cost of £400 per night.</p> <p>Weekly monitoring of the cases continues and this is shared at a partnership level.</p>	Dec 2015	Amber

		2. The Head of Criminal Justice has met with the Interim Assistant Director of Children's services to review police bail. It has been agreed that the YOS will supply potential bail conditions which would positively enable the YOS to engage with the juvenile post charge. This action is not complete yet.		
<b>7.4</b> Appropriate adults should be available 24 hours a day and be requested to attend as soon as possible to ensure the welfare and safety of vulnerable adults and children in custody.	Head of Procurement	For children & young people 10-17 the SLA with Children's Services has been re-written and is now with Children's Services for sign off. This then needs to be formalised with The Appropriate Adult Service Ltd (TAAS).  The procurement advice is that the increased instances of calling out appropriate adults to address the inspection findings will represent a 'significant material difference' to the contract; therefore it will have to be re-tendered. As an interim measure, from January 2016 TAAS have agreed to extend their provision to cover a 24hour period for vulnerable adults. This will be effective until the service can be retendered. <b>So from January 4th 2016 the Constabulary will comply with this recommendation.</b>	Jan 2016	Amber
<b>7.5</b> Police custody should not be used as a place of safety for section 136 of the Mental Health Act 1983 assessments.	ACC(ops) C/Supt (demand mgt)	A concordat task and finish group led by the CCG has been reinvigorated by the appointment of a dedicated mental health commissioner.  This is split into 2 separate work streams. 1. A bid for extra support for telephone triage based at the Carleton Clinic Carlisle. This bid is to the OPCC for financial support. 2. A bid to the Home Office Innovation Fund for a 136 assessment center located in the North of the County. Supported by a triage car supported by the ambulance service.  The Constabulary is actively supporting this work at strategic and tactical levels.	June 2016	Red
<b>Strategy</b>				



<p><b>7.6</b> Cumbria Constabulary should ensure that the management structure and roles for custody are communicated effectively and understood by staff.</p>	<p>Head of Criminal Justice/Change Team</p>	<p>The move to the new TPA arrangements have been communicated in September 2015. Since the inspection work has been done to clarify roles.</p> <p>The position is that there are dedicated custody staff in all TPAs; the exception being Kendal where Sgts who perform a dual TPA/custody role depending on demand.</p> <p>Work within the HR Origin system has separated staff from TPA into Custody roles. So data in respect of attendance can now be accurately defined in respective roles within custody.</p> <p>These changes are embedding in and will take time for staff to fully understand their corporate identity. There is no confusion though regarding their roles and the job they do.</p>	<p>Complete</p>	<p>Green</p>
<p><b>7.7</b> There should be sufficient staff in custody suites at all times to ensure the safety and well-being of detainees.</p>	<p>Head of Criminal Justice</p>	<p>Staffing levels have been reviewed and 2 more detention officers have been recruited in South.</p> <p>The south custody manager has implemented new shift patterns at Barrow and Kendal to factor in this new staffing.</p> <p>RSLs are published for custody and are adhered to by duty management officers.</p> <p>Contingency arrangements in the form of police officers trained in APP exist within all areas. These officers are regularly brought in at times of high demand.</p>	<p>Complete</p>	<p>Green</p>
<p><b>7.8</b> The proportion of custody records that are dip-sampled should be increased and the sample should be cross-referenced with person escort records and closed-circuit television recordings.</p>	<p>Custody Inspectors</p>	<p>Completed. This work forms part of the standard auditing arrangements undertaken by the custody managers.</p> <p>General findings are picked up in terms of themes such as properly documenting strip searches with rationale and compliance with APP; Juveniles not getting rights with Appropriate Adult present; No rationale as to why an</p>	<p>Completed</p>	<p>Green</p>

		individual was put in safety suit. These are fed directly back to officers.  This is monitored by the Head of Criminal Justice in the 15 week 1-1 reviews that are now in place with the management team.		
<b>7.9</b> Territorial policing sergeants who do not work regularly in custody should receive refresher training.	Head of Criminal Justice	Annual refresher training is planned in. The next round of training is scheduled for early 2016 after go live of PoliceWorks. This will include those Sgts that occasionally cover in custody.	January-March 2016	Green
<b>7.37</b> Staff awareness of the custody intranet site should be improved. <i>(Housekeeping Point)</i>	Sgt CJU	Any new process or national development is circulated via email to all custody trained staff with a link to the custody cares site.	Completed	Green
<b>Treatment and Conditions</b>				
<b>7.10</b> Custody staff should ask all detainees if they have any obligations as carers or are being cared for by others, and whether they need help to address these requirements.	HQ CJU Inspector (Policy)	The requested questions have been submitted to CAPITA as a request for change to the question set on the PoliceWorks custody risk assessment.	Dec 2015	Amber
<b>7.11</b> Girls under 18 should be allocated a named female officer who is responsible for their care while in custody.	Custody Managers	Where possible this happens. This needs to be reality tested for compliance by custody managers in their audits.	Dec 2015	Amber
<b>7.12</b> Restrictions on detainees' footwear and clothing should be subject to individual risk assessment.	Custody Managers	This issue has been discussed at the custody managers meeting. Agreement is in place that the custody managers will check that there is no 'blanket approach' by custody officers as part of their audit process. In addition the wider issue of removal of clothing/searching etc is to be covered in the refresher training in terms of a session on proportionality and rights.	Dec 2015	Green
<b>7.13</b> Anti-rip clothing should only be used in exceptional circumstances and as a last resort to	Custody Managers	This is subject to individual risk assessment and is checked by the custody managers as part of their auditing process.	Dec 2015	Green

