

NORTHUMBRIA POLICE AND CRIME PANEL AGENDA

Tuesday, 25 October 2016 at 2.00 pm in the Wickham Room, Gateshead Civic Centre

From the Acting Clerk to the Panel, Mike Barker

Item	Business
1.	Apologies
2.	Minutes (Pages 3 - 10) The Panel is asked to approve the minutes of the last meeting held on 26 July 2016 (attached).
3.	Matters Arising From Minutes
4.	Feedback from National and Regional Events Members are asked to give feedback on issues relevant to the Panel.
5.	Complaints against the Police and Crime Commissioner - Quarterly Report (Pages 11 - 12) Report of the PCC's Chief Executive and Monitoring Officer (attached)
6.	Police and Crime Commissioner - Progress and Update Report (Pages 13 - 24) Report of the PCC (attached)
7.	Delivery of the Police and Crime Plan - July to September 2016: Targets and Performance (Pages 25 - 82) Report of the PCC (attached).
8.	Police and Crime Panel Consultation on the Police and Crime Plan (Pages 83 - 84) Report of the PCC (attached)
9.	Neighbourhood Policing Operating Model Presentation by Assistant Chief Constable Jo Farrell

10. Statement of Accounts 2015/16 and External Auditors Conclusions (Pages 85 - 136)

Report of the Joint Chief Finance Officer (attached)

11. Budget Setting Process 2017/18 (Pages 137 - 140)

Report of the PCC (attached)

12. Key Issues in the Next Quarter

The PCC will be asked to advise the Panel of the key issues she will be addressing in the next quarter.

13. Date and Time of the Next Meeting

The next meeting of the Panel will be held on Tuesday 10 January 2017 at 2.00pm in Gateshead Civic Centre.

Contact: Brain Wilson Tel: 0191 4332145

Date: Monday, 17 October 2016



NORTHUMBRIA POLICE AND CRIME PANEL

26 July 2016

PRESENT:

Gateshead Council	Councillors J McElroy and J McClurey
Newcastle City Council	Councillor J Robinson
Northumberland County Council	Councillor L Simpson
South Tyneside Council	Councillors G Kilgour and J Welsh
Sunderland City Council	Councillor H Trueman
Independent Co-opted Members	J Guy and S Isaacson

ALSO IN ATTENDANCE:

Office of the Police and Crime Commissioner for Northumbria

V Baird QC	- Police and Crime Commissioner for Northumbria
E Snaith	- Chief Executive
M Tait	- Chief Finance Officer

Gateshead Council

M Harrison	- Legal, Democratic and Property Services
B Wilson	- Democratic Services

APOLOGIES: Councillors N Kemp (Newcastle City Council), C Burdis and T Mulvena (North Tyneside Council), I Hutchinson (Northumberland County Council) and P Watson (Sunderland City Council)

1. APPOINTMENT OF CHAIR AND VICE CHAIR

- RESOLVED -
- (i) That Councillor J McElroy and Councillor H Trueman be appointed Chair and Vice Chair of the Panel for 2016/17 respectively.
 - (ii) That the Chair's suggestion that the Panel meetings should aim to be finished by 4pm and time allocations for items be included on the agenda be agreed.

2. MEMBERSHIP OF THE PANEL

The membership of the Panel for 2016-17 is as follows:

Gateshead	Councillors J McElroy and J McClurey
Newcastle	Councillors N Kemp and J Robinson
North Tyneside	Councillors C Burdis and T Mulvenna
Northumberland	Councillors I Hutchinson and L Simpson
South Tyneside	Councillors G Kilgour and J Welsh
Sunderland	Councillors H Trueman and P Watson
Independent Members	J Guy and S Isaacson

RESOLVED - That the membership of the Panel for 2016-17 be noted.

3. MINUTES

RESOLVED - That the minutes of the last meeting held on 8 March 2016 be approved as a correct record.

4. MATTERS ARISING FROM THE MINUTES

- (i) Minute 7 – Police Officers on pedal bikes had been seen back out on the streets and the Members thanked those involved for this.
- (ii) Minute 9 – It was reported that the issues in regard to the Northumbria Safer Roads Initiative had now moved on. The respective roles of the Police and Crime Commissioner, Chief Constable and the Panel were set out in the Policing Protocol 2011 and Members of the Panel were to be sent a copy of this for discussion at a future meeting.

5. FEEDBACK FROM NATIONAL AND REGIONAL EVENTS

Councillors Simpson and Welsh and S Isaacson had attended the Local Government Association's (LGA) Police and Crime Panel event in London on 14 March 2016. It was reported that the conference had been very interesting although there were a lot of substitute speakers who could not answer the questions raised but responses were to be provided to the delegates at a later date. The LGA's Good Practice for Police and Crime Panels, which this Panel had previously considered, was circulated as an aide memoir.

It was reported that the Fifth National Police and Crime Panel Conference was to be held on 20 October 2016.

There was an interesting discussion on resilience planning and how agencies, community facilities, etc could be protected by the emergency services.

Collaboration between the Police, Fire and Ambulance Services and possible mergers were also mentioned.

- RESOLVED -
- (i) That the information be noted.
 - (ii) That the LGA be contacted regarding the provision of further information from the conference.

- (iii) That the LGA's Good Practice for Police and Crime Panels be recirculated to Members.
- (iv) That details of the Fifth National Police and Crime Panel Conference on 20 October 2016 be obtained.

6. ANNUAL WORK PROGRAMME 2016-17

The Panel's draft 2016/17 work programme was submitted.

- RESOLVED -
- (i) That the 2016-17 work programme be agreed.
 - (ii) That the Chair and Vice Chair meet with the Police and Crime Commissioner (PCC) to discuss ways to enhance the Panel's scrutiny role.

7. POLICE AND CRIME COMMISSIONER – PROGRESS AND UPDATE REPORT

The Police and Crime Commissioner presented her update report to the Panel which covered the following:-

The Northumbria force election result
Commissioning Intentions 2016-17
Victims First Northumbria
Strengthening Specialist Victim Services
Commissioner's Community Fund 2016-17
Collaboration Joint Strategy Group – Fire Service
Launch of the East End Remote Evidence Centre
Change That Lasts Pilot
Working with Sunderland University
Working with the National Victims Commissioner
Working with Local Authorities
Monitoring delivery of the Police and Crime Panel
Burglary Dwelling
Work Place Domestic Violence Champions
Engaging with local communities
Ensuring appropriate use of volunteers in policing
Armed Officer Recruitment
Psychoactive Substances Act
Building the Police and Crime Plan 2013-18
Lobbying and shaping the national agenda

The Panel raised the following issues:-

In response to a query regarding cyber crime, the PCC stated that Northumbria Police was looking to recruit as special constables, etc people with experience and expertise in dealing with this type of crime.

It was asked if the PCC was to consult the Community Safety Partnerships and managers and reflect their priorities in her police and crime plan when it was refreshed. The PCC replied that she would. The current plan was to be reviewed to see how it has worked. It will not just include the police performance and crime but

also crime prevention and the work with the Community Safety Partnerships, Criminal Justice Board, Judiciary and victims.

It was asked if the Community Safety Partnerships were informed when there was community grant funding. The PCC replied that there was no funding for work on an ongoing basis. The Ministry of Justice funding, allocated on an annual basis, was given to PCCs to support work with direct victims of crime and their families. The small amount of grant funding from savings in office costs was used to support projects against the police and crime plan.

The PCC agreed with the suggestion that a review of the collaboration with the Fire Services be undertaken in six months. The PCC stated that there was no obligation for her to take the Fire Services under her remit as suggested by the Government and she had no interest in doing so.

It was asked if there was a specific definition for the vulnerable people to use the remote evidence centre. The PCC explained that it was subject to the consent of the judges taking into consideration the complainant or vulnerable victim. There may also be issues with witness contamination.

It was commented that there was not a lot of information given in the minutes of meetings involving the PCC on her website which was not very helpful. The PCC agreed to look into this.

Burglary dwelling offences increased by 9% in 2015/16 but following but following a number of police operations, there had been a decrease of 5% this month. It was asked if this was due to a causation effect or correlation because of the large increase or the police operations. The PCC stated that the police focus had been on targeting known offenders so it was difficult to see if it was a result of the operations undertaken.

It was commented that the Government's plans to use volunteers as substitute police officers was very concerning.

The projects outlined by the PCC to strengthen support and services for victims of crime for this year were excellent. However, this will be difficult to maintain in future years because of the Government cuts and the local authorities will also have no funding to support them. Everyone will need to work smarter together as these services could be severely affected. The PCC agreed and was also concerned.

It had previously been questioned whether drug prevention should be a priority in the police and crime plan as it continues to be a problem and it was linked with other types of crimes. The PCC replied that this will be part of the public consultation but drug related crime was reducing and previous legal highs were now illegal.

- RESOLVED -
- (i) That the Police and Crime Commissioner's update report be noted.
 - (ii) That a further report on the review of the collaboration with the Fire Services be submitted.

8. POLICE AND CRIME PLAN PERFORMANCE REPORT – YEAR END 2015/16

The Panel considered an overview of performance against the police and crime plan objectives for 2015/16.

The Panel raised the following issues:-

In response to a question, the PCC explained that the conviction rate target at Magistrates Courts of 85% was part of the work to improve and speed up the Court processes.

The satisfaction rate of 84% for follow up was lower than all the other levels and it was asked if this was related to resolution without officer deployment. The PCC explained that it was more about officers telling victims, etc that they will call back but then do not because of leave, etc.

It was asked why the conviction rates for sexual offences and domestic abuse had reduced by 3% and 8% respectively and whether the PCC was happy that the Chief Constable was addressing this. The PCC replied that there was a lot of work being done to try and improve this but the conviction rates were not in the hands of the police. The Chief Constable has introduced accreditation for officers to improve the quality of the police files submitted to the Courts.

The 29% increase in reported crime in Northumbria had been reported in the media. The PCC reported that the force was reviewing its processes in line with the National Crime Recording Standards as a lot more crime has to be recorded than previously. A Member commented that the same excuses had been heard many times in the last fifteen years and asked if the PCC was satisfied that it was being addressed. The PCC replied that a Home Office Select Committee had reported on the different ways all forces recorded crime and the National Audit Office expected this problem would continually improve.

RESOLVED - That the information be noted.

9. DELIVERY OF THE POLICE AND CRIME PLAN – APRIL – JUNE 2016: TARGETS AND PERFORMANCE

Inspector Metcalfe gave a presentation on the performance and target information relating to the delivery of the police and crime plan for April - June 2016 which included:-

Victim's journey – initial contact, response, investigation, outcome

Safeguarding the vulnerable – prepare, prevent, protect, pursue

Community confidence – engagement and understanding, prevent, treatment, overall service

The Panel raised the following issues:-

The Councils get good local intelligence to be shared at an appropriate level with the police but from experience, in some cases there has been no outcome to the

reported crimes. It was suggested that the police could be more involved in relevant meetings on schools, domestic violence cases, etc so that their intelligence and skills can be better used in the local authorities. The PCC added that there were a number of initiatives between the police and Councils currently ongoing.

The victim's journey outlined in the presentation was audited at a strategic level and there are also call backs with victims.

It was asked what the effects of the cuts in the numbers of police officers and police staff had been. It was replied that the performance culture within the force had changed with a more efficient and pro-active way of working. Everyone had to work smarter and better, particularly with partner agencies.

A Member had been told by an officer that his team were demotivated because of the cuts in resources and the focus on vulnerable victims may stop them dealing with others when all victims were important. The PCC stated that the recent Her Majesty's Inspector of Constabulary PEEL inspection reported that morale in the force was high and staff took pride in their work. There has had to be a lot of changes to improve efficiency.

RESOLVED - That the information be noted.

10. COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER – ANNUAL REPORT – APRIL 2015 – MARCH 2016

In accordance with the agreed procedure, a report about the complaints and purported complaints against the Police and Crime Commissioner and every conduct matter recorded by the Monitoring Officer for the period April 2015 – March 2016 was submitted.

RESOLVED - That the information be noted.

11. COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER – QUARTERLY REPORT - JUNE 2016

In accordance with the agreed procedure, a report about the complaints and purported complaints against the Police and Crime Commissioner and every conduct matter recorded by the Monitoring Officer for the quarter ended June 2016 was submitted.

RESOLVED - That the information be noted.

12. STATEMENT OF ACCOUNTS 2015/16 – SUBJECT TO AUDIT

The Statements of Accounts, subject to audit, were published on 30 June 2016 in accordance with the 2015 Accounts and Audit Regulations. They include a number of changes for 2015/16 including who calls the audit, how and when electors are informed of their rights of inspection and objection and the publication of draft and audited statements of account and information that accompanies those statements.

The Statement of Accounts for the PCC includes a narrative statement that sets out the key financial and other performance for 2015/16 summarised as follows

The 2015/16 revenue budget was approved at £269.039m following:-

- A cut to grant funding of 5.1%, a cash reduction of £11.5m
- The requirement to make a further £16.2m of savings bringing the total achieved since 2010 to £108.1m
- Provision for increases in pay and prices of £4.4m
- Budget pressures of £1.7m
- An increase in revenue costs of £2.2m to support capital investment in buildings, vehicles and new technology
- The use of £9.22m from the Commissioner's reserves to support capital investment and phase budget savings to minimise the impact on frontline policing
- Acceptance of an increase in the council tax precept of 1.99%

The Revenue Outturn:-

- A £2.173m (0.8%) underspend on the revenue budget of £269.039m
- Savings achieved
- Budget pressures contained
- Reduced the £9.220m intended to draw from reserves to support the 2015/16 revenue budget to £7.047m.
- Reserves above 2% threshold

CHIEF CONSTABLE

The PCC delegated a budget of £258.187m to the Chief Constable for 2015/16 to enable the discharge of the activities under his direction and control.

The Chancellor of the Exchequer wanted forces to model the impacts of budget cuts of between 25% - 40% which added concerns of further severe grant cuts.

The PCC and Chief Constable agreed a strategy to minimise the potential impact of further significant grant cuts by acting in-year which resulted in a provisional underspend of £0.759m.

POLICE AND CRIME COMMISSIONER

The Office of the Police and Crime Commissioner provisional outturn has resulted in an underspend of £1.414m for 2015/16.

The spending on capital in 2015/16 totalled £12.246m.

Based on the outturn, the general reserves will be maintained at a level above the 2% minimum (£5m) in accordance with the reserves policy and continue to support the Medium Term Financial Plan as intended.

The Regulations require public bodies to produce an Annual Governance Statement that provides an assessment of governance arrangements and their effectiveness which accompanies the Statement of Accounts for each body.

The PCC and Chief Constable's Joint Governance Monitoring Group undertook a review of the governance and internal control arrangements to prepare the Statements for each body. They were then scrutinised by the Joint Independent Audit

Committee on 20 June 2016 and subsequently authorised by the Chief Constable and PCC. The process did not identify any weaknesses in governance arrangements.

RESOLVED - That the publication of the 2015/16 Statements of Accounts, subject to audit, the financial outturn, subject to audit and the process of scrutiny and certification leading to the publication of the Statements of Accounts by 30 September 2016 be noted.

13. KEY ISSUES IN THE NEXT QUARTER

The PCC advised the Panel of the following key issues she would be addressing in the next quarter:-

- APCC Chair - National Policing Vision/PHSE legislation
- Strengthening the LCJ system – LCJB/Efficiency board/victim advocacy
- Developing the next police and Crime Plan
- Reviewing the VAWG strategy
- Further developing restorative justice provision in partnership HMP Northumberland
- Completing the Annual Report for 2015/16
- Engaging with other PCCs' offices in a Victims Services Peer Review programme challenging and scrutinising the core victims services that we have commissioned
- Working with Northumbria Police on effective/efficient use of Out of Court disposals

14. EXPANDING CUSTOMER CHOICE 101 MEDIA CAMPAIGN

Caroline Pilling, Northumbria Police, gave a presentation on the 101 campaign to expand customer choice and offer a better service. A new 101 website was being created, as demonstrated, with useful links to partner agencies. The new pages have been developed to give greater choice to customers and to get ahead of the current demand.

Since the single non-emergency number, 101, was introduced by Northumbria Police in December 2011 its use has grown substantially. The force now receives 1 million non-emergency calls a year and 15% of these calls were about non-police matters, more than 400 calls every day where the police refer callers to the appropriate organisation.

A campaign was to be launched that aimed to give greater choice to callers offering a more effective service in contacting the most appropriate agency to deal their enquiry.

RESOLVED - That the information be noted.

15. SCHEDULE OF MEETINGS 2016/17

Tuesday, 25 October 2016 at 2.00pm
Tuesday, 10 January 2017 at 2.00pm
Tuesday, 7 February 2017 at 2.00pm
Tuesday, 7 March 2017 at 2.00pm
Tuesday, 25 April 2017 at 2.00pm



VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

**POLICE AND CRIME PANEL
REPORT OF THE MONITORING OFFICER**

25th OCT 2016

**COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER –
QUARTERLY REPORT OCTOBER 2016**

1. Purpose of the Report

- 1.1 To provide the Police and Crime panel with information about the complaints and purported complaints received and every conduct matter recorded by the Monitoring Officer since November 2012.