protect the detainee from harm, with a recorded rationale, based on a risk assessment.				
<b>7.14</b> All staff undertaking cell visits and answering cell bells should be issued with keys and anti-ligature knives.		Audit complete. Purchase order placed on the 11/11/2015 for 60 anti-ligature knives which will be issued to staff in early January.  Custody managers will periodically check their staff to ensure continued compliance – at 15 week reviews	Jan 2016	Amber
<b>7.15</b> All custody staff should be involved in the same shift handover, which should be recorded.	HQ CJU Inspector (Policy)	The formal handover process has been agreed at the start of the force day: at 0700hrs and at the beginning of the night shift 2100hrs. These are the only times when there is a complete set of Sgts and detention officers starting at the same time. For others times of the day there are shift overlaps. So the principle applied is that the respective Sgts and DOs will hand over using the corporate handover framework. This standard process will commence on 05/01/2016.  This will be reality tested for compliance by custody managers.	Jan 2016	Amber
<b>7.16</b> There should be training and guidance on the use of spit helmets.	HQ CJ Inspector (policy).	This will be drawn up centrally as it is a policy issue.	Dec 2015	Amber
<b>7.17</b> Strip-searches should be recorded accurately in the custody record, including the authorising officer, gender of searching staff and subsequent outcomes.	HQ CJ Inspector (policy). Custody Managers	Guidance has been issued which needs to be actioned and then reality tested for compliance as part of the custody audit	Complete	Green
<b>7.18</b> There should be clear, detailed records of daily cell checks, with a means of recording defects, including any ligature points that have been identified.	HQ CJ Inspector (policy)	Estates department tasked on the 25/11/15 to source metal gauges, which can be used to conduct checks of cells to determine if a ligature point is present (gaps between doors/jams or hatches). Review of record sheets for each suite to be conducted to ensure corpracy and sufficiency.	Dec 2015	Amber
<b>7.19</b> Responses to cell call bells should always be prompt.	All staff	Links to staffing levels and demand within custody. Staff are aware of the importance of responding to cell bells. This is purely a demand vs workload issue.	Complete	Green

<b>7.20</b> Regular emergency evacuation drills should take place at each suite and be recorded.	Custody Managers	<p>This was discussed at the custody managers meeting and it has been agreed that an evacuation will be rehearsed and completed each quarter at each site. This will be monitored by the Head of Criminal Justice at the quarterly meetings with custody managers.</p> <p>Barrow have tested this as part of the induction process for the new police station.</p> <p>The next drills are scheduled to be concluded by the end of January 2016.</p>	Jan 2016	Amber
<b>7.21</b> Replacement footwear should be provided for all detainees if their own footwear is removed or stored outside their cell.	HQ CJU Inspector (Policy)	<p>Replacement footwear in the form of plimsols is used to replace footwear seized from detainees for evidence. Under the existing group purchase scheme, there is no cost effective temporary replacement footwear, only shower clogs and plimsols. An alternative had been found from a private company (spa slipper) and samples obtained. In a destruction test it was evident that a noose could quite readily be fashioned from the material elements of the slipper. The search for an alternative is continuing.</p>	Jan 2016	Amber
<b>7.22</b> All suites should hold a stock of reading material suitable for children and in a range of languages.	HQ CJ Inspector (policy)	<p>Negotiations are underway with the Lancashire Library service to purchase "end of shelf life" books from them in the 6 commonest languages in the North West in addition to English.</p> <p>A stock of books for children (10-17yrs) is being sought, but will only be in English.</p> <p>A projected date for completion of this work is by the end of December</p>	Dec 2015	Amber
<b>7.23</b> The showers on the men's corridor at Workington should be clean and hygienic.	West Custody Manager	Action complete. Work done on the 30/11/2015.	Complete	Green
<b>7.24</b> Women detainees should be offered sanitary products.	HQ CJ Inspector (policy)	Procured and distributed.	Complete	Green
<b>Individual rights</b>				

<b>7.25</b> Cumbria Constabulary should ensure that fingerprinting, photographing and the taking of DNA samples in cases involving vulnerable adults take place in the presence of an appropriate adult (AA).	HQ CJ Inspector (policy)	This instruction has been sent out in June 2015.  Compliance checking is undertaken by custody managers. Findings from custody audits are that this is taking place as required.	Complete	Green
<b>7.26</b> Cumbria Constabulary should review its policy and procedure with regard to managing the refrigerators and freezers in the custody suites, to ensure the timely submission of samples.	HQ CJ Inspector (policy)	An audit of fridges and freezers is underway to determine who has ownership of them and their contents. The findings are below: Carlisle completed:27/11/2015.1 x fridge for blood/urine. 1 X freezer for DNA. Both have dedicated staff for checking of submissions. Kendal completed on 03/12/2015.1x fridge for blood/urine.1x freezer for a /DNA; b/Voluntary Attender DNA; c/ Out of hours forensic samples. The freezer is full of c/ type samples. Sgt. Quinn was tasked on 03/12/2015 to audit and then remove these samples. Barrow suite has 1x DNA fridge and 1 x Blood/Urine fridge. Sgt. Pike has been tasked to manage the contents.  Moving forward this will part of the local auditing arrangements with delegation to a custody sgt to oversee the process.	Dec 2015	Amber
<b>7.27</b> Senior police managers should work with HM Courts and Tribunals Service to ensure that early court closure times do not result in unnecessarily long stays in police custody.	Head of Criminal Justice	This point has been addressed with the court user group. A Cumbria Lancashire agreement has been agreed.  The instance the HMIC referred to was at Barrow court and was raised as a concern by the Head of Criminal Justice. The court accepted this should not have happened and issued further guidance to their magistrates. The court did not consider this was representative of courts across the county.	Complete	Green
<b>7.38</b> Cumbria Constabulary should monitor and record details of all occasions when the interpreting service is unable to provide either a telephone or face-to-face interpreter. (Housekeeping)	HQ CJ Inspector (policy)	A spread sheet has been created and will be maintained by the HQ CJ Inspector. A reporting process and incident report have been created. The report will be located on the "forms" section of SharePoint, in the Custody section. A request to have the form created was submitted on the 03/12/15	Complete	Green

<b>7.39</b> Custody Staff should be provided with a written guidance document to assist family or friends acting as AAs, and this should be issued routinely where relevant. <i>(Housekeeping)</i>	HQ CJ Inspector (policy)	Two guidance documents have been added to the Custody cares website in the Rights and Entitlements section: 1) Appropriate Adult Short Guidance Booklet. 2) Home Office Detailed Guidance for Appropriate Adults. 100 of each document will be printed and delivered to each custody suite. Launch message date to be finalised.	Dec 2015	Green
<b>7.40</b> Staff should be made aware of the availability of the easy-read pictorial version of the rights and entitlements information. <i>(Housekeeping Point)</i>	Custody Managers	A reminder to Custody staff of the presence of this document on the Custody Cares Intranet site circulated 23/11/15	Complete	Green
<b>7.41</b> PACE codes of practice should be routinely explained and offered by custody staff. <i>(Housekeeping Point)</i>	Custody Managers	For compliance checking via observations of the booking in process.  20 copies of PACE Code E were ordered on the 24/11/2015.5 will be distributed to each custody suite.	Dec 2015	Amber
<b>7.42</b> The reasons why detainees decline the offer of legal advice should be recorded in the custody record. <i>(Housekeeping Point)</i>	Custody Managers	This is checked as part of the custody log audit.	Complete	Green
<b>7.28</b> Cumbria Constabulary should review its guidance on complaints, to ensure that detainees are able to make a complaint while they are still in custody, and staff should be made aware of this.	HQ CJ Inspector (policy)	The guidance has been reviewed and amended. It is now in draft form, and being assessed by the custody managers.  A notice explaining how to make a complaint has been produced for prominent display in the custody suites.  A launch date for this corporate approach needs finalising. It is proposed for the 05/01/2016.	Jan 2016	Amber
<b>Health Care</b>				
<b>7.29</b> A comprehensive range of data, including response times, should be collected and monitored	Procurement Contract Manager	A monthly contract meeting takes place with the health provider. Initial concerns regarding the quality of the data provided have been addressed. This is improving however the data provided does not meet all	Jan 2016	Amber

to ensure effective service delivery and robust contract management.		management requirements in terms of supporting detail. Discussions are ongoing with the constabulary contract lead and G4S in this regard.		
<b>7.30</b> Support for front-line HCP staff should be enhanced to include regular managerial and clinical supervision, and they should have access to evidence-based clinical policies and procedures.	G4S Clinical Lead	<p>Clinical supervision is ongoing in an informal manner via telephone liaison and face to face interaction between clinicians. Team meetings have a specific section for case study/ peer review and / or clinical supervision among the clinical team.</p> <p>Policy folders are placed in all custody medical rooms and electronic versions are available from the central team at any time.</p>	Jan 2016	Amber
<b>7.31</b> Clinical governance processes should be embedded to ensure safe practice, including agreed protocols for checking resuscitation kits, infection control and record-keeping audits, and incident analysis and feedback.	G4S Clinical Lead	<p>Clinical governance is now overseen by regional clinical governance and performance managers; the clinical governance policy is within the policy folders in custody medical rooms.</p> <p>Infection control audits are carried out monthly and can be evidenced; an independent infection control audit can be sourced via A&amp;A (external training provider).</p> <p>Daily checks are carried out on all equipment.</p> <p>Clinical incidents are reported via an embedded electronic reporting system and can also be submitted via hard copy/ email for those working remotely. All incidents are investigated within a given timeline and any feedback or actions required are done so in line with the appropriate policy.</p>	Jan 2016	Green
<b>7.43</b> Detainees should be able to complain about health services through a well-advertised and confidential health care complaints system. <i>(Housekeeping Point)</i>	G4S Clinical Lead	The complaints policy is available; method of reporting is under review as are the current timelines; once agreed and policy updated the timelines will be in line with the NHS reporting guidelines.	Jan 2016	Amber
<b>7.32</b> Detainees who are prescribed opiate substitution medication in the community should be supported to continue this in custody if clinically	G4S Clinical Lead	<p>Unity is the current providers of the substance misuse service within the county.</p> <p>G4S methadone in custody policy is available and staff endeavor where possible to maintain an established</p>	Jan 2016	Amber