2. Background

- 1.2 The Police and Crime Panel has the statutory role of overseeing all complaints against the PCC and informally resolving non-criminal complaints, as well as criminal complaints or conduct matters that are referred back to the Panel by the Independent Police Complaints Commission (IPCC).
- 2.2 The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (the Regulations) make provision regarding the Panel's powers and duties in regard to complaints made about the conduct of the PCC. The aim of the complaints system is to deliver resolution as quickly and effectively as possible for the majority of complainants through local resolution.
- 2.3 In accordance with the Regulations, the Panel is required to maintain suitable arrangements for handling complaints, recording conduct matters where there is an indication that the PCC may have committed a criminal offence and prescribing the manner in which any complaints alleging conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence and conduct matters are handled.
- 2.4 A procedure for dealing with complaints against the PCC was approved by panel members in November 2012 appointing the Chief Executive of the Office of the Police and Crime Commissioner as the Monitoring Officer
- 2.5 In respect of record keeping the panel agreed in this procedure that the Monitoring Officer will keep records of: every complaint and purported complaint received and every conduct matter recorded by the Monitoring Officer. In addition the Monitoring Officer is to report, on a regular basis, the summary details (such as can be reported in public), on the exercise of any and all of these functions to the Police and Crime Panel for monitoring purposes. In this instance there have been no complaints received between July 2016 and September 2016.

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VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

Northumbria Police & Crime Panel Report

October 2016

Police & Crime Panel Meeting
July 2016

1 How is the PCC making commissioning decisions, and what are her future intentions?

1.1 Supporting Victims Fund 2016-17

The Supporting Victims Fund 2016-17 has this year been strengthened to include quarterly monitoring of projects, rather than six monthly monitoring, which will allow us to improve tracking intended outcomes against actual project delivery and take remedial action where progress, outputs and outcomes are not as originally agreed by myself.

Following this enhanced scrutiny two further controls have been put in place to ensure effective delivery of the funded projects:

- Grant Surgeries – providing the opportunity for both the OPCC and funded services/projects to explore successes, lessons learned and potential issues in the delivery of the agreed outcomes. All projects awarded more than £20,000 are automatically asked to attend a surgery and others who are awarded less funding are only asked to attend where concerns are identified.
- In-year declarations – all projects are asked to sign a declaration to state that their in-year spending is in line with all of the grant terms and conditions as set out in the grant agreement at the beginning of the financial year. This acts also as a reminder that all services provided to victims of crime via this grant should be free, confidential and non-prejudice.

A programme of visits is planned across the whole grants programme including the Commissioners Community Fund to raise awareness of local projects and victim services and to promote my governance role and my role in awarding grants to improve the policing, community safety and victim services landscape.

1.2 Commissioning Intentions 2017-18

The Government continue to look at the further devolution of victim services to PCCs, the support services that were considered for further devolution include those that are currently funded centrally by government:

- Adult victims of modern slavery;
- Families bereaved by homicide and road traffic crime;
- Victims of terrorism;
- Victims of female and male rape and sexual violence; and
- Victims and witnesses at criminal courts.

Last month the Ministry of Justice (MOJ) have decided to continue to fund existing nationally commissioned services for 2017-18. They have committed to work with PCCs to explore the potential for the future devolution of these services.

My understanding is that the government will therefore continue to provide funding for victim services on an annual basis with the specified remit for PCCs to provide a core victim referral service and some specialist services. An announcement on the funding level is expected late this year. The one year funding settlement for victim services is unsatisfactory and with the Association of Police and Crime Commissioners I continue to lobby Ministers for this to change to a more sustainable solution for future years, bringing stability to the victim services sector and therefore victims of crime.

Once we understand the funding settlement for 2017-18 the third year of the Supporting Victims Fund will be launched. We are currently analysing crime and victim levels, demands for services and victimology to develop key themes for the grant fund to ensure the provision of suitable services to meet the demands of victims of crime in Northumbria in 2017-18. Findings from the Police and Crime Plan consultation will also be considered when developing the key themes and criteria.

1.3 Restorative Northumbria

Key partners across the criminal justice sector are working together to achieve a 'Restorative Northumbria'. Partners including the OPCC, all youth offending teams, local prisons, the Northumbria Community Rehabilitation Company, Northumbria Police and Victims First Northumbria, are revisiting their vision for first class restorative practices in Northumbria whilst working towards the Restorative Justice Councils quality mark for restorative services. The Restorative Services Quality Mark (RSQM) is endorsed by the Ministry of Justice and is promoted by them as the ultimate recognition for restorative services.

The PCC has funded the costs for each organisation in the partnership to achieve the accreditation and we are pleased to report that Victims First Northumbria and Sunderland Youth Offending Team are two of the first organisations in Northumbria to be awarded with the quality mark. Gateshead already held the quality mark. This prestigious accolade demonstrates the high quality services that are being delivered to victims of crime in Northumbria and demonstrates the commitment to reducing re-offending. Victims First Northumbria is the first core victim service in the country to achieve this accreditation. It is envisaged that all other partners will achieve accreditation by the end of March 2017.

Section 2 - How is the PCC building effective partnerships?

2.1 Police Transformation Fund

In September we were able to submit two collaborative bids, along with other police forces to the Police Transformation Fund. The funding has been made available by the government over the spending review period to transform policing to meet future challenges and build capability to respond to changing need and threat. The Home Office expect that bids for funding will enable better interoperability between the police and other agencies including the criminal justice systems and will create a more flexible

and representative workforce with the right skills and expertise and deliver forward-thinking programmes and initiatives in local force areas.

Whilst we are pleased to have received some funding in Northumbria, we must remember that in fact, we are bidding for funding from the £76.4m that in 2016/17 was taken from police forces in England and Wales through a process called 'top-slicing'. £34.8m of this money was made available for individual forces to bid for. This means money that the government allocated for each force has been reduced and held by the government before it arrives in each force's bank account.

'Whole System Approach to Domestic Abuse'

We were successful in accessing £814,000 funding (subject to final approval by the Home Secretary), which must be spent by the end of March 2017, to commence collaborative delivery on a 'Whole System Approach to Domestic Abuse' working with partners from five other police forces, Durham, Cleveland, West Yorkshire, North Yorkshire and Humberside, our own local authorities, community and voluntary sector, and the criminal justice system.

The four key strands of the work will be to strengthen and develop:

- 1) Effective Working Within The Criminal Justice System – Ensuring officers are offered the training, supervision and support they require to evidence and prosecute coercive control effectively;
- 2) Safeguarding with Schools - Offering schools and their staff the training/support they need to respond to the needs of children and non-abusing parents in the context of domestic abuse;
- 3) Partnership Work with Civil and Family Courts - To develop a better understanding, and inform and rigorously support the protection orders/safeguarding decisions of the family courts; and
- 4) Multi-Agency Victim Support & Offender Management - To consolidate and improve upon the multi-agency collaboration needed to address the complex needs of victims and deeply-ingrained behaviour of perpetrators.

We will now start to develop each of the four areas in the bid and will provide the panel with a further update on progress at the next meeting. We will also work with the other five forces to access future funding from the Transformation Fund to help us to embed these new ways of working over the next two years, making them day to day practices and delivering across a six force area a wholesale change to the way victims of domestic abuse are supported.

'North East Transformation, Innovation and Collaboration (NETIC)'

Northumbria is also part of another collaborative bid, the 'North East Transformation, Innovation and Collaboration' (NETIC). This bid, led by West Yorkshire, also includes Cleveland, Durham, Humberside, North Yorkshire and South Yorkshire. The bid sought

funding for a two and a half year project. The strategic aim of the NETIC is: To deliver transformational collaborative policing across the NE region by maximising the design and delivery of Strategic Policing Capabilities, and identifying new themes and functions to amplify the collaborative approach to address threats, risks and harm. As with the previous bid an amount of funding has been awarded which must be spent by the end of March 2017 and a subsequent funding application will be submitted for further deliver of the project. £139,545 has been awarded that will fund the initial phase of the project including Initial set up, appointment and training of staff, identification of key partner leads, establishment of governance. The project expected outcomes include:

- Enhancement of capacity and capability through collaborative working, ensuring specialist services are shared and delivered in the most effective way.
- Enhancing how we protect the public from threat, risk and harm, keeping them safe and feeling safer.
- Deliver high-quality, flexible and adaptable policing services.
- Affordability that generates capacity and capability.
- Demonstrates integration of the service with technology.
- Developing Regional Target Operating Models to deliver collaborative policing across Specialist Policing Capabilities.
- Establishment of working practices to deliver specialist capabilities across the region.
- Maximising opportunities for IT integration and Regional Procurement of equipment.

2.2 Safeguarding Taxi Users

Early September, I joined up with the six council leaders of Northumbria force area and Chief Constable, Steve Ashman to write to the Secretary of State for Transport, the Rt. Hon. Chris Grayling MP, urging him to take action in relation to the issuing of taxi licensing.

Together, we demanded the government take action to safeguard people who use taxis and to make the system of issuing licences more open and transparent. Currently, it is possible for a private hire or hackney carriage driver to be refused a licence by one local authority only to be granted one by another. Local authorities can issue a licence if they are satisfied an applicant is a “fit and proper” person – however, there is no definition or criteria to what a “fit and proper” person should be.

The letter also urged the Secretary of State to review and update the guidelines as to what sort of criminal offences will be of particular concern when considering fitness and lengths of time whereby an applicant should be free of conviction. There is also a clear need by the government for consistency, it is wrong that the guidelines state that in respect of offences of indecency, an applicant should be three to five years free of convictions, however, in Rotherham, the policy states that any applicant with any sexual or indecency offence will be refused a licence, some council's state that there should be a five to ten year lapse – all leader's agreed that anyone with a sexual or indecency offence should be refused a licence.

Rotherham has shown the importance of getting this issue right. We have to do all that we can to safeguard and protect vulnerable young people and adults. We are working together locally to send a clear message to government, they need to get the rules around issuing taxi licences sorted. There is only one chance to get it right and in the interests of safeguarding, no-one with a sexual or indecency offence should be driving a taxi. The government needs to get this sorted, quickly and the North East is working together to lead the way in delivering change in this area – but we can't do it without the government.

2.3 Association of Police and Crime Commissioners

Since we last met, I have been appointed as Chair of the national Association of Police & Crime Commissioners (APCC), this role allows me to promote the excellent work that is taking place in Northumbria and it ensures that I am at the top table when it comes to debating issues such as the funding formula and national policing strategies. This is very advantageous to our force as it allows me to put Northumbria's case to the Home Secretary and other senior politicians.

At this national level I continue to raise issues with government minister's ranging from the police financial settlement criteria, to urging them to take action on how taxi licences are issued. Following the appointment of the new Home Secretary and Justice Secretary, who I will be meeting with very soon, I will ensure that they continue to be aware of the issues that face Northumbria, our successes and why it is imperative that they recognise the diverse communities of Northumbria and don't allow us to continue to take the biggest hit when budgets are being reduced.

2.4 Police Reform and Transformation Board

I am also a member of the newly formed Police Reform and Transformation Board. The Board was formed as result of a recommendation, in June 2015, by the National Debate Advisory Group. This Advisory Group was made up of made up of representatives from across policing including senior serving officers and staff, the College of Policing, police and crime commissioners (PCCs) and staff associations and unions. A recommendation was made in their report 'Reshaping policing for the public', that the creation of a national reform group or board was needed to deliver further changes so that policing best meets the needs of the public within a climate of continuing budget pressures.

The Police Reform and Transformation Board was established in response to this recommendation and brings together representation from the Association of Police and Crime Commissioners, the National Police Chiefs Council, the Mayor's Office for Policing in London, the College of Policing, the Director General of the National Crime Agency and the Director General of the Crime and Policing Group and Her Majesty's Chief Inspector of Constabulary, Sir Tom Winsor.

This group of police leaders will support the service in making changes aiming to transform policing by 2020. The changes are needed to tackle new threats and improve the service for the public. The board will oversee five priorities for reform:

- local policing;
- specialist capabilities like armed policing and organised crime investigation;
- digital policing;
- building a workforce with the right skills for the future; and
- improving collaboration in business support services.

Again as PCC for Northumbria this gives me the opportunity to help shape these national priorities, promote the excellent work going on in Northumbria and also ensure that recommendations and decisions result in positive outcomes for Northumbria ensuring the safety of our communities.

Section 3 - How is the PCC scrutinising the force's performance against the police and crime objectives of the plan?

3.1 Delivering Value for Money

As you know, I have been driving every department in the force to make savings. Over the summer the Government published the second set of procurement data provided by forces across England and Wales of the 18 commonly procured items by police forces, it's not the most exciting document, but when comparing us against forces it shows we are striving for savings in every area.

The items on the report included the cost of examining a mobile phone, DNA test, one day car hire, purchasing a ream of 500 sheets of A4 paper, gas supply to Force Headquarters, purchasing a desktop computer and telephone charges to name but a few. Throughout the survey Northumbria Police force continues to deliver value for money.

Product	Average price	Northumbria Price
Toxicology Test	£32.38	£29.90
DNA Test	£18.50	£17.00
One day car hire	£22.31	£18.00
Ream of A4 paper	£1.98	£1.93
Gas supply	£0.0381	£0.0211
Desktop computers	£833.50	£434.33
Telephone charges	£0.3373	£0.0062

The Chief Constable and I are determined to make savings in every area of policing to allow us to re-invest all savings back in to our force. I am pleased that the government's research shows that Northumbria continues to strive for the best value possible. These figures show that we are doing a good job, but we remain committed to achieving even further savings, providing sound value for money.

Of the 18 areas, Northumbria Police force spend under the average in 16 categories. The other two areas are slightly over the national spend. A full breakdown of all figures can be found on the police.uk website.

Section 4 - How is the PCC improving communication/consultation with the public?

4.1 Engaging with local communities

As I mentioned in my last report I am currently carrying out an extensive programme of engagement with local communities to inform the development of my next Police and Crime Plan. The Police Reform and Social Responsibility Act 2011 (PRORA 2011) clearly sets out the requirements of the plan and I will ensure that, as with the current plan, my future plan is compliant with this legislation. It will include:

- Police and Crime Objectives
- The policing of Northumbria which the Chief Constable is to provide.
- The financial and other resources which I provide to the Chief Constable.
- The means by which the Chief Constable will report to me on the provision of policing and how the plan will be delivered.
- The means by which the Chief Constable performance in providing policing will be measured.
- Information about Crime and Disorder Reduction Grants

To ensure that communities across Northumbria have the opportunity to input into the plan my engagement plan includes public meetings and promotion of an online survey as follows:

- Public meetings in every local authority area (in Northumberland at Morpeth and Berwick) members of the community are invited to come along. Thanks to the six

council leaders who have helped us to advertise ensuring it's on websites, council partner websites and in newsletters.

- Press releases advising people of the meeting dates and times and also that if they cannot attend a meeting reassuring them that they are welcome to complete the online survey
- Meeting with members of the BME Community and a 'phone in' on Spice FM.
- Article in Crack Magazine and other similar publications.
- Contacting partner agencies to share the information with their communities and contacts about the opportunity to attend meetings or complete the survey. This includes; places of worship, parish councils, tenants associations, business organisations, partners in the community and voluntary sector.
- Meeting with the Student Union Executives from Sunderland and Northumbria University and support from Newcastle University.
- Contacting local schools and encouraging pupils to complete an online survey specifically designed for young people.
- 1,000 phone surveys with members of the public across Northumbria who have been victims of crime and anti-social behaviour.
- A consultation event with members of my own Advisory Groups which cover the protected characteristics as identified in the Equality Act 2010.
- Using my twitter and facebook accounts.

If members of the panel have any groups that they would like my office to contact to enable them to contribute to the on line survey we have plenty time as the survey will not close until 16th December 2016.

In addition I have arranged to meet with key partners such as Local Authority Community Safety portfolio holders, Community Safety Managers, Chairs of community Safety Partnerships, Local Safeguarding children's Boards, Adult Safeguarding Boards and Directors of Public Health.

In accordance with the PRSRA 2011 I will also at the appropriate time send the draft plan to the Police and Crime Panel and have regard to any report or recommendations made by the Panel in relation to the draft plan.

Section 5 - How is the PCC improving confidence in the Police across the area?

5.1 Understanding Dyslexia

I was invited by Liz Ferguson, Chief Executive at Dyslexia North East to discuss links between dyslexia and crime. Current estimations suggest that people with dyslexia are considerably over-represented in the criminal justice system. Research has been undertaken in this area to establish links between undiagnosed dyslexia, restricted literacy levels and criminal behaviour. Following our discussions, Northumbria Police are now working with Dyslexia North East to address the issues that have been raised and are progressing the following:

- Dyslexia NE to provide Learning & Development Trainers' with advice and guidance on supporting Dyslexia within the training environment
- Dyslexia NE to provide Northumbria Police Human Resources with an input on Dyslexia awareness and support mechanisms
- Northumbria Police will consider the implications of dyslexia within the Custody environment.