appropriate.		opiate substitution programme or to provide an alternative.		
<b>7.44</b> A refrigerator should be available in each treatment room, with minimum and maximum temperatures recorded daily and remedial action taken if these are outside of range, to ensure the correct storage of heat-sensitive medication. (Housekeeping Point)	G4S Clinical Lead	The suite at Barrow new build does not have a refrigerator. One has been sourced and its purchase authorized. The refrigerator in Kendal suite requires the power cable to be fed through the carcass of the unit, on which it is positioned, for enhanced safety. A request was made to the estates department to do this work on the 03/12/2015. Thermometers are on order and a method of recording the daily temperatures will be implemented and monitored.	Jan 2016	Amber
<b>7.45</b> Keys to access medicine cabinets should be available only to health services staff.(Housekeeping Point)	G4S Clinical Lead	Kendal suite remains the only one of the 4, where the key to the drugs cabinet is still accessible to non-nursing staff. This is down to the sharing of a nurse across two suites. A request to obtain and fit a key pad operated key safe was submitted on the 03/12/2015: to replace the current safe, which is key operated.	Jan 2016	Amber
<b>7.46</b> Substance use staff should be available at the agreed times, to ensure that detainees receive the appropriate level of intervention.(Housekeeping Point)	G4S Clinical Lead	Unity/ L&D – Currently three out of four suites have substance misuse workers on call, the fourth has two daily visits at 08:00 and 17:00hrs.  L&D staff are available as part of a pilot scheme at Carlisle police station, this will potentially be county wide following the six month pilot	Jan 2016	Amber
<b>7.33</b> Mental Health Act assessments should be expedited to ensure that detainees do not remain in custody for too long.	HQ CJ Inspector (policy)	Ongoing work with Criminal Justice Mental Health (CJMH) Steering Group to review this as part of the Crisis Care Concordat.	June 2016	Red
<b>7.34</b> Mental health awareness training should be regular and enable all custody staff to identify and manage the care of detainees appropriately and safely.	HQ CJ Inspector (policy)	A copy of the guide “Autism: A guide for Criminal Justice Professionals” was added to the Mental Health Matters section, of the Custody Cares web site. It was also circulated force wide as a part of the Constabulary bulletin on the 26/11/2015. Sgt. Sizer from the Criminal Justice Unit, has the portfolio for training custody staff. He attended a one day train the trainer event on the 03/12/2015, focusing on how to deal with people with learning disabilities. This is sponsored by	Feb 2016	Amber



		the NHS and written for those working in the police and custody suite settings. Training to staff commences in Feb.2016.		
<b>7.35</b> The joint mental health protocols should be updated to reflect current practice.	HQ CJ Inspector (policy)	The Mentally Disordered Offenders Protocol is subject of review via the CJMH Steering Group.  The latest draft is being worked on now.		Green
<b>7.36</b> Health care professionals should be given Mental Capacity Act training and mental health updates.	G4S Clinical Lead	All staff have a copy of the MDO protocol. Mental capacity act e-learning is available and staff are in the process of completing it. Completion of NCALT E-learning is monitored via the force training panel. RMH nurses operational within the team Mental health training now available from one of the RMH nurses.	Jan 2016	Amber



## Constabulary Report to OPCC

Agenda Item 10

<b>TITLE OF REPORT:</b>	<b>An overview of Cumbria Constabulary's response to the HMIC report on Firearms Licensing 'Targeting The Risk'</b>
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<b>DATE OF MEETING:</b>	<b>6<sup>th</sup> January 2016</b>
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<b>ORIGINATING OFFICER:</b>	<b>Supt Pannone</b>
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<b>PART 1 or PART 2 PAPER:</b>	<b>PART 1 (OPEN)</b>
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### Executive Summary:

- This paper provides the summary overview of Cumbria Constabulary's response to the recent HMIC review on firearms licensing, 'Targeting the Risk'.

### Recommendation:

- The constabulary response is considered and an action plan approach is supported to address the recommendations.

## MAIN SECTION

### 1. Introduction and Background

#### 1.1 Introduction

On 15<sup>th</sup> September 2015, HMIC published *Targeting the Risk: An inspection of the efficiency and effectiveness of firearms licensing in police forces in England and Wales*.

The report sets out the HMIC findings from fieldwork in 11 forces supported by data from all 43 forces in England and Wales. Cumbria Constabulary was one of the 11 forces visited. The recommendations were relevant to all police forces throughout England and Wales.

The terms of reference for the report were:

- How effectively the governance structures for firearms licensing work at a national, regional and local level.
- Whether the Home Office guidance and the APP relating to firearms licensing are applied in a consistent and effective way by forces
- How effectively forces understand and manage the risks relating to firearms licensing on a 24-hour basis, including levels of awareness of firearms licensing related risks among first responders and supervisors
- How effectively forces engage with stakeholders (for example medical professionals, firearms certificate holders, special interest groups, educational establishments and the public): and

## 5. How forces implement changes following recommendations from national reports into fatal shootings

The report identified a total of 18 recommendations in relation to firearms licensing nationally (non-Cumbria specific). 9 recommendations relate to the Constabulary's approach to licensing and how the approach can be improved. The other recommendations relate to Home Office and College of Policing issues, these will not be covered in this report.

### 1.2 Current situation

The Constabulary currently employs a firearms licensing manager, a team leader, 3 assistants, 3 firearms enquiry officers, 7 shotgun enquiry officers and clerks.

The overview of Cumbria's firearms licensing operations is as follows:

- Current firearms certificates: 3423 (covering 11448 guns)
- Current shotgun certificates: 9440 (covering 23151 guns)

Firearms Processed in	2014 = 457 2013 = 558 2012 = 909	Shotguns processed	2014 = 713 2013 = 822 2012 = 2058
Firearm Revocations	2015 = 3	Shotgun revocations	2015 = 11
Refusals	2015 = 0	Refusals	2015 = 2
Firearm Revocations	2014 = 5	Shotgun Revocations	2014 = 14
Refusals	2014 = 0	Refusals	2014 = 0

(Full statistics are published by the Home Office for financial years).

Cumbria Constabulary has reviewed the recommendations and has developed an action plan which is progressed and tracked as part of the Territorial Policing, Operational Support performance reviews.