5.2 Mental Health and Policing

I spoke at a mental health conference organised by Northumbria Police. The purpose of the conference was to highlight the best practice within Mental Health (MH) partnership activity which exists across the force area; from street triage, the role of police negotiators to force wide coverage of Multi-Agency Safeguarding Hubs. The event was attended by 130 delegates from across the country with representatives from numerous police forces, Mental Health Trusts, Acute Trusts, ambulance services and the voluntary sector.

The conference also included the launch of RESPOND which is the first of its kind. It is a simulation style exercise using partners from police, Northumberland, Tyne and Wear NHS Foundation Trust, Local Authorities and Ambulance Services to better understand the s136 process and ensure a mutual understanding of roles and priorities. Funding has been obtained through NHS England and two pilots have been extremely successfully run with much interest being shown nationally.

The Care Quality Commission assessed Northumberland and Tyne and Wear NHS Foundation Trust (MH Trust) last month and awarded them an 'outstanding' grade. This is the first time a MH Trust has ever been awarded the top grading and Northumbria Police came in for specific praise both in terms of their partnership work and notably the work of street triage. Sarah Newton, the Safeguarding and Vulnerability Minister was in the region last month and visited Hopewood Park hospital to see street triage, the Crisis Team and the Immediate Response Service. She was particularly impressed with the partnership work around mental health which she witnessed.

5.3 Home Affairs Select Committee - Inquiry into Hate Crime and its violent consequences

I recently responded to the Home Affairs Select Committee's inquiry into hate crime and its violent consequences which included hate crime motivated by extremism and actions carried out by fixated individuals. The days immediately following the EU referendum saw a rise in the number of attacks on people from ethnic minorities and of non-British nationality. The killing of Jo Cox MP has also raised serious questions about how to address the potential for violent action from those holding extremist fixated views. In July 2016 the Home Office also published a new action plan on hate crime.

The inquiry aims to assess how well the current system of prevention and prosecution is functioning, the influence of the internet and the role of community and mental health services. My written evidence to the committee focused on the following issues:

- The effectiveness of current legislation and law enforcement policies for preventing and prosecuting hate crime and its associated violence.
- The barriers that prevent individuals from reporting hate crime, and measures to improve reporting rates by easing the reporting of hate crime and building links with the community and making the reporting of hate crime more accessible through Hate Incident Reporting centres.
- The role of social media companies and other online platforms in helping to identify online sources of hate crime and to prevent online hate incidents from escalating.
- The role of the voluntary sector, community representatives, and other frontline organisations in challenging attitudes that underpin hate crime.
- Statistical trends in hate crime and how the recording, measurement and analysis of hate crime can be improved.
- The type, extent and effectiveness of the support that is available to victims and their families and how it might be improved. This can be done by helping victims to report hate crime by providing outreach support and empowering victims.

We will monitor the findings of the inquiry and the recommendations made to the Government by the Home Affairs Select Committee, in particular where they consider the role of policing in tackling this issue, when they have completed their inquiry.

5.4 Living Wage

When I was first elected, one of my election pledges was to ensure that Northumbria Police was a Living Wage employer - last year I was honoured to receive an award for my commitment and dedication to the Living Wage. I'm therefore delighted that Northumbria Police has been shortlisted by the Living Wage Foundation for the Living Wage Champion Awards 2016. The awards recognise Living Wage employers that have made great contributions to communities and industries by implementing and celebrating the Living Wage.

I'm immensely proud to be Police & Crime Commissioner of a force that puts our people first, ensures that we are doing everything we can to support them. The Living Wage has helped us achieve many of our goals – that is why we will continue to be strong advocates of it. We do a lot of work to ensure our workforce receive the appropriate support and being shortlisted for this award is recognition that we are committed to ensuring they are paid fairly.

5.5 Northumbria Police Recruitment Campaign – ‘be the difference’

In August, Northumbria Police launched its biggest recruitment campaign in nearly a decade – giving the public the chance to ‘be the difference’. We opened the doors to start the process of recruiting the first batch of new police officers - in total, over the next

three years we will recruit 600 new members of staff so they can deliver the best possible service to the North East.

As you know, Northumbria is the sixth biggest force in the country and serves more than 1.5 million people across both urban and rural communities, it is crucial that we get new recruits that reflect the communities we serve. The force have worked hard to ensure this is achieved, this has included targeted recruitment roadshows. There are 200 different roles open to officers at the Force including work on patrol, on our roads and in some of our more specialist roles like dog handling. There will also be a number of opportunities for new police staff and police volunteers.

Now is a fantastic time to join Northumbria Police – the force is full of ambition to be the very best it can be and it’s important that we find talent from all backgrounds to help bring these ambitions to life and become even stronger.

I recently met the first batch of new recruits and was really impressed by their commitment, dedication and is a real sense of pride and a buzz of wanting to make a difference. I’m confident that our new recruits have a very bright future ahead of them.

Section 7 - Lobbying and shaping the national agenda - Update

<p>Home Office - Consultation on the Reporting & Acting Upon Child Abuse & Neglect</p>	<p>To inform government thinking on the possible introduction of ‘Mandatory Reporting Duty’ or a wider ‘Duty to Act’ where particular groups of professional know or suspect that a child is experiencing abuse or neglect. To inform the response we worked with partners from health, the community and voluntary sector and education.</p>
<p>Home Office - Review of the Statutory Guidance on Domestic Homicides.</p>	<p>I responded to a national consultation to improve the Domestic Homicide Review (DHR) process. To inform my response we worked with Local Authority Domestic Violence Leads and Domestic Homicide Review Chairs across Northumbria.</p>

Proud to serve

Proud of our people

Proud to improve

Proud to lead



7

Proud to Protect

PROUD OF WHAT WE DO • PROUD OF WHO WE ARE



Our Vision is:

To be outstanding in the service we provide

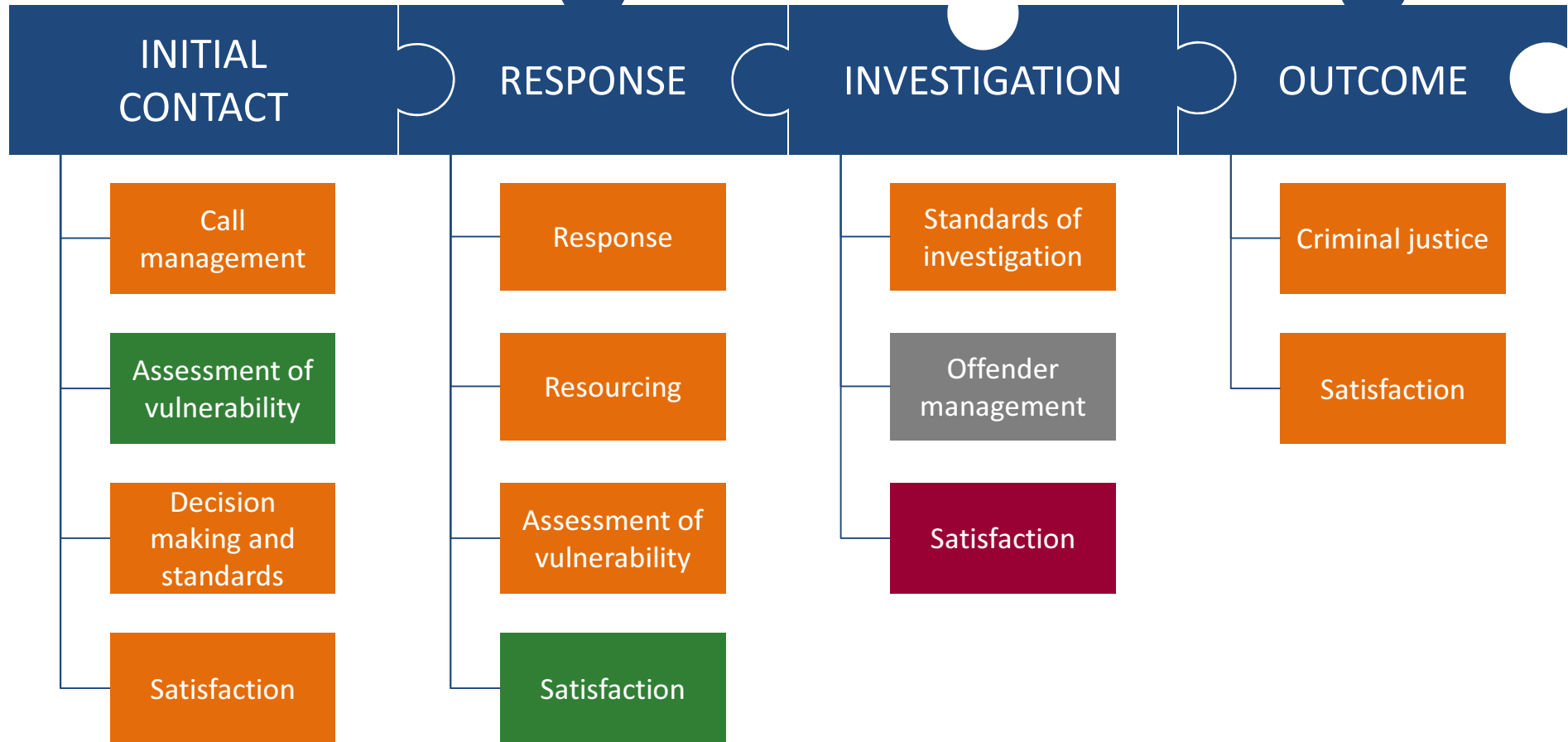


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2. Victim's journey



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3. Victim's journey



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Call management	999 call answering times remain similar to the previous year. The trend for the average answer time for 101 calls has increased, whilst percentage of 101 calls answered has reduced.
Assessment of vulnerability	Vulnerability, threat, risk and harm is correctly assessed in 94% of occasions.
Decision making and standards	80% of incidents are allocated the most appropriate response. NCRS compliance is 93%, whilst crime recording timeliness has reduced.
Satisfaction	Satisfaction with ASB for ease of contact remains lower than last year.

4. Victim's journey

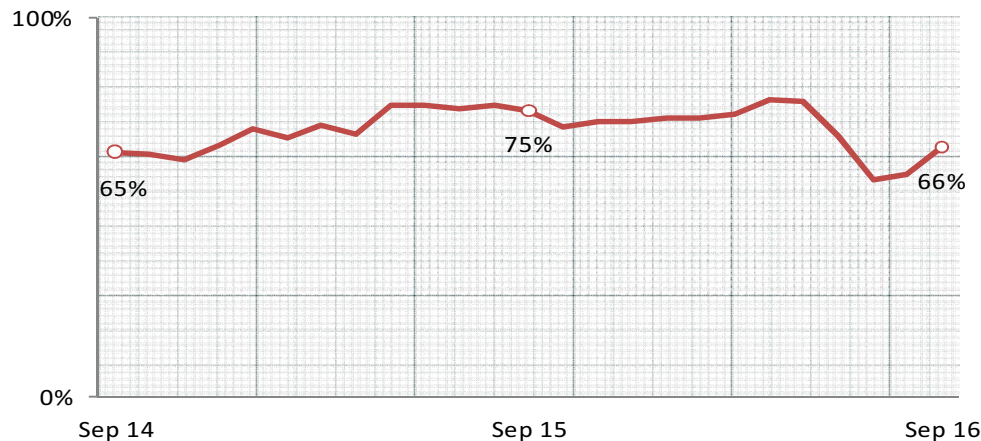


1. For the period April to September 2016, the percentage of crimes recorded within 24 hours reduced to 67%.
2. The reduction has been due to technical issues with Winscribe (telephone recording system) and significant staff shortages.

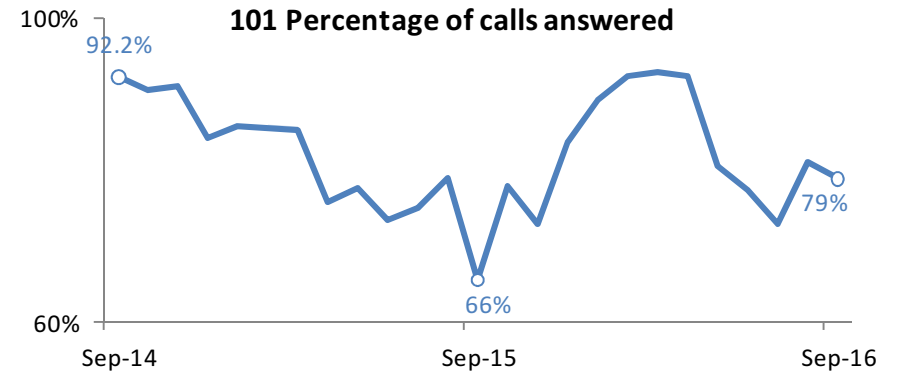
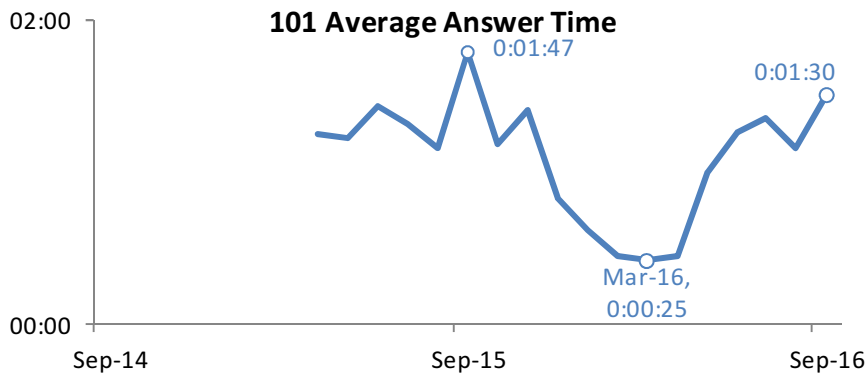
Implementation of Crime Recording at Source

1. The Force Crime and Incident Registrar has delivered crime recording training to identified contact handlers who will undertake a pilot in advance of the wider roll out.
2. A Police E-box application is currently being piloted which allows officers to directly record crimes.
3. The overall project to deliver a final E-box application and new incident management system (IMS) remains on schedule to be delivered by the end of October.
4. Implementation planned for November/December 2016.

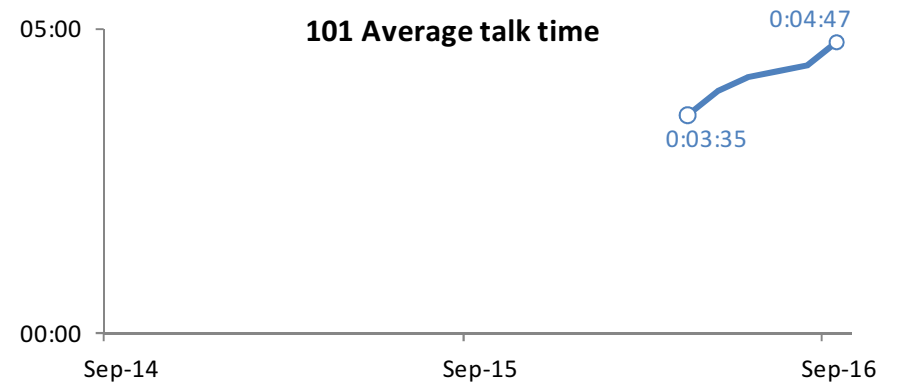
Crimes recorded within 24 hours



5. Victim's journey



1. The average time to answer 101 calls has increased from 25 seconds in March 2016 to 1 minute 30 seconds in September 2016.
2. The percentage of 101 calls answered has reduced over the same period, with 11,033 missed calls in September 2016.
3. The average time spent on a 101 call has increased by 34% from 3 minutes 35 seconds in April 2016 to 4 minutes 47 seconds in September 2016.



6. Victim's journey



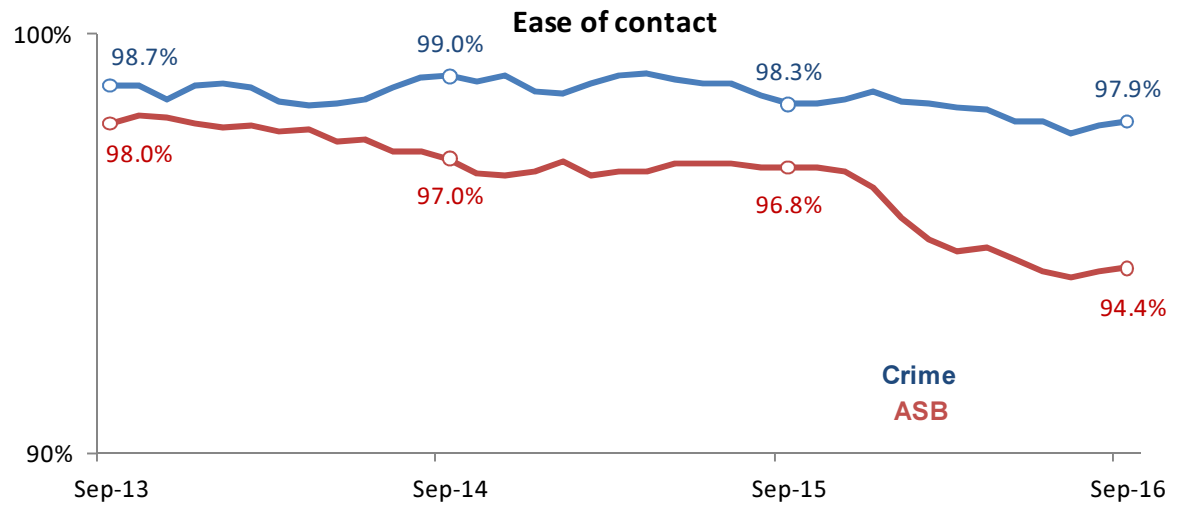
1. Several measures have been implemented to improve 101 call answering times:

- A daily management meeting process has commenced so that capacity issues and critical areas of performance are highlighted.
- Switchboard triage is currently being operated between 9am and 5pm which is improving the efficiency with which secondary calls are handled.
- Overtime is being used to fill current vacancies and the offer of extended hours (flat rate) has been taken up by a number of existing key time workers.
- A recruitment drive is on-going with extra resilience built in to cater for a high turnover of staff and the inherently long timescales involved in training.
- Demand reduction work involving enhanced IVR to remove unnecessary secondary calls (i.e. Custody enquiries) and the 101 campaign (expanding customer choice) has been launched.
- A focus on email based secondary contact through advice by Contact Handlers, a new 'Victim Journey' process and a revised CID 88.

7. Victim's journey



1. There is a reduction in satisfaction for ease of contact for ASB callers.
2. This reduction relates to a perceived lack of service and not meeting caller expectations, particularly for noise nuisance.
3. A key driver in this reduction was the introduction of THRIVE in October 2015, when the Force's stance changed to recognise councils as the appropriate authority to deal with most noise-related ASB issues.



8. Victim's journey



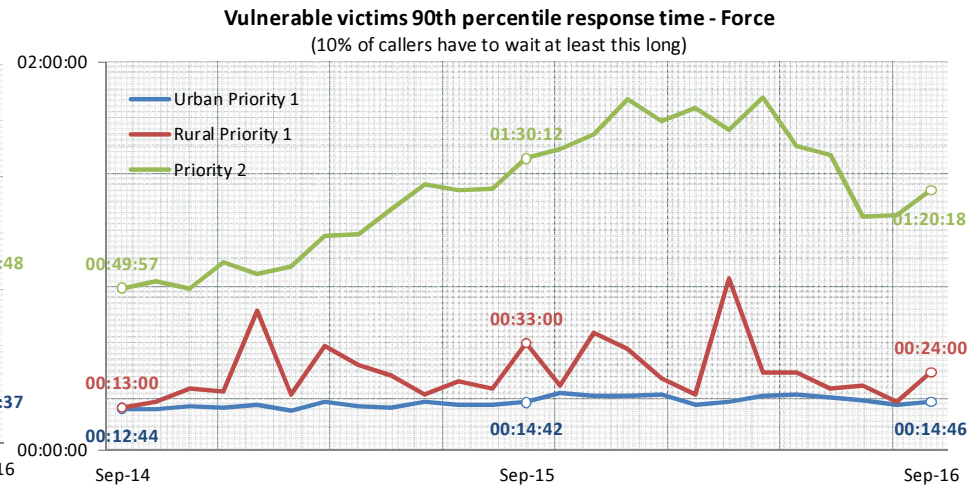
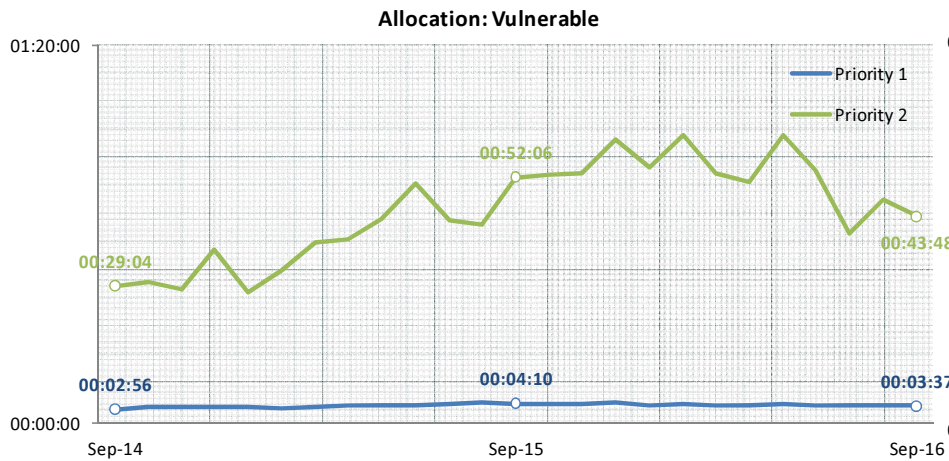
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- Response
The time taken to respond to vulnerable incidents has improved, but remains higher than non-vulnerable incidents.
- Resourcing
Officer availability has remained similar to last year.
- Assessment of vulnerability
87% of needs assessments satisfactorily completed.
- Satisfaction
Satisfaction with time of arrival remains high.

9. Victim's journey



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1. 90% of priority 1 incidents with a vulnerable victim are allocated within 3 minutes and 37 seconds.
2. 90% of priority 2 incidents with a vulnerable victim are allocated within 43 minutes and 48 seconds.
3. Response rates for priority 1 and priority 2 incidents with a vulnerable victim have increased in September 2016.
4. A review has been undertaken that has enabled the identification of common administrative themes to be addressed. In response, an aide memoire and clear escalation procedures have been implemented.
5. ICT developments are being considered to improve the identification and prioritisation of vulnerable incidents.



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10. Victim's journey



The length of investigations continue to reduce. There has been a reduction in pre and post charge failures (file quality). 78% of volume crime investigations considered to be good or outstanding.

Measure of IOM to be introduced.

RWD satisfaction with action taken remains high. There is a reduction in satisfaction with action taken for ASB and follow-up for both crime and ASB.

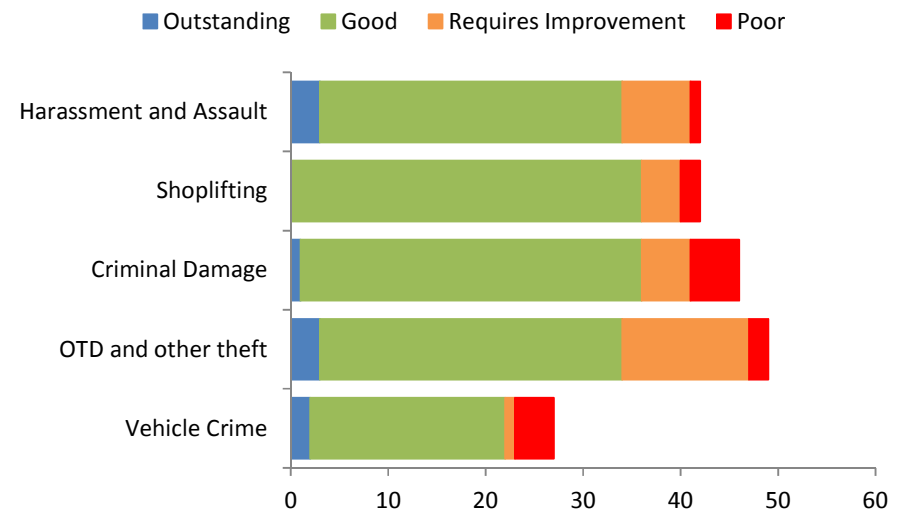


11. Victim's journey

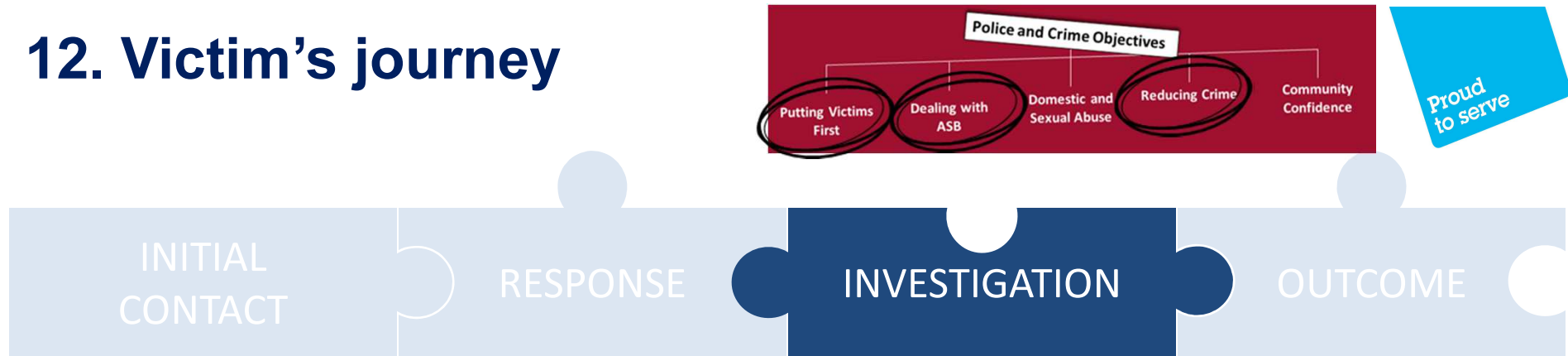


Review of volume crime investigations

1. A review of 206 investigations has been completed for burglary OTD and other theft (49), vehicle crime (27), harassment and assault (42), criminal damage (46), shoplifting (42).
2. Overall, the majority of volume crime investigations were good (153), with a small number of outstanding (9).
3. Organisational learning identified in those investigations that require improvement (30) and poor (14).



12. Victim's journey



Review of volume crime investigations

1. The following have been implemented to improve investigative standards:

- Further training is being undertaken to raise investigative standards and building quality case files.
- Attachments to CID to improve knowledge/expertise among uniform staff.
- Dip sampling is completed by supervisors to examine for the quality of victim contact and the quality of the investigation.
- Performance meetings – continued oversight by supervision and poor performance is challenged around file and investigative quality.

13. Victim's journey



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Outstanding

- Clear, bespoke investigation plans with supervisory direction.
- Strong evidence of detailed victim contact contracts.
- Good use of VFN and partner agencies.
- Evidence of operational initiative when assessing crime scenes.

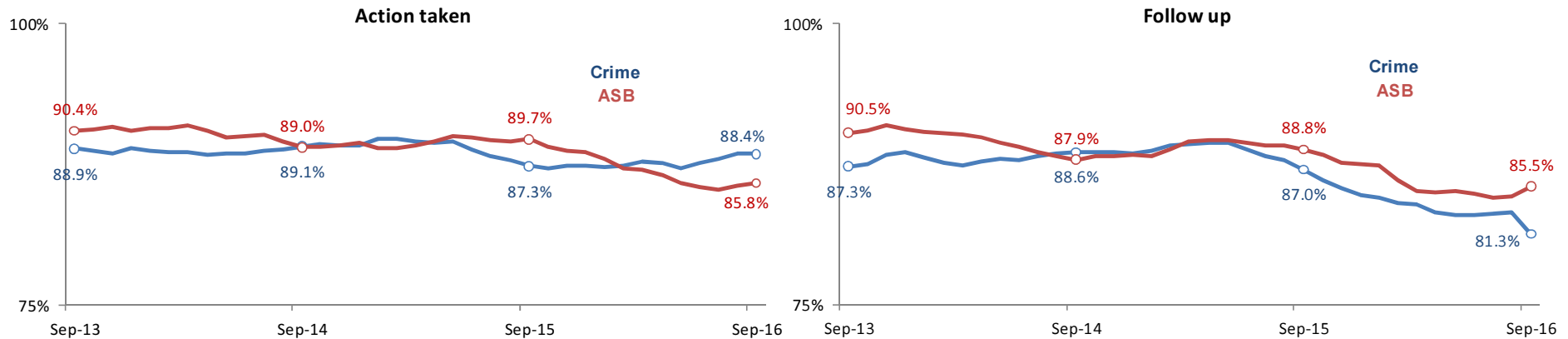
Good

- High standard of case summaries.
- Thorough updates to victims through agreed contracts.
- Good use of Proportionate Investigation.

Improvements

- Some evidence of inappropriate use of Community Resolution with no timescales.
- Better internal communication required when delaying volume crime investigations.
- Small number of police authorised prosecution where key witnesses had not yet been interviewed prior to court.
- Some cases indicated no enquiries had been recorded and present potential issues for further audits.

14. Victim's journey



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1. Satisfaction has reduced for action taken for ASB and follow-up for both crime and ASB.
2. The main reasons for dissatisfaction:
 - Lack of updates throughout investigation and of the outcome.
 - Perceived poor response or investigation/little action against offender.
 - Not keeping promises – doing what we say we will do.
 - Reducing trend in satisfaction for follow up of hate crime victims; the reasons for dissatisfaction with follow up are the same for hate crime.



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15. Victim's journey



Conviction rate at Magistrates' Court similar to last year; whilst guilty pleas reduced to 63%.
Appropriate use of out of court disposals and cancelled crimes has improved.

Satisfaction with whole experience for ASB has reduced.

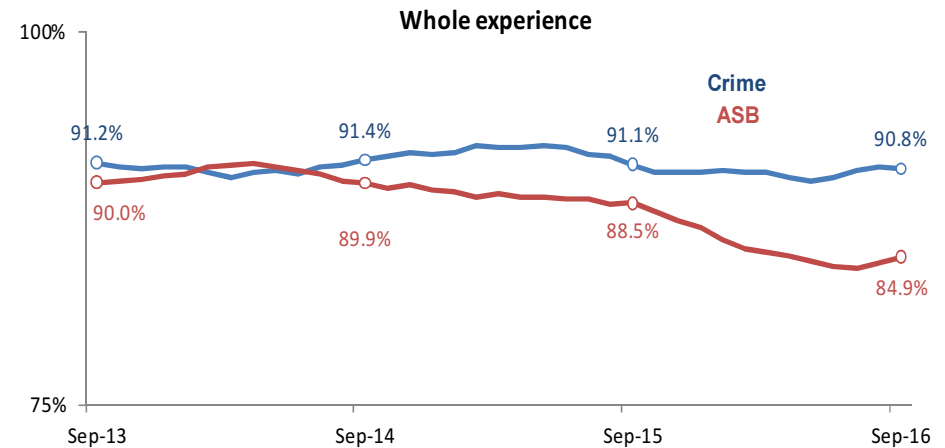


16. Victim's journey

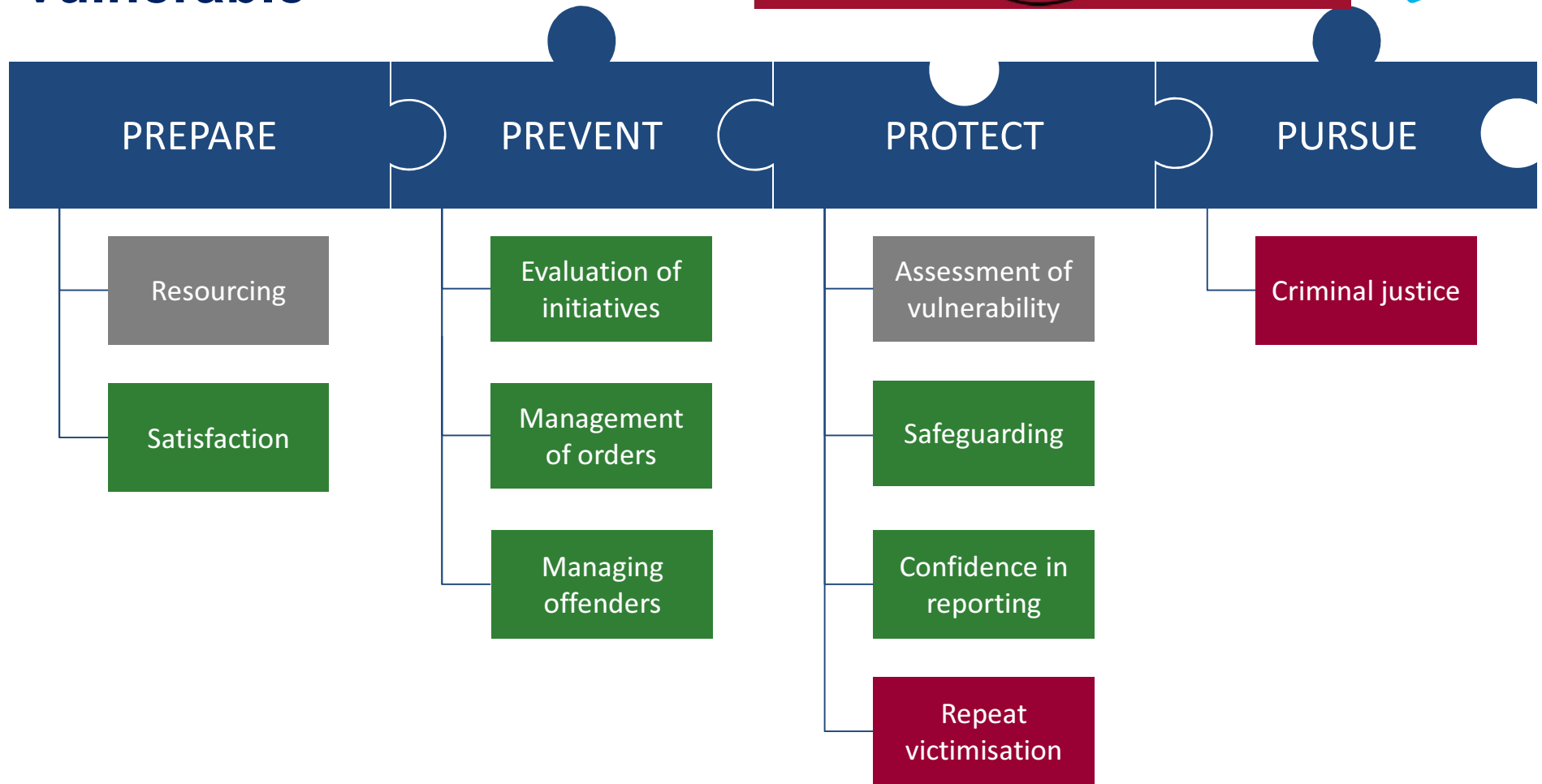


1. Satisfaction with action taken and follow-up contributes significantly to the reduction in satisfaction with whole experience.
2. The Force is placed second nationally for overall crime satisfaction (12 months to June 2016); satisfaction has increased since June 2016.
3. New protocols were introduced in June 2016:

- Communications Department provide email addresses to victims.
- An early contact email is sent by the officer in charge to the victim, providing a crime number, update on progress, OICs email contact and their shift pattern).
- A supervisor makes contact with the victim on the seventh day.
- A dip sample of cases is reviewed by Inspectors on day 21.
- Future work to map out the victim's journey is being undertaken.