**HMIC Inspection Report Recommendations**

<b>Recommendation</b>	<b>Owner</b>	<b>Comments</b>
<b>Recommendation 1</b> Within three months, all chief constables should assess how well the governance of firearms licensing in his or her force meets the standards set out in Authorised Professional Practice. Chief constables of forces where the governance standards are not being complied with should put in place immediately the correct arrangements and procedures in order to meet the standards in full.	Chief Constable	<p>The Firearms Licensing Department (FLD) is now part of the Operations Support department, which ensures that the FLD Manager has access to strategic and tactical firearms accredited commanders for identified issues that may require an immediate operational response.</p> <p>Monthly meetings take place with the ACC for the purpose of considering review and revocations, which follow the meeting structure advocated in the NPCC Authorised Professional Practice (APP).</p> <p><b>Action addressed and compliant.</b></p>
<b>Recommendation 2</b> Within six months, all chief constables should establish arrangements for the effective monitoring and audit of their firearms licensing procedures, as required by the Authorised Professional Practice.	Chief Constable	<p>The move of command oversight, as outlined above, addresses most of this recommendation. However, the FLD will be subject to a formal review by the Corporate Improvement Department in order to ensure compliance with APP.</p> <p>Review incomplete but completion by Dec. 2015.</p>
<b>Recommendation 3</b> Within six months, the national policing lead for firearms licensing, in conjunction with the College of Policing, should establish an accredited regime of training for all officers and staff who are involved in the firearms licensing arrangements. This should include training in the use of the National Decision Model, Home Office guidance and the Authorised Professional Practice.	National policing lead for firearms licensing in the College of Policing	
<b>Recommendation 4</b> Within three months, all chief constables should review the demand placed on their firearms licensing department to ensure it has the capacity to meet this demand and provide an efficient and effective service at all times.	Chief Constable	<p>A formal review has been scheduled by the Corporate Improvement Dept., in order to understand demand and ensure that the department is resources appropriately.</p> <p>Review incomplete but completion by Dec. 2015.</p>
<b>Recommendation 5</b> Within six months, the Home Office should capture and publish the average time taken by each force for	Home Office	

the grant and renewal of firearm certificate applications, as part of the annual publication of firearm and shotgun certificates in England and Wales.		
<b>Recommendation 6</b> Within six months, the Home Office should amend its firearms licensing guidance so that it explicitly requires the police to conduct home visits for all new grant applications, setting out the purpose of these visits and how they should be conducted. In the case of renewals, the guidance should also set out more clearly the way in which the risk assessment process should be used to establish whether a home visit is required.	Home Office	
<b>Recommendation 7</b> Within twelve months, the Home Office should amend its firearms licensing guidance so that it explicitly requires the police to conduct unannounced home visits when it is judged necessary in the light of intelligence. The Home Office should ensure that, in such cases, the law enables the police to fulfil their duty by inspecting the firearm, ammunition and the site where they are stored.	Home Office	
<b>Recommendation 8</b> Immediately, all chief constables should commission a review of their 'total expired' licensing records and take action to satisfy themselves that all appropriate action is being taken.	Chief Constable	'Total expired' licensing records are subject to weekly review and the NFLMS is updated accordingly.  <b>Action addressed and compliant.</b>
<b>Recommendation 9</b> Within three months, all chief constables should ensure that their arrangements in respect of the use of temporary permits are in accordance with the Home Office guidance; that temporary permits are properly recorded without delay on the National Firearms Licensing Management System; and that	Chief Constable	The Constabulary is exploring opportunities to fund an enhanced IT capability that will provide Firearms Licensing Enquiry Officers with remote access to NFLMS.  EOs will be trained in use of NFLMS once the capability to access the systems has been provided.  Review incomplete but completion by Dec. 2015.

effective systems exist to ensure certificate holders are not permitted, at any time, to remain in unlawful possession of a firearm.		
<b>Recommendation 10</b> Immediately, all Chief Constables should ensure that effective arrangements are in place for the day-to-day management of police national computer error notifications on the National Firearms Licensing Management System, ensuring that the notification requirements are dealt with and that the National Firearms Licensing Management System record is successfully transferred to the police national computer.	Chief Constable	The FLD ensures that Police National Computer (PNC) error notifications are entered onto the National Firearms Licensing Management System, ensuring that the notification requirements are dealt with and that the National Firearms Licensing Management System record is transferred to the PNC.  <b>Action addressed and compliant.</b>
<b>Recommendation 11</b> Immediately, and with a view to implementation within 18 months, the Home Office should review the current proposals for the sharing of medical information between medical professionals and the police for the purpose of firearms licensing, to ensure the establishment of a system which allows the police effectively to discharge their duty to assess the medical suitability of an applicant for a section 1 firearms or shotgun certificate. This should have due regard to ensuring the system: <ol style="list-style-type: none"> <li>1. does not allow licensing to take place without a current medical assessment from the applicant's GP, obtained and paid for by the applicant in advance of an application for the granting or renewal of a certificate, and which meets requirements prescribed by law; and</li> <li>2. is supported by a process whereby GPs are required, during the currency of a certificate, to notify the police of any changes to the medical circumstances (including mental health) of the certificate holder which are relevant to the assessment of suitability for such a</li> </ol>	Home Office	

certificate, and within which the certificate holder is statutorily required to notify the police of any such changes.		
<b>Recommendation 12</b> Within six months, all chief constables should either satisfy him or herself that they have completed, or complete, a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms in the case of section 1 firearms and shotgun certificates issued before the Home Office guidance was updated in relation to the on-going monitoring of the activity of a certificate holder or associates. This review should extend to all such activity which may give rise to concern for public safety.	Chief Constable	<p>A review in 2010 reported that Cumbria Constabulary had 'robust systems' in place to complete a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms.</p> <p>In addition, the Constabulary has continued to enhance checks using additional systems e.g. PND and PenTip.</p> <p>Review incomplete but completion by Dec. 2015.</p>
<b>Recommendation 13</b> Within three months, all chief constables should ensure that systems designed to identify, prior to police attendance, whether a reported incident involves or is at the address of a firearm certificate holder are in place and are always applied by staff dispatching officers to incidents; and that officers understand the risk assessment which they should be undertaking in such circumstances, and their power, when appropriate, to seize firearms and firearm certificates.	Chief Constable	<p>Command and Control operators conduct enquiries with the Constabulary Intelligence system and NFLMS, prior to police attendance at an address. The FLD also review all incidents, which are highlighted as linked to firearms.</p> <p>Compliance will be reviewed by Nov. 2015 (1 x month after the 'go-live' of Command &amp; Control).</p>
<b>Recommendation 14</b> Within three months, the Home Office, in consultation with the national policing lead for firearms licensing, should amend the Home Office guidance to prescribe the level to which each type of firearms licensing decision may be delegated by the chief officer of police.	Home Office in consultation with National Policing Lead for Firearms Licensing	
<b>Recommendation 15</b> Within six months, the Home Office, in consultation with the national policing lead for firearms licensing, should amend the Home Office	Home Office in consultation with	