17. Safeguarding the vulnerable



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18. Safeguarding the vulnerable



Resourcing

Assessment of whether capacity and capability match demand.

Satisfaction

90% of hate victims are satisfied with the whole experience, placed 5th nationally (improvement from 7th nationally).

There is a reducing trend in satisfaction for follow up of hate crime victims. Domestic abuse survey implemented.

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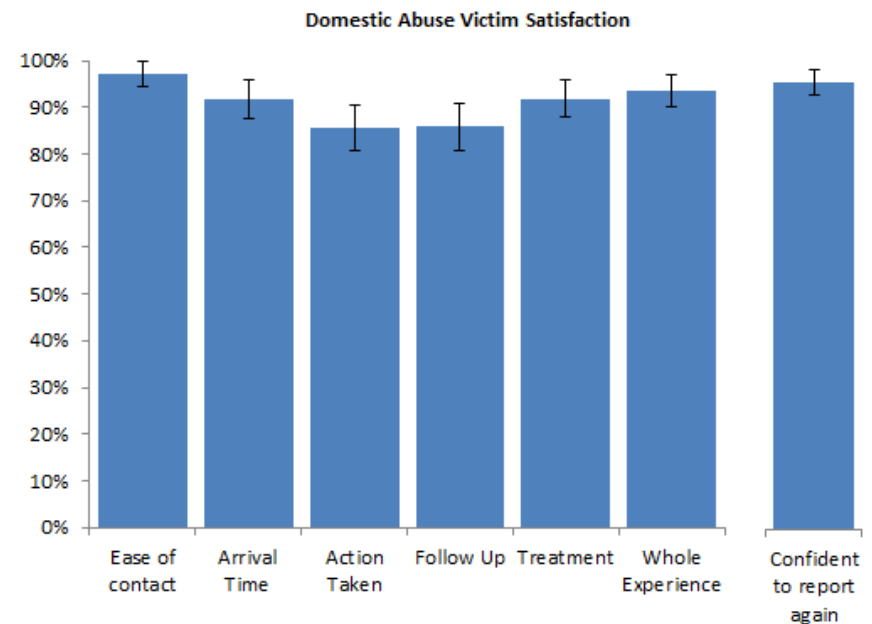


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19. Safeguarding the vulnerable



- To date, 200 domestic abuse victims have been surveyed,
- 186 victims were satisfied with the whole experience; 1 victim said they did not know.
 - The police were very helpful and specific to my circumstances.*
 - The officers went above and beyond.*
 - They contacted support agencies on my behalf.*
 - Police have a good understanding of the effect of alcohol on families.*
 - I was scared and alone, but police stayed with me and calmed me.*
- 13 victims expressed dissatisfaction with the whole experience.
 - I have mixed feelings about the appointment system that the police now use.*
 - I was told that they would send me a letter informing me of the outcome, but I am still waiting.*
 - They said they would update me when they had served the PIN but they never got back in touch.*



20. Safeguarding the vulnerable



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- Evaluation of initiatives

The number of referrals to perpetrator programmes has increased compared to 2015/16.
- Management of orders

There is a reduction in DVPO applications to court, percentage substantiated increased.
Reduction in charge rate for DVPO breaches (89%).
- Managing offenders

In total, 153 people have been managed through the MATAC process.
70% of subjects have reduced their offending.

21. Safeguarding the vulnerable



8% of victim sample should have been referred to VFN. Further measures to be determined.

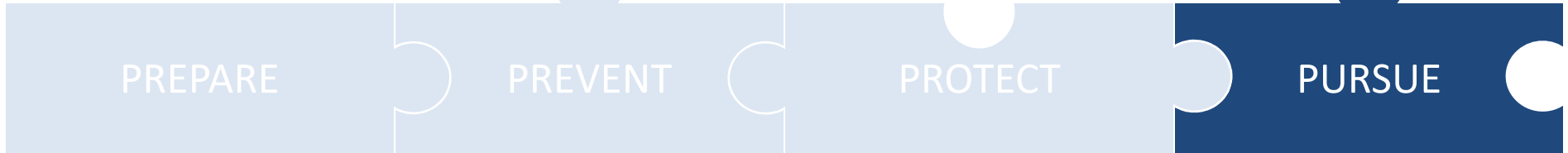
88% of harm reduction plans considered to be good or outstanding.
Investigations of hate crime assessed as good or outstanding.

96% of domestic abuse victims are confident to report further abuse to the police.

Repeat victimisation increased.



22. Safeguarding the vulnerable



Charge rates have reduced.
Reduced quality of MG5s in domestic abuse files.
Report to conviction rates have reduced.
76% of investigations (hate crime, domestic abuse and sexual offences) assessed as good or outstanding.

Criminal justice

23. Safeguarding the vulnerable



Category	Charge rate	Conviction rate	Report to conviction rate	National position
Rape	17% ↓	50% ↓	8% ↓	7 th
Sexual offences	17% ↓	73% ↑ ¹	12% ¹ ↓	6 th
Domestic violence	23% ↓	73% ↑	17% ↓	2 nd
Hate	16% ↓	79% ↑	13% ↓	22 nd

1. The Force is 2nd nationally for sexual offences charge rate and 6th for rape.
2. Low conviction rates compared to other force areas; however, report to conviction rate is comparatively high.
3. Reduction in charge rates influencing report to conviction rate and impacted by improved crime recording standards.

¹ Data for April to May 2016

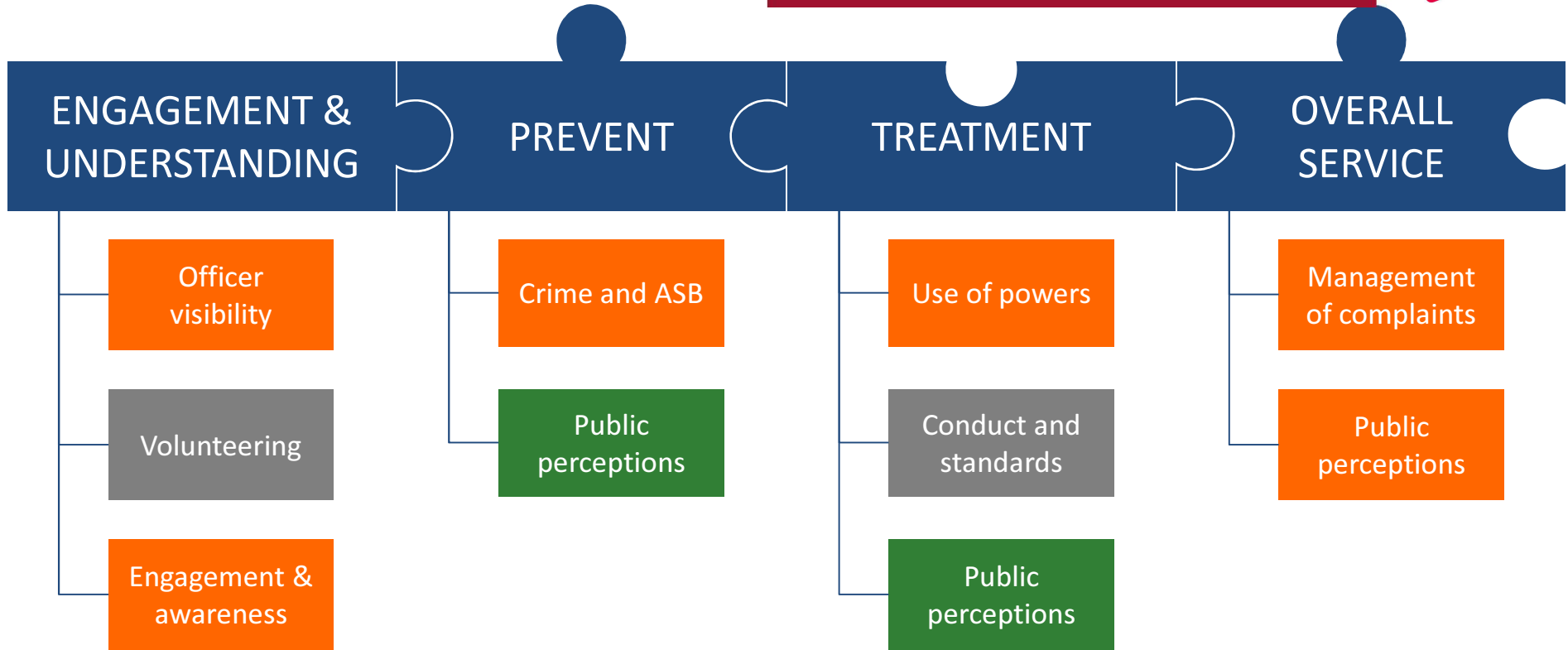


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24. Community confidence



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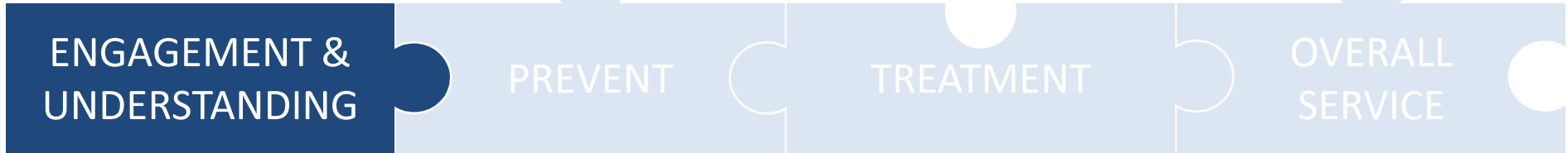


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25. Community confidence



Officer visibility

Percentage of time spent out of the station has increased.
Perceptions of officer visibility have reduced.

Volunteering

Measures to be determined.

Engagement & awareness

Awareness of local meetings has reduced.

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26. Community confidence



Crime and ASB

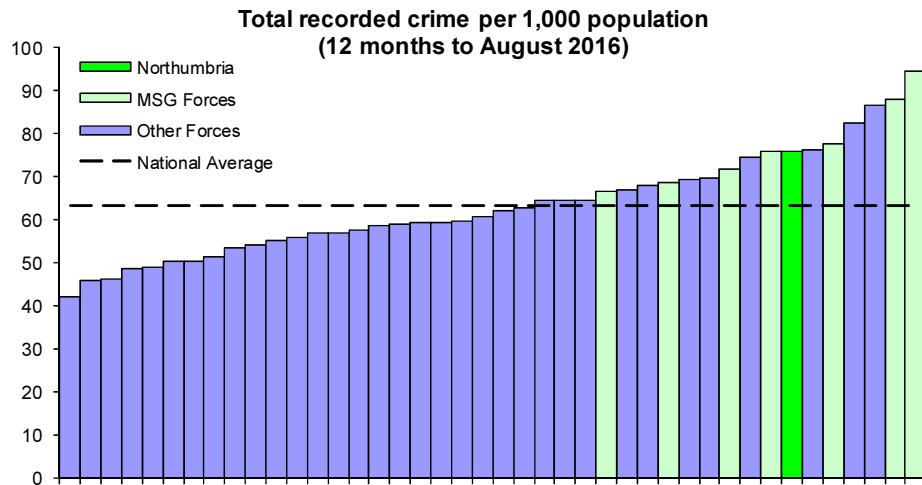
Total recorded crime has increased by 28%.
Burglary dwelling has increased by 3%.
ASB has reduced by 2%.
Risk of household and personal crime has reduced.

Public perceptions

Perceptions of crime and ASB remain low and continue to reduce.



27. Community confidence



	Northumbria	MSG	National
Violence against the person	+88%	+37%	+22%
Public order offences	+204%	+55%	+30%
Criminal damage	+27%	+11%	+5%
Other theft offences	+32%	+3%	-2%
Shoplifting	+18%	+6%	+4%

1. Force is positioned 36th nationally for total recorded crime per 1,000 population; 19th for previous year.
2. Largest volume increases in violence against the person, public order, criminal damage other theft offences and shoplifting over this period.
3. Force has a greater percentage increase in all of these offence types compared to MSG and nationally.
4. Office for National Statistics plan to publish an experimental crime index in November 2016.
 - Weighting for each type of offence.
 - Methodology not yet finalised.
 - Potential for use in funding allocation.

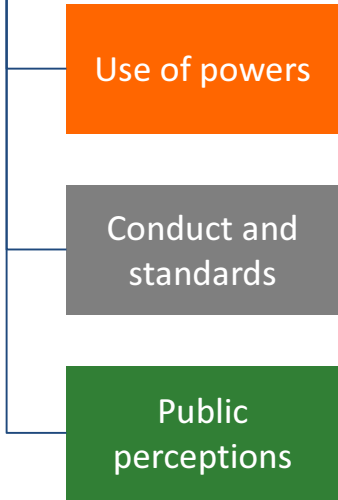
28. Community confidence



Improvement in the percentage of stop and searches with sufficient grounds recorded.
 24% of searches resulted in an arrest/outcome other than NFA.

Measures to be determined.

Perceptions of fair treatment and respect high.



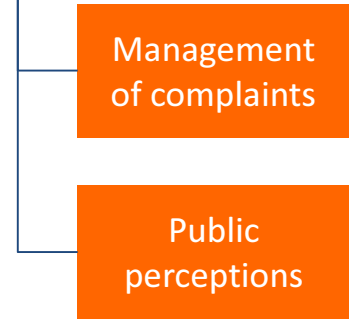
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29. Community confidence



Number of live complaints managed has increased.
The percentage of IPCC investigation appeals upheld is 33%.

Perceptions of police and local councils dealing with ASB and crime issues that matter in their area has reduced.
High levels of perceptions of safety and whether police do a good job.



30. Community confidence



IPCC	2015/2016			2016/2017 Q1		2016/17 (April to September)		
	Northumbria	Change (from 2014/15)		MSG	National	Appeals	Upheld	Rate
Investigated	53%	+19%	▲	34%	38%	18	6	33%
Locally resolved	100%	+100%	▲	21%	74%	2	2	100%
Non-recording	41%	-26%	▼	49%	34%	27	3	11%
Disapplied	0%	+0%	-	0%	19%	0	0	
All appeal types	54%	+19%	▲			47	11	23%

Force	2015/2016			2016/2017 Q1		2016/17 (April to September)		
	Northumbria	Change (from 2014/15)		MSG	National	Appeals	Upheld	Rate
Investigated	16%	+8%	▲	20%	14%	18	4	22%
Locally resolved	6%	-2%	▼	10%	17%	7	0	0%
Disapplied	13%	+8%	▲	0%	8%	5	0	0%
All appeal types	12%	+7%	▲			30	4	13%

1. The percentage of IPCC investigation appeals upheld is 33% for 2016/17.
2. There is a continued reduction in percentage of appeals upheld by IPCC for non-recording.
3. The number of live complaints has increased in recent months; this is primarily due to a reduction in the timeliness of investigation, rather than a significant increase in new complaints.

Victim's Journey		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Call management (slide 5)												
Average time to answer 999 calls		0m 12s	Apr to Sep 2015	0m 11s	2015/16	0m 11s	Apr to Sep 2016				1	
Average time to answer 101 calls		1m 21s	Apr to Sep 2015	1m 4s	2015/16	1m 5s	Apr to Sep 2016	● ⁵			1	
Percentage of calls answered - 999		97%	Apr to Sep 2015	98%	2015/16	98%	Apr to Sep 2016				2	
Percentage of calls answered - 101		74%	Apr to Sep 2015	79%	2015/16	80%	Apr to Sep 2016	● ⁴			2	
Percentage of calls dealt with in a professional manner												
Correct greeting and overall politeness						93%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.
An explanation of response was given						46%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.
All information was recoded						78%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.
Contact handler reassured the caller						76%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.
Contact handler related with the caller						78%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.
Contact handler resolved the caller's request						88%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.
Initial contact (slides 3-7)												
Assessment of vulnerability												
Percentage of calls correctly assessed for vulnerability, threat, risk and harm						94%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.

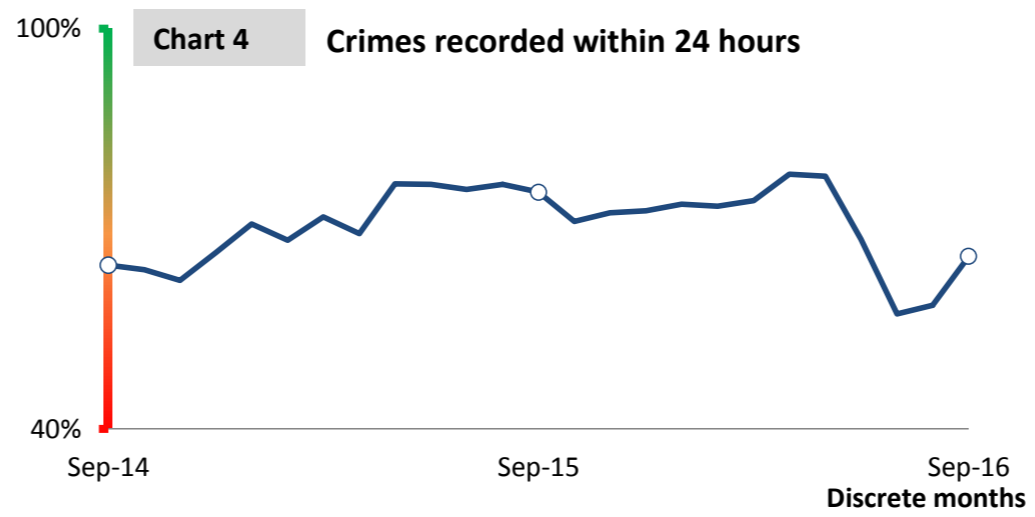
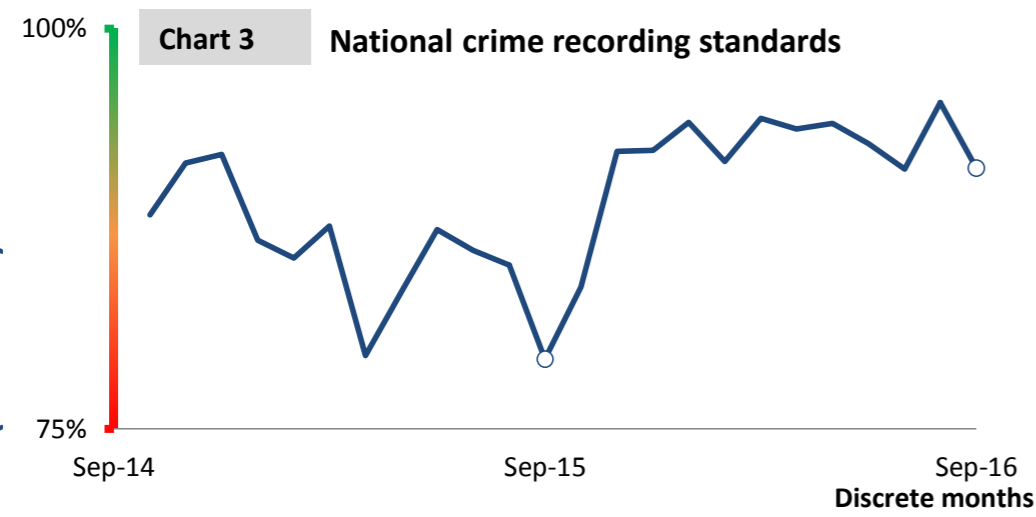
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Initial contact (slides 3-7)

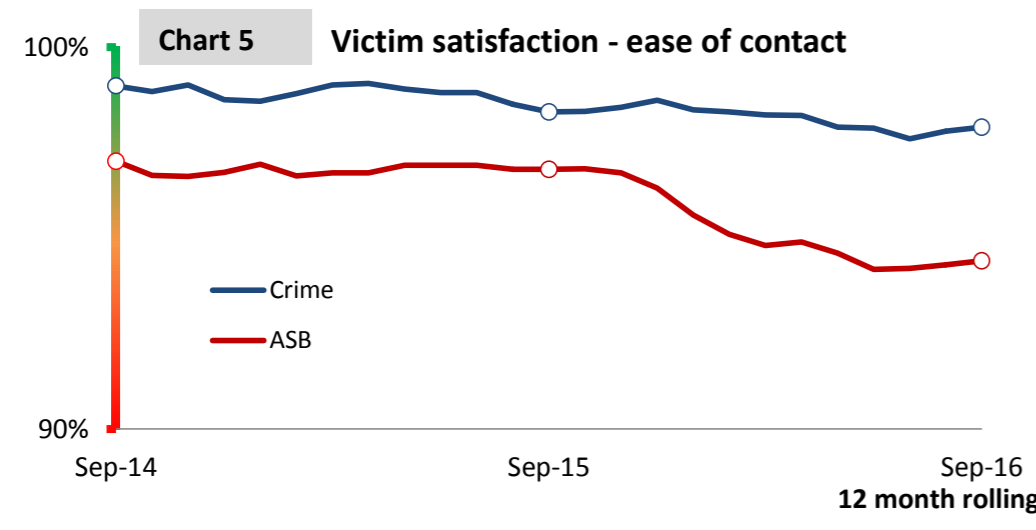
●⁹ - Direction of travel and the number of months

Victim's Journey	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					

Decision making and standards (slide 4)											
Percentage of incidents allocated the most appropriate response					80%	Apr to May 2016					The next THRIVE assessment is planned for December 2016.
Compliance with National Crime Recording Standards	83%	Apr to Sep 2015	90%	2015/16	93%	Apr to Sep 2016				3	
Percentage of crimes recorded within 24 hours	75%	Apr to Sep 2015	74%	2015/16	67%	Apr to Sep 2016	● ³			4	
Percentage of sexual offences recorded within 24 hours			78%	2015/16	74%	Apr to Sep 2016					Includes those crimes where it is reasonable to record after 24 hours
Compliance with National Standards for Incident Recording											



Satisfaction (slide 7)											
Percentage of victims satisfied with ease of contact - Crime			98%	12mths to Sep 2015	98%	12mths to Sep 2016		1st	3rd	5	User satisfaction survey - Crime
Percentage of victims satisfied with ease of contact - ASB			97%	12mths to Sep 2015	94%	12mths to Sep 2016	● ¹¹			5	ASB survey
Percentage of callers satisfied where their call did not result in the creation of an incident log											



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Initial contact (slides 3-7)

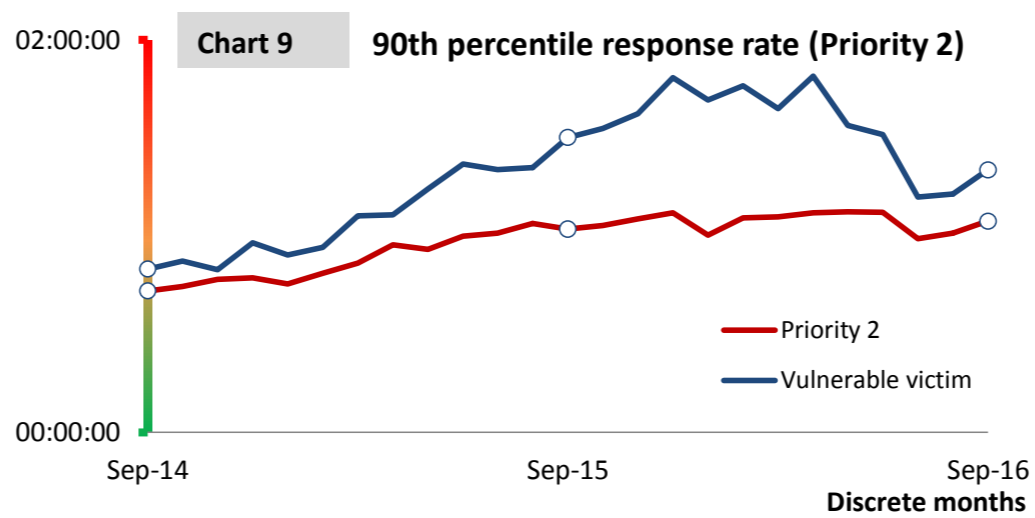
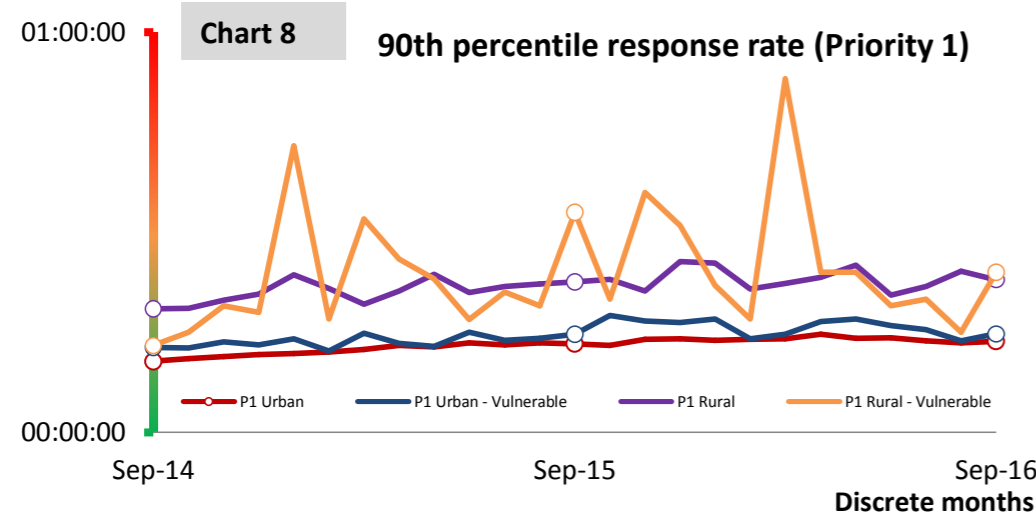
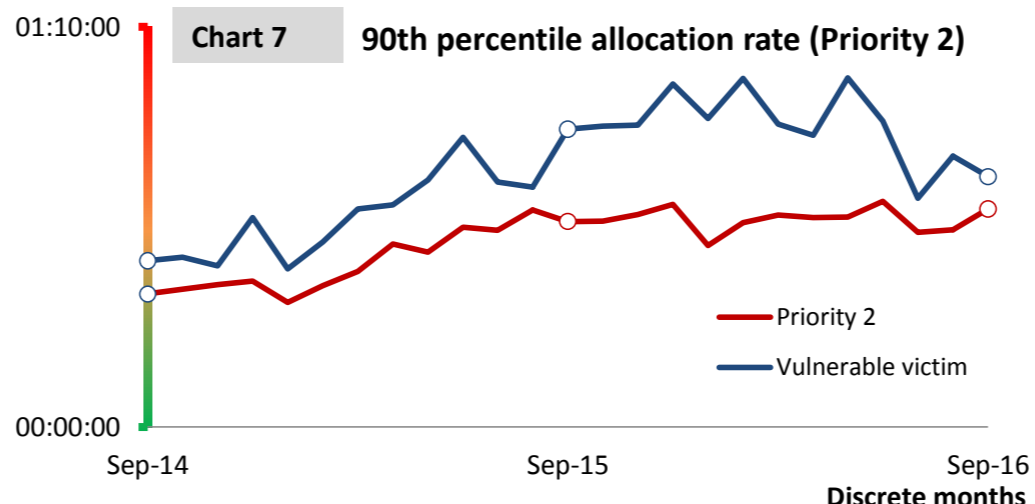
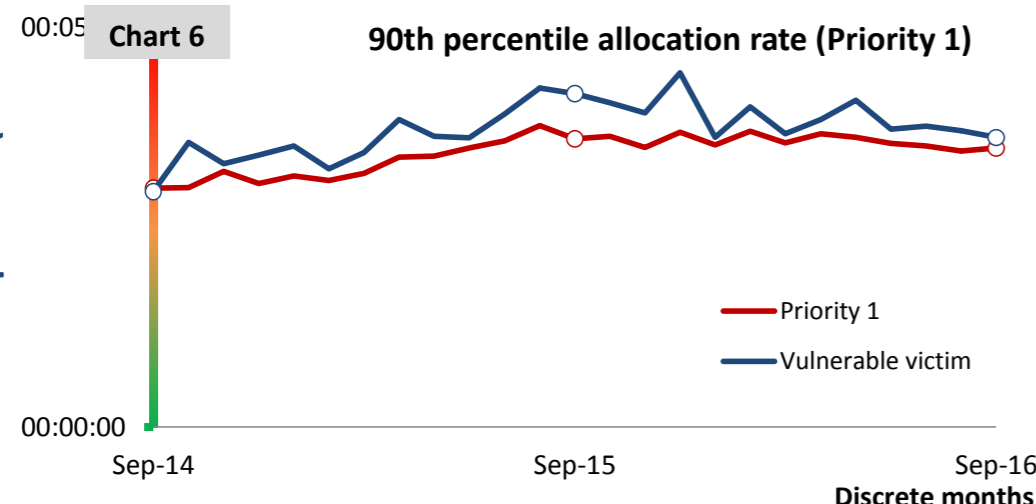
●⁹ - Direction of travel and the number of months

Victim's Journey	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					
Response (slide 9)											
90th percentile allocation rate - Priority 1	3m 33s	Apr to Sep 2015	3m 34s	2015/16	3m 32s	Apr to Sep 2016				6	
Vulnerable victim	3m 52s	Apr to Sep 2015	3m 54s	2015/16	3m 44s	Apr to Sep 2016	● ⁹			6	
90th percentile allocation rate - Priority 2	34m 22s	Apr to Sep 2015	35m 12s	2015/16	36m 20s	Apr to Sep 2016				7	
Vulnerable victim	44m 45s	Apr to Sep 2015	49m 23s	2015/16	48m 21s	Apr to Sep 2016	● ⁴			7	
90th percentile response rate - Priority 1 (Urban)	13m 11s	Apr to Sep 2015	13m 29s	2015/16	13m 54s	Apr to Sep 2016				8	
Vulnerable victim	13m 54s	Apr to Sep 2015	14m 36s	2015/16	15m 22s	Apr to Sep 2016				8	
90th percentile response rate - Priority 1 (Rural)	22m 8s	Apr to Sep 2015	22m 48s	2015/16	23m 13s	Apr to Sep 2016				8	
Vulnerable victim	23m 33s	Apr to Sep 2015	23m 48s	2015/16	23m 30s	Apr to Sep 2016				8	
90th percentile response rate - Priority 2	59m 53s	Apr to Sep 2015	1 h 2m 6s	2015/16	1 h 4m 3s	Apr to Sep 2016				9	
Vulnerable victim	1h18m 37s	Apr to Sep 2015	1 h 27m 27s	2015/16	1 h 23m 54s	Apr to Sep 2016	● ⁵			9	