guidance to explain and to provide practical examples of how “danger to the peace” should be interpreted by the police for the purposes of revoking a section 1 firearms or shotgun certificate, particularly in regard to circumstances of irresponsible or anti-social behaviour by license holders.	National Policing Lead for Firearms Licensing	
<b>Recommendation 16</b> Within three months, all chief constables should review their current arrangements for public engagement with regard to firearms licensing to ensure that they are practical, proportionate and well known. They need to enable the force to understand the experience of service users and other interested groups. Thereafter, all chief constables should introduce effective systems to consider the results of public engagement to inform the efficiency and effectiveness of their licensing arrangements.	Chief Constable	The FLD are in frequent contact and regular dialogue with the ‘firearms and shotgun communities’ and attend events across the county.  Media and engagement plan to be completed by Nov. 2015.
<b>Recommendation 17</b> Within six months, the Home Office should take the necessary steps to consult interested parties in relation to the viability and circumstances in which an element of independent oversight of police decisions not to revoke a section 1 firearm or shotgun certificate could be introduced.	Home Office	
<b>Recommendation 18</b> Immediately, the Home Office and the College of Policing should review their respective guidance and practice with a view to ensuring that it is written in a manner that leaves no doubt that all forces are obliged to adopt a common approach to firearms licensing arrangements.	Home Office	

Firearms Licensing, under the territorial Policing Commander will complete an action plan of activity to address the recommendations where relevant and appropriate.



The action plan will be reviewed monthly at the Operations Programme Board with a formal update / review in January 2016.



RAG - Status Key	
Red	Behind schedule
Amber	Started and on track
Green	Completed
	Not yet started

### Firearms Licensing - HMIC Recommendations 2015

HMIC Recommendation/Action	Action Owner	Progress to Date	RAG Rating
<b>Main Recommendations</b>			
<b>Recommendation 1</b> Within three months, all chief constables should assess how well the governance of firearms licensing in his or her force meets the standards set out in Authorised Professional Practice. Chief constables of forces where the governance standards are not being complied with should put in place immediately the correct arrangements and procedures in order to meet the standards in full.	Ch. Insp BATHGATE	Establish a regular Governance meeting to discuss and assess the overall performance of the firearms licensing department. Areas outlined within APP to form the Agenda to ensure compliance.  OS SMT Meetings commenced in October 2015. To ensure compliance with APP amendments to the Agenda's should be made to reflect this, specifically:  1. performance monitoring regarding the granting of certificates, renewals, refusals and revocations;  2. the outcome of appeals and any relevant good practice;  3. timeliness of the department's processes, (for example, in relation to applications for the granting and renewal of certificates);  4. finance and resourcing;	

		<p>5. cases of note which may require further investigation and/or review;</p> <p>6. implications of new developments and/or national good practice associated with firearms licensing;</p> <p>7. dip-sampling of granted/renewed certificates;</p> <p>8. monitoring of the force risk matrix;</p> <p>9. public engagement strategies/stakeholder meetings;</p> <p>10. Complaints – their investigation, resolution and any learning from experience.</p> <p>Agenda and minutes of OS SMT meetings in new format will confirm compliance with APP governance – Holly STANTON (Exec. support) happy to add agenda points and confirmed that it can be done asap.</p> <p>Implementation – to be included into next scheduled meeting November 2015.</p>	
<p><b>Recommendation 2</b></p> <p>Within six months, all chief constables should establish arrangements for the effective monitoring and audit of their firearms licensing procedures, as required by the Authorised Professional Practice.</p>	<p>Ch. Insp BATHGATE</p>	<p>Establish arrangements for the effective monitoring and audit of Firearms Licensing procedures.</p> <p>HMIC have suggested that the College of policing make clear the requirements of an effective monitoring and audit system – POLKA checked and nothing released as yet.</p> <p>HMIC encourage chief officers to agree a system of peer review whereby a sample of decisions by one force is evaluated by another. This will provide a measure of independent oversight and opportunity</p>	

		for forces to learn from one another – for consideration.	
<b>Recommendation 4</b>  Within three months, all chief constables should review the demand placed on their firearms licensing department to ensure it has the capacity to meet this demand and provide an efficient and effective service at all times.	Ch. Insp BATHGATE	Start to finish process map requested to establish current work flow through department - assistance with this being provided by PC 1945 DARLEY Joint Command Support Unit.  Departmental role review required to ensure effective and efficient demand management.  To be commenced immediately.  Timescale of 3 months given.	
<b>Recommendation 8</b>  Immediately, all chief constables should commission a review of their 'total expired' licensing records and take action to satisfy themselves that all appropriate action is being taken.	Ch. Insp BATHGATE	Current practice:  NFLMS has 2 lists for the recording of expired certificates:  1) General Actions - which requires manual intervention to remove records from the list 2) Total Expired - which only shows certificates with guns attached and updates automatically when guns are removed or records are cancelled or renewed.  The two lists have been reviewed weekly since NFLMS went live in 2006. Each individual certificate record is updated to show enquiry information.  These will continue to be monitored weekly and updates given at monthly OS SMT to ensure appropriate actions are being taken.	

<p><b>Recommendation 9</b></p> <p>Within three months, all chief constables should ensure that their arrangements in respect of the use of temporary permits are in accordance with the Home Office guidance; that temporary permits are properly recorded without delay on the National Firearms Licensing Management System; and that effective systems exist to ensure certificate holders are not permitted, at any time, to remain in unlawful possession of a firearm.</p>	<p>Ch. Insp BATHGATE</p>	<p>There is a current 15 week backlog within the department for renewal of existing Certificates. Therefore hand written temporary permits are being issued to cover the interim period to avoid illegal possession; however these details are not currently being updated onto NFLMS. Which may create a demand within other departments e.g. CCR having to complete further checks and or deployment of officers.</p> <p>This is a breach of the HMIC recommendation.</p> <p>Procedure review necessary to ensure all Temp Permits are recorded onto NFLMS as recommended - in a reasonable and proportionate timeframe.</p> <p>Interim efficiency measures for consideration could include:</p> <ul style="list-style-type: none"> <li>○ Issuing EO's with constabulary Laptops and printer/scanners to allow remote working reducing traveling time to and from stations.</li> <li>○ Train EO's to access and update NFLMS – current practice is for the temp permit to be issued by an EO on handwritten form however these are not then being added to NFLMS. This would allow the EO remote access to create a temporary permit record on NFLMS themselves ensuring compliance to recommendation 9 without increasing workload at HQ.</li> </ul> <p>Within 3 months – due December 2015.</p>	
<p><b>Recommendation 10</b></p>	<p>Ch. Insp BATHGATE</p>	<p>Firearms Licensing Manager or Team Leader carry out a daily check of the PNC errors. If any are highlighted they are normally resolved the</p>	

<p>Immediately, all Chief Constables should ensure that effective arrangements are in place for the day-to-day management of police national computer error notifications on the National Firearms Licensing Management System, ensuring that the notification requirements are dealt with and that the National Firearms Licensing Management System record is successfully transferred to the police national computer.</p>		<p>day after creation; those which cannot be fixed are reported via HQ ICT Service Desk to PNC Help Desk. Out with the recommendation but connected are duplicate person's records, these are dealt with when notification received. Consideration to be made for contingency cover.</p> <p>Details of any errors added to the list will be brought to the attention of the monthly OS SMT meeting and consideration be made for contingency cover.</p>	
<p><b>Recommendation 12</b></p> <p>Within six months, all chief constables should either satisfy him or herself that they have completed, or complete, a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms in the case of section 1 firearms and shotgun certificates issued before the Home Office guidance was updated in relation to the on-going monitoring of the activity of a certificate holder or associates. This review should extend to all such activity which may give rise to concern for public safety.</p>	<p>Ch. Insp BATHGATE</p>	<p>March 2014 – national policing lead for firearms licensing wrote to all police forces in England and Wales to prompt retrospective reviews of current certificate holders' suitability based on the redrafted guidance, and in regard to certificate holders' involvement in domestic abuse incidents. May 2015 - 7 of the 42 forces had not undertaken such a review Cumbria being one.</p> <p>Therefore without delay a retrospective review of certificates issued prior to the changes made to the HO guidance should be completed.</p>	
<p><b>Recommendation 13</b></p>	<p>Ch. Insp BATHGATE</p>	<p>Firearms Licensing ensure details of gun security are recorded on NFLMS.</p>	

<p>Within three months, all chief constables should ensure that systems designed to identify, prior to police attendance, whether a reported incident involves or is at the address of a firearm certificate holder are in place and are always applied by staff dispatching officers to incidents; and that officers understand the risk assessment which they should be undertaking in such circumstances, and their power, when appropriate, to seize firearms and firearm certificates.</p>		<p>Ch. Insp BATHGATE to review process with live time NFLMS check for Firearms especially with regard to checks completed in CCR considering THRIVE as well as Custody.</p> <p>This is achievable by the effective use of STAN, PNC and NFLMS databases by CCR and Custody Officers using the PNC database to point them to NFLMS (access to which is only available to CCR and Firearms Licensing Unit). Other departments such as Intelligence Unit should also consider this as part of their Risk Assessment processes.</p> <p>Consider refreshers for officers regarding common law powers re seizure at certain high risk incidents e.g. Domestic violence on the back of the changes to HO Guidance highlighted in recommendation 12.</p> <p>Within 3 months – December 2015</p>	
<p><b>Recommendation 16</b></p> <p>Within three months, all chief constables should review their current arrangements for public engagement with regard to firearms licensing to ensure that they are practical, proportionate and well known. They need to enable the force to understand the experience of service users and other interested groups. Thereafter, all chief constables should introduce effective systems to consider the results of public engagement to inform the efficiency and effectiveness of their licensing</p>	<p>Ch. Insp BATHGATE</p>	<p>Review current arrangements for public engagement to ensure they are practical, proportionate and well known.</p> <p>Firearms licensing have well established public engagement systems in place including a public reception area which is open during office hours for appointments and ad hoc visitors. All telephones are answered during office hours and are covered out of those times by an effective answerphone facility. The constabulary website has a dedicated Firearms licensing page with links to documents and frequently asked questions as well as contact information and office opening times. The department representatives attend group talks such as Squirrel alert, Gamekeepers meetings and offer educational inputs to a local Agricultural College giving the constabulary the opportunity</p>	

arrangements.		<p>to engage with current and future firearms users.</p> <p>Consider implementing customer satisfaction surveys and use of social media to enhance this.</p>	
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# Constabulary Report to OPCC

Agenda Item 11

**TITLE OF REPORT:** CCTV Project Closure Report

**DATE OF MEETING:** 6<sup>th</sup> January 2016

**ORIGINATING OFFICER:** T/Chief Inspector Kevin Spedding

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

## Executive Summary:

- The Purpose of the report is to advise the Police and Crime Commissioner of the current position with the CCTV project and request closure. To be progressed and maintained as core daily basis within the Constabulary

## Recommendation:

- That the Police and Crime Commissioner note the progress made on the project so far.
- That the Police and Crime Commissioner note the current performance in relation to the CCTV system.
- That the police and Crime Commissioner authorise closure of the project accepting it will be progressed and maintained as core daily business within the constabulary.