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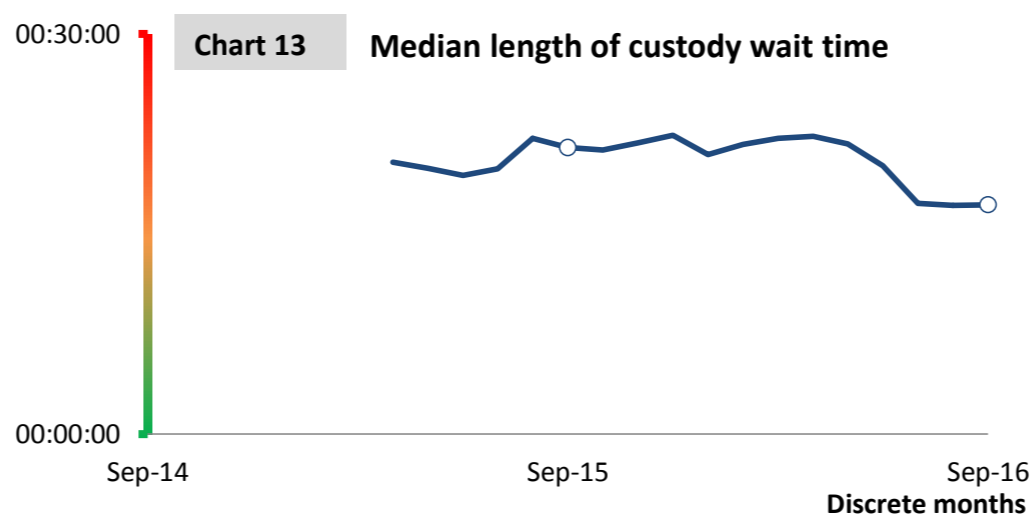
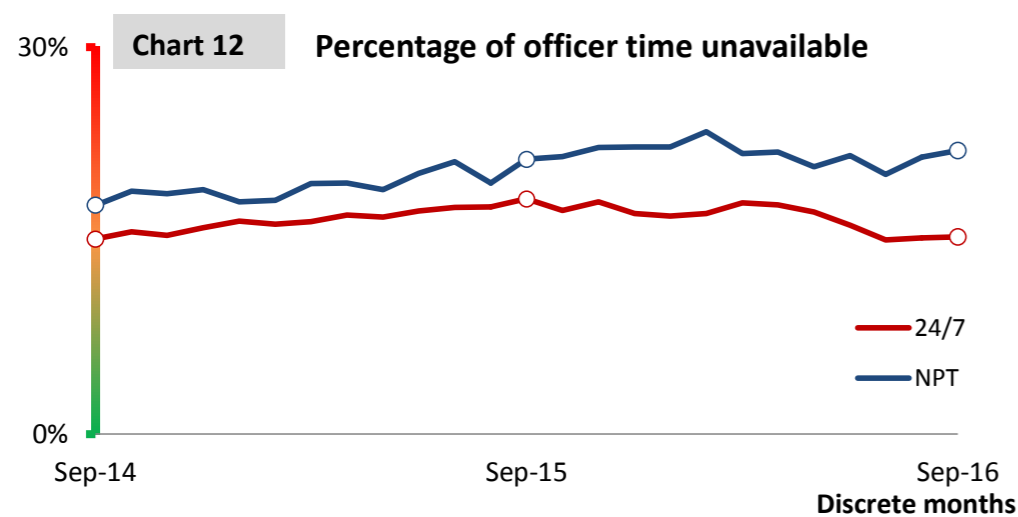
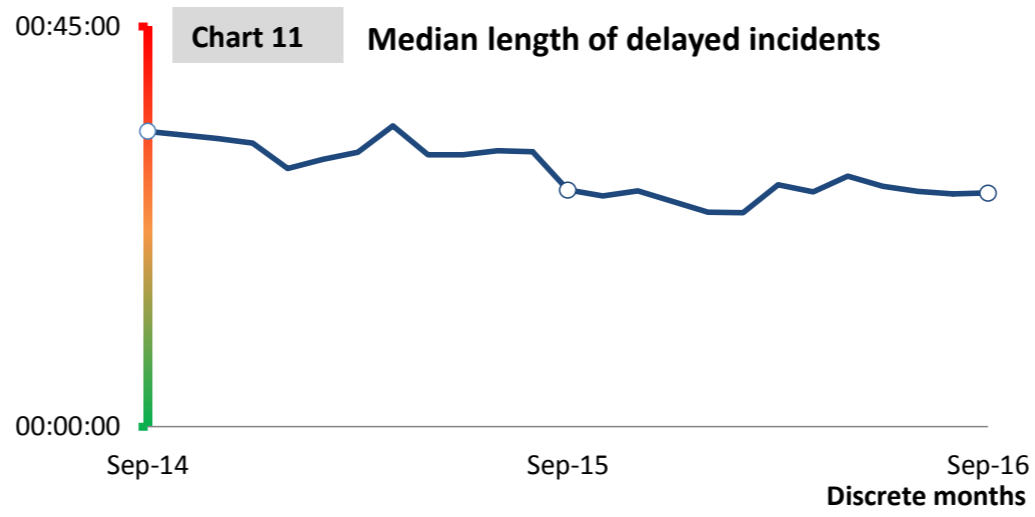
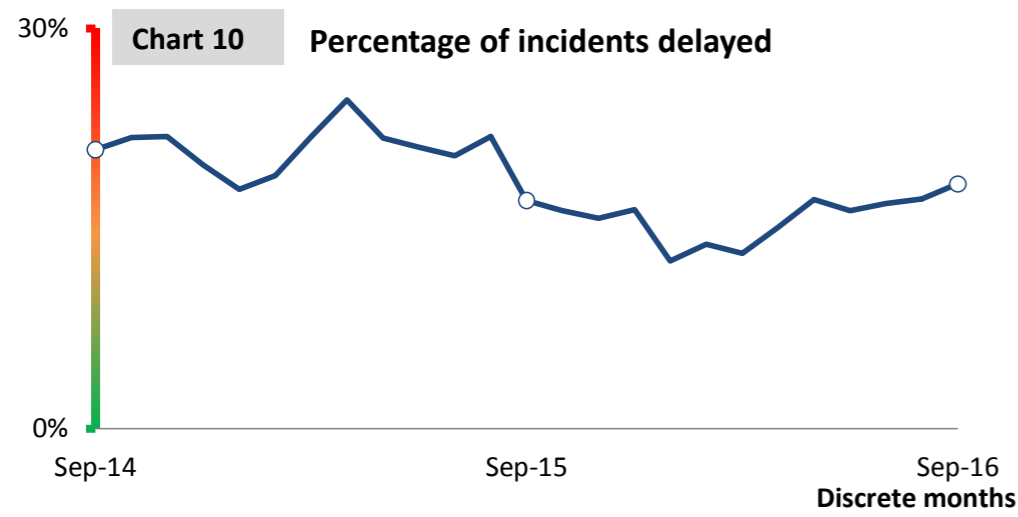
Response (slides 8-9)



●⁹ - Direction of travel and the number of months

Victim's Journey	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					
Resourcing											
Delayed incidents - Percentage	21%	Apr to Sep 2015	16%	2015/16	17%	Apr to Sep 2016				10	
Delayed incidents - Median length	30m 48s	Apr to Sep 2015	28m 46s	2015/16	26m 38s	Apr to Sep 2016				11	
Percentage of unavailable officer time (duty states 1 and 8) - 24/7	17%	Apr to Sep 2015	17%	2015/16	16%	Apr to Sep 2016				12	
Percentage of unavailable officer time (duty states 1 and 8) - NPT	20%	Apr to Sep 2015	21%	2015/16	21%	Apr to Sep 2016				12	
Median waiting time in custody (arrival to detention authorised)	20m 27s	Apr to Sep 2015	21m 3s	2015/16	19m 26s	Apr to Sep 2016	● ⁵			13	

Response (slides 8-9)



⁹ - Direction of travel and the number of months

Victim's Journey		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes												
		Value	Period	Value	Period	Value	Period																	
Assessment of vulnerability																								
VCOP: Percentage of victims with a satisfactory needs assessment		90%	Apr to Sep 2015	87%	2015/16	87%	April to Sep 2016				14	Measure supports Victims' Code Of Practice												
VCOP: Percentage of needs assessment completed within 24 hours.		81%	Apr to Sep 2015	82%	2015/16	94%	April to Sep 2016					Measure supports Victims' Code Of Practice												
VCOP: Percentage of victims of sexual offences and domestic abuse with a victims needs assessment.		92%	Apr to Sep 2015	88%	2015/16	96%	April to Sep 2016					Measure supports Victims' Code Of Practice												
<p>Chart 14 Victims with a satisfactory needs assessment</p> <table border="1"> <caption>Data for Chart 14</caption> <thead> <tr> <th>Discrete months</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Sep-14</td> <td>90%</td> </tr> <tr> <td>Sep-15</td> <td>87%</td> </tr> <tr> <td>Sep-16</td> <td>87%</td> </tr> </tbody> </table>													Discrete months	Percentage	Sep-14	90%	Sep-15	87%	Sep-16	87%				
Discrete months	Percentage																							
Sep-14	90%																							
Sep-15	87%																							
Sep-16	87%																							
Satisfaction																								
Percentage of victims satisfied with time of arrival - Crime				93%	12mths to Sep 2015	92%	12mths to Sep 2016				15	User satisfaction survey - Crime												
Percentage of victims satisfied with time of arrival - ASB				93%	12mths to Sep 2015	93%	12mths to Sep 2016				15	ASB survey												
<p>Chart 15 Victims satisfied with time of arrival</p> <table border="1"> <caption>Data for Chart 15</caption> <thead> <tr> <th>12 month rolling</th> <th>Crime (%)</th> <th>ASB (%)</th> </tr> </thead> <tbody> <tr> <td>Sep-14</td> <td>93%</td> <td>93%</td> </tr> <tr> <td>Sep-15</td> <td>92%</td> <td>93%</td> </tr> <tr> <td>Sep-16</td> <td>92%</td> <td>93%</td> </tr> </tbody> </table>													12 month rolling	Crime (%)	ASB (%)	Sep-14	93%	93%	Sep-15	92%	93%	Sep-16	92%	93%
12 month rolling	Crime (%)	ASB (%)																						
Sep-14	93%	93%																						
Sep-15	92%	93%																						
Sep-16	92%	93%																						

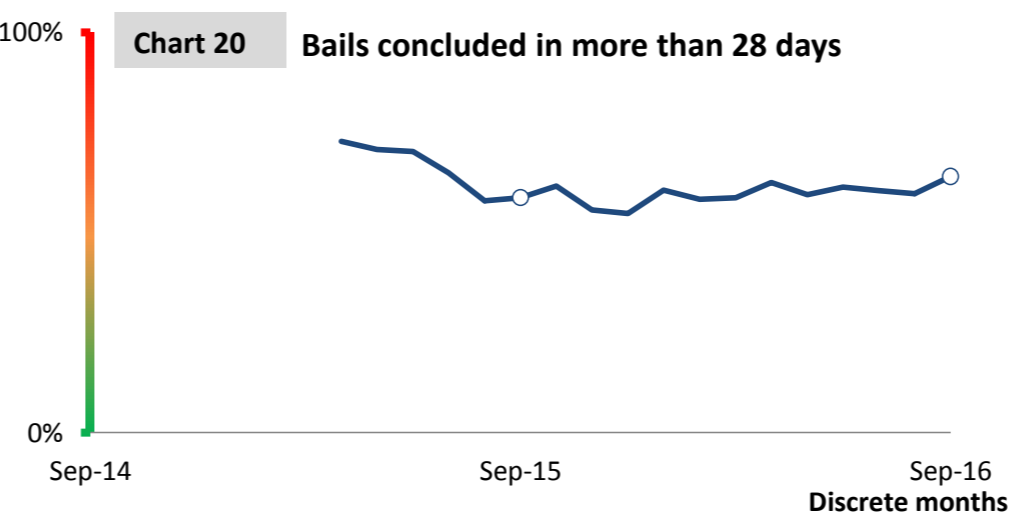
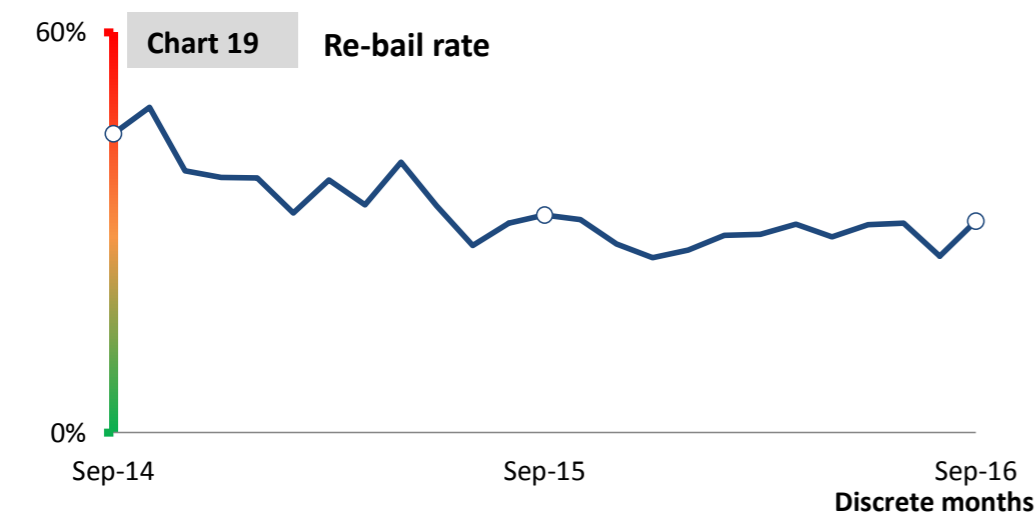
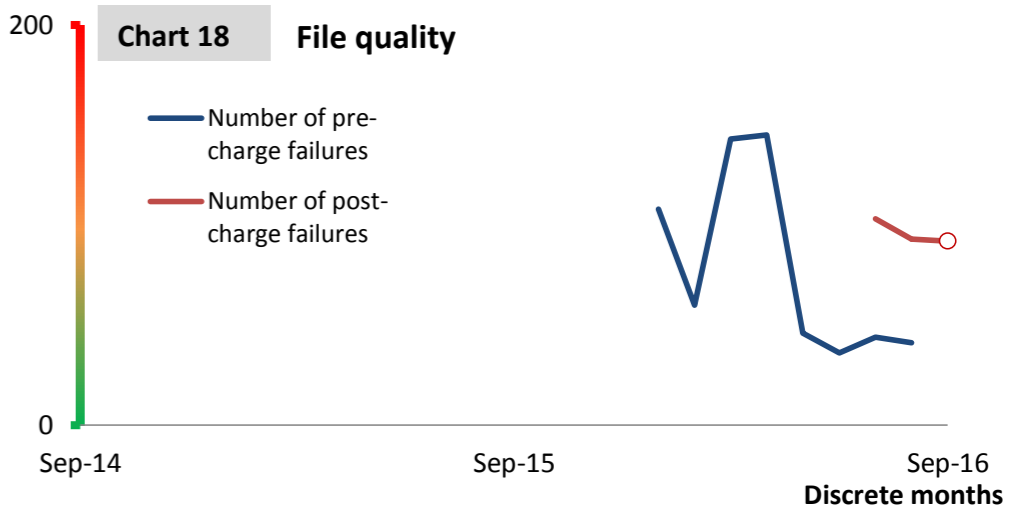
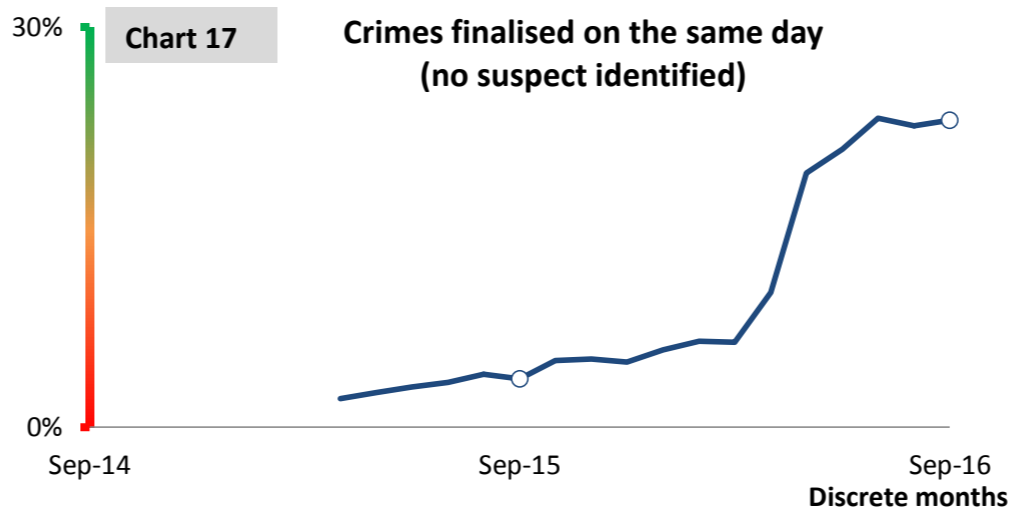
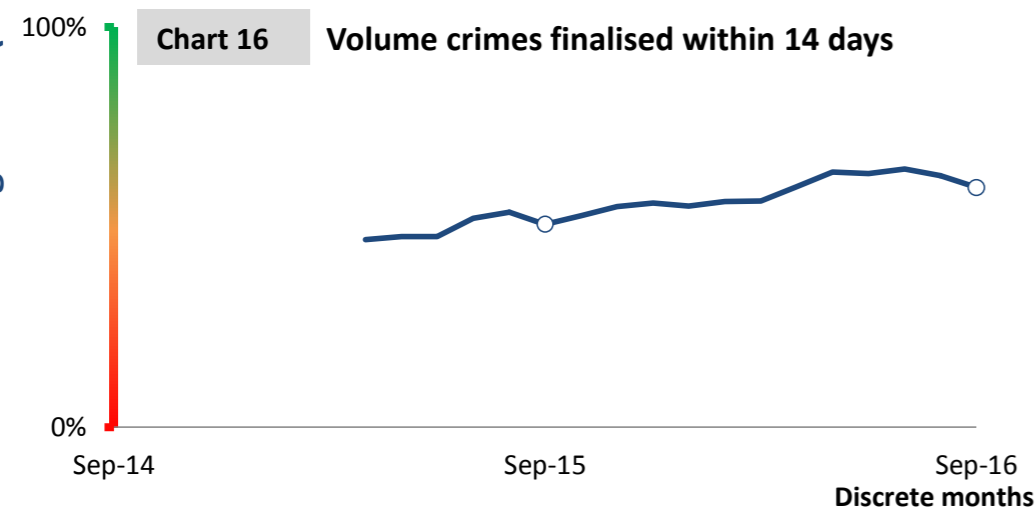
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 Response (slides 8-9)