## MAIN SECTION

### 1. Introduction and Background

In February 2014 the Commissioner agreed to the development of an open-space CCTV system for the whole of Cumbria, based on the following criteria:

- Cumbria Constabulary will operate a countywide public space managed CCTV system in Cumbria. The set up costs would be provided by the PCC with match funding contributions from the six District Councils, with Cumbria Constabulary providing ongoing revenue costs to operate the system;
- Up to fifty three CCTV cameras to be located in Carlisle, Penrith, Kendal, Barrow, Whitehaven and Workington / Maryport. The CCTV system would be extendable should future funding opportunities be identified.
- That the Constabulary adopts a combination of monitoring levels -

Dedicated proactive monitoring by a central team, 24/7 reactive monitoring by Communications Centre staff, and Post Incident Review by all officers.

4. That the following technical principles apply:

- No legacy systems to be taken over from District Councils, the highest standard of equipment, within the bounds of affordability to be procured.
- A Principal Contractor to be appointed to provide a managed solution for a period of seven years.
- Data storage to be undertaken at two levels; a rolling recording process from all cameras and a digital long term “evidence locker” for the storage of recordings required for evidential purposes.

Cumbria’s CCTV provision had been developed since the early 1990’s by the District Councils, with much of the funding coming from central government initiatives to tackle local crime and disorder issues.

By 2012 this was not cohesive or sustainable in terms of funding, functionality, and technology or staffing. Continued provision and development was very uncertain due to the challenging funding conditions being experienced in the public sector, and in some areas the camera provision had ceased. Following discussion between the Chief Constable and Commissioner it was agreed that for Cumbria not to have public space CCTV was not an acceptable position.

Consultation took place with the district councils to see if an acceptable solution could be reached that would enable not just the retention of CCTV facilities but an enhancement focused on those areas in which most benefit could be derived. An important consideration was the sustainability of any system in the medium term, and its replacement in due course.

CCTV has played a crucial role in delivering a safe and secure environment for people who live, work and visit Cumbria. It supports crime prevention during the day-time economy as well as reducing incidence of anti-social behaviour, crime and disorder in the evening. CCTV deters criminals, whilst providing reassurance to the public. It has a significant impact on bringing offenders to justice, providing compelling evidence for an investigation or through monitoring to track suspects and bring officers to the scene. CCTV is a powerful tool for triggering further investigative opportunities, or can be utilised for more covert policing operations (with appropriate authorities in place). The value of images cannot be overstated, as they present evidence in a unique unbiased way, potentially resulting in early admissions which reduce investigative time, freeing up officers, whilst positively impacting on conviction rates and sentences, and providing justice for victims, raising satisfaction and confidence.

Crucially it is not CCTV technology itself that can achieve objectives, but rather the implementation, management and operation of the system, working in partnership with internal and external stakeholders which bring the greatest benefits.

The complexity of the project to introduce a ground-breaking, county-wide CCTV system should not be underestimated. The introduction of the system has been managed by the Constabulary, with the contract for the provision of the system and its future maintenance let to a private sector contract. They in turn have worked

with a wide range of partners and utilities – and their contractors and sub-contractors - to undertake the installation of the system with planning permission and licenses being required for not only each camera but also the supporting infrastructure.

**The current position in relation to CCTV project is:**

52 out of 53 Cameras are now functioning on the system. The outstanding camera has legacy issues in relation to infrastructure which is being addressed and will be resolved with additional work.

Monitoring stations have been installed and are functioning in the 4 custody stations. (Flooding at Workington has meant that the station there is temporarily unavailable at the time of writing however this is to be relocated in the near future to a first floor location.)

**A brief summary of performance for the force area.**

Cumbria Totals		Aug-15	Sep-15	Oct-15	Nov-15	total
1	Number of Incidents tagged for CCTV	151	151	226	214	742
2	"Missing Person" CCTV incidents	5	11	14	5	35
3	CCTV incidents where an arrest was made	37	30	34	37	138
4	Intelligence reports submitted by DMU Operators	2	5	14	17	38
5	Number of incidents saved to evidential locker	40	22	37	36	135

These include specific examples where the use of CCTV has aided in the arrest of offenders for drugs related offences, thefts, violence, robbery and firearms offences.

**Future progress**

The system has been tested, reviewed and also previewed by the Surveillance Commissioner who provided very positive feedback both during his visit and nationally to colleagues. We are in the process of registering it for formal licencing by the Surveillance Commissioner. This may be the first CCTV system in the country to be so recognised.

The Constabulary is reviewing their commitment in relation to additional software functionality in relation to Inform and Vision which will provide increased functionality for viewing and download. It is expected this functionality will be reviewed and where agreed included in the digital implementation in Q2 of 2016.

The system is designed for expansion and it is the intention of the Constabulary to review the available options in partnership with stakeholders.

This report will be presented to the CCTV steering group in January 2016 as the previous meeting was delayed by a major incident in the County.