⁹ - Direction of travel and the number of months

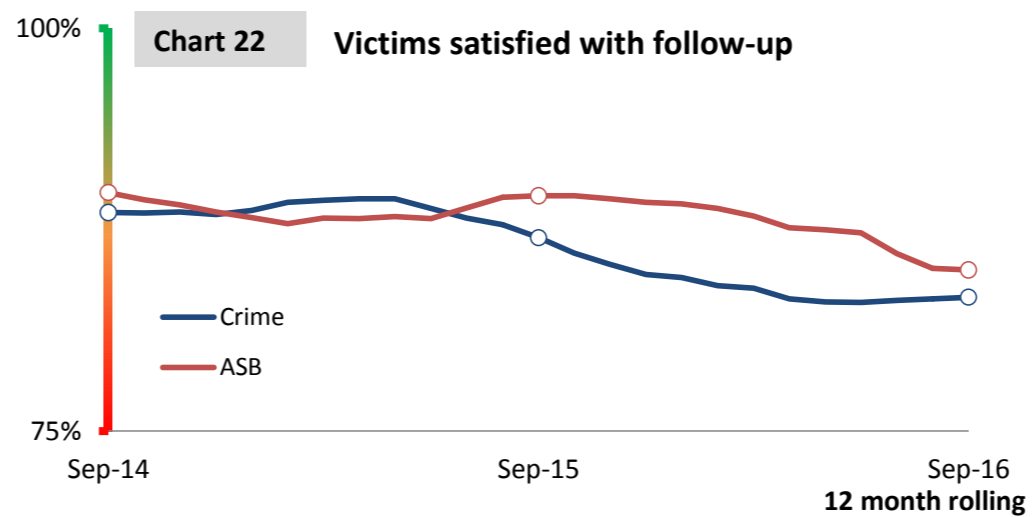
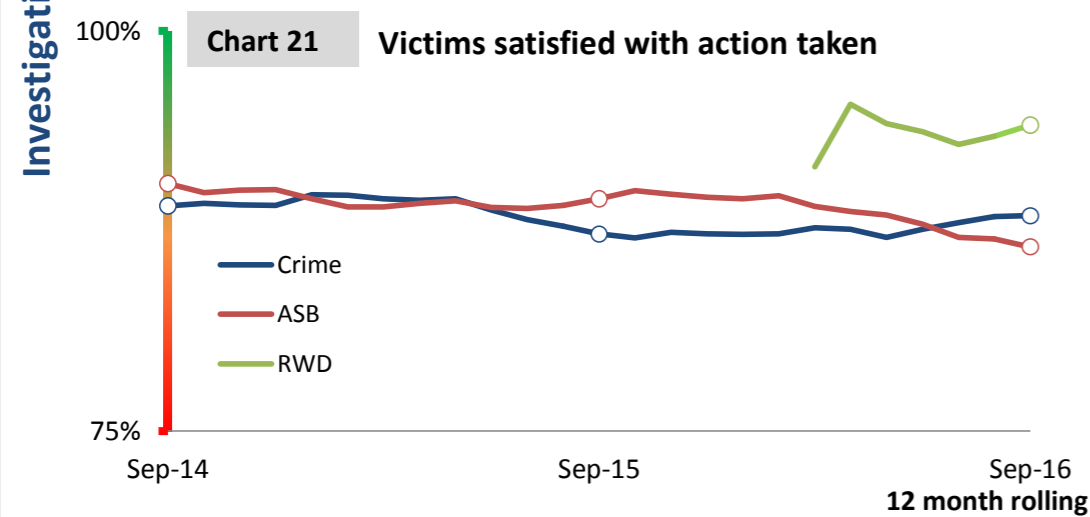
Victim's Journey	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					
Standards of investigation (slide 11)											
Proportionate investigation - Percentage of volume crimes finalised within 14 days	50%	Apr to Sep 2015	53%	2015/16	62%	Apr to Sep 2016	●15			16	
Proportionate investigation - Percentage of crimes with no suspect identified finalised on the same day	3%	Apr to Sep 2015	5%	2015/16	20%	Apr to Sep 2016	●6			17	
Assessment of the quality of investigative standards (volume crime)			78% of investigations considered to be a good or outstanding standard based on a review of 206 volume crime investigations; burglary OTD and other theft (49), vehicle crime (27), harassment and assault (42), criminal damage (46) and shoplifting (42).								
File quality - number of pre-charge failures			104 per month	Jan to Mar 2016	62 per month	Apr to Aug 2016				18	
File quality - number of post-charge failures					96 per month	Jul to Sep 2016				18	
VCOP: Post charge files where the requirement for special measures was incorrectly recorded.					7 per month	Jul to Sep 2016					
VCOP: Post charge files where the victim personal statement was incorrectly recorded.					4 per month	Jul to Sep 2016					
VCOP: Post charge files where the delivery method of the victim personal statement was incorrectly recorded.					11 per month	Jul to Sep 2016					
Re-bail rate	33%	Apr to Sep 2015	31%	2015/16	30%	Apr to Sep 2016				19	
Percentage of bails concluded in more than 28 days	66%	Apr to Sep 2015	62%	2015/16	61%	Apr to Sep 2016				20	
Percentage of bails granted with conditions											

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Investigation (slides 10-14)



Victim's Journey		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Offender management												
IOM re-offending rate.												
Satisfaction (slide 14)												
Percentage of victims satisfied with action taken - Crime				87%	12mths to Sep 2015	88%	12mths to Sep 2016	● ⁴	1st	4th	21	User satisfaction survey - Crime
Percentage of victims satisfied with action taken - ASB				90%	12mths to Sep 2015	86%	12mths to Sep 2016	● ⁷			21	ASB survey
Percentage of victims satisfied with action taken - RWD				92%	Feb to Mar 2016	94%	Apr to Sept 2016				21	RWD survey
Percentage of victims satisfied with follow-up - Crime				87%	12mths to Sep 2015	83%	12mths to Sep 2016	● ¹⁶	1st	4th	22	User satisfaction survey - Crime
Percentage of victims satisfied with follow-up - ASB				89%	12mths to Sep 2015	86%	12mths to Sep 2016	● ¹⁰			22	ASB survey



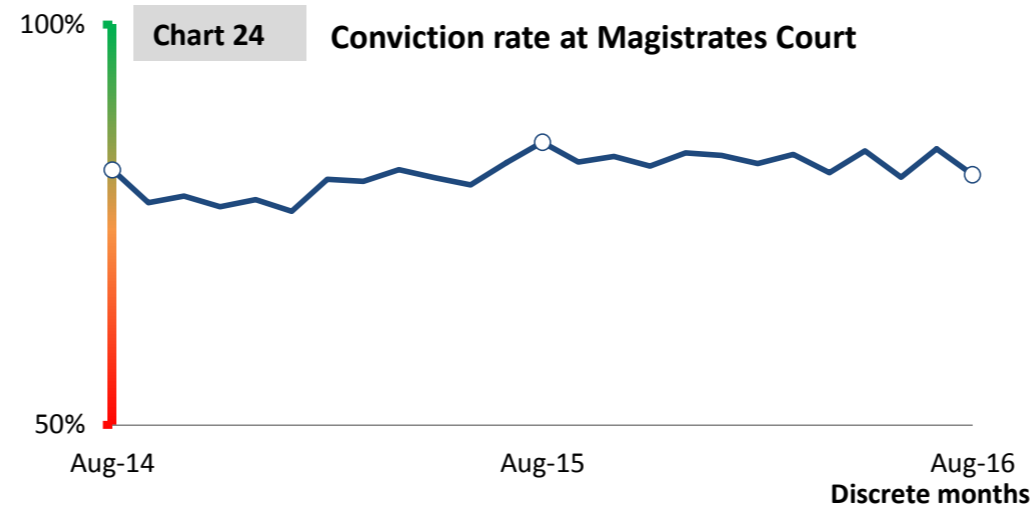
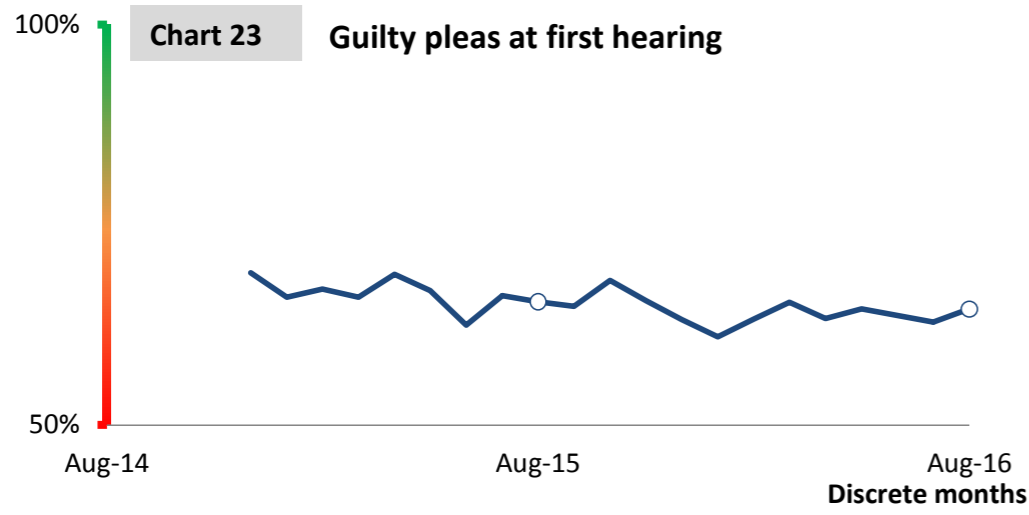
9 - Direction of travel and the number of months

Victim's Journey		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Criminal justice												
Percentage of guilty pleas at first hearing		66%	Apr to Aug 2015	65%	2015/16	63%	Apr to Aug 2016				23	
Conviction rate at Magistrates Court		82%	Apr to Aug 2015	84%	2015/16	83%	Apr to Aug 2016				24	
Appropriate use of out of court disposals where a charge is the normal outcome				38%	Jan to Mar 2016	66%	Apr to Aug 2016					
Appropriate use of cancelled crimes				89%	Jan to Mar 2016	96%	Apr to May 2016					
Monitor the use of charge for a lesser offence												

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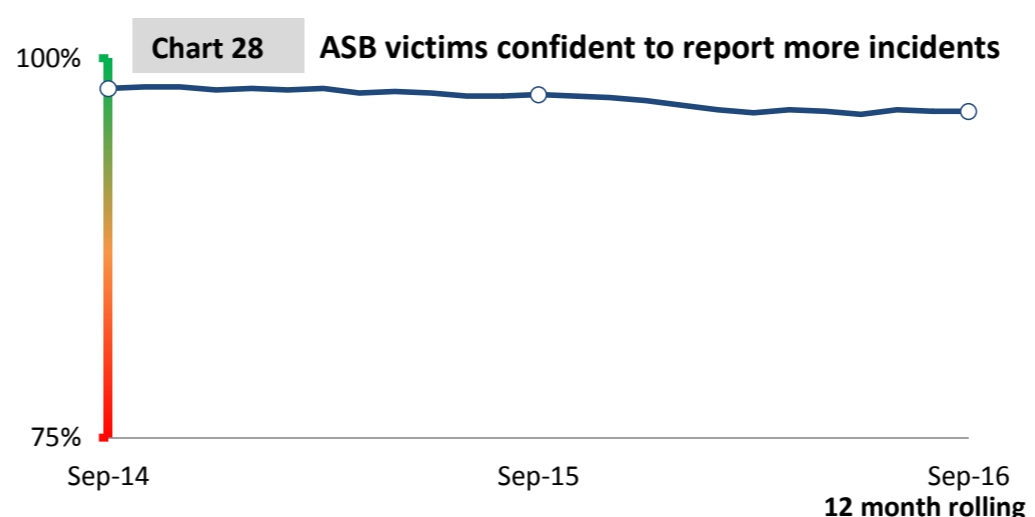
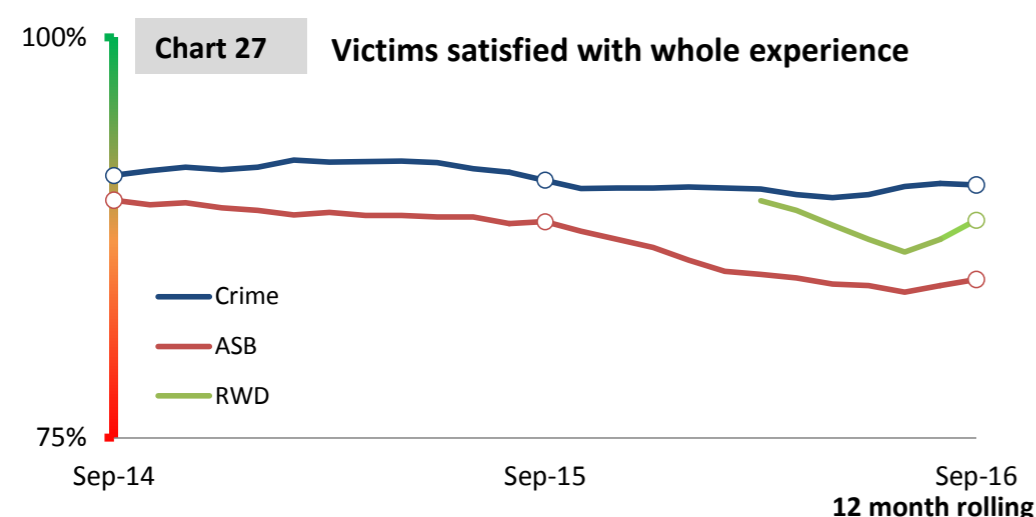
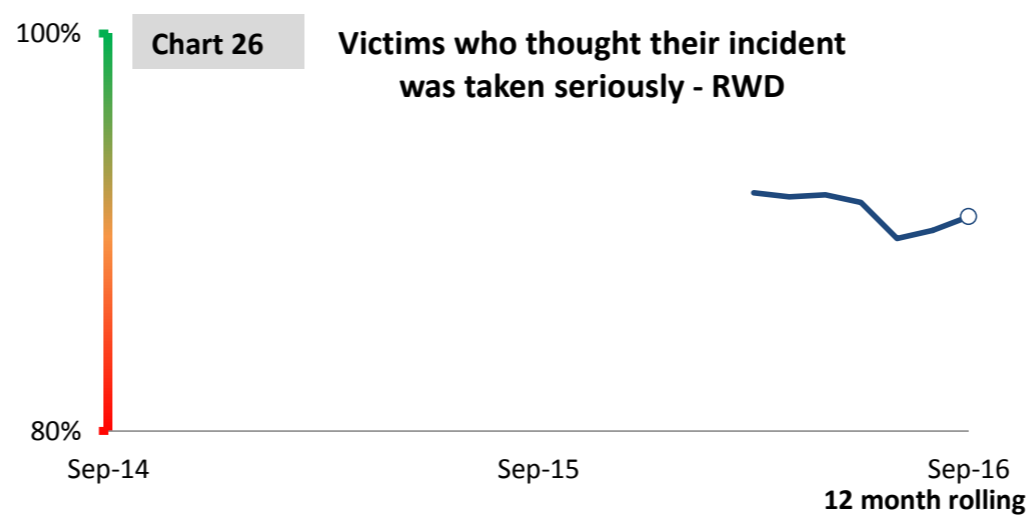
Outcome (slides 15-16)



Victim's Journey	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					
Satisfaction (slide 16)											
Percentage of victims satisfied with treatment - Crime			96%	12mths to Sep 2015	97%	12mths to Sep 2016		2nd	2nd	25	User satisfaction survey - Crime
Percentage of victims satisfied with treatment - ASB			97%	12mths to Sep 2015	96%	12mths to Sep 2016				25	ASB survey
Percentage of victims who thought their incident was taken seriously - RWD			92%	February to March 2016	91%	April to Sept 2016				26	RWD survey
Percentage of victims satisfied with whole experience - Crime			91%	12mths to Sep 2015	91%	12mths to Sep 2016		1st	2nd	27	User satisfaction survey - Crime
Percentage of victims satisfied with whole experience - ASB			89%	12mths to Sep 2015	85%	12mths to Sep 2016	● -24			27	ASB survey
Percentage of victims satisfied with whole experience - RWD			90%	February to March 2016	89%	April to Sept 2016				27	RWD survey
Percentage of ASB victims who are confident to report further incidents to the police again			98%	12mths to Sept 2015	97%	12mths to Sept 2016	● -10			28	ASB survey

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Outcome (slides 15-16)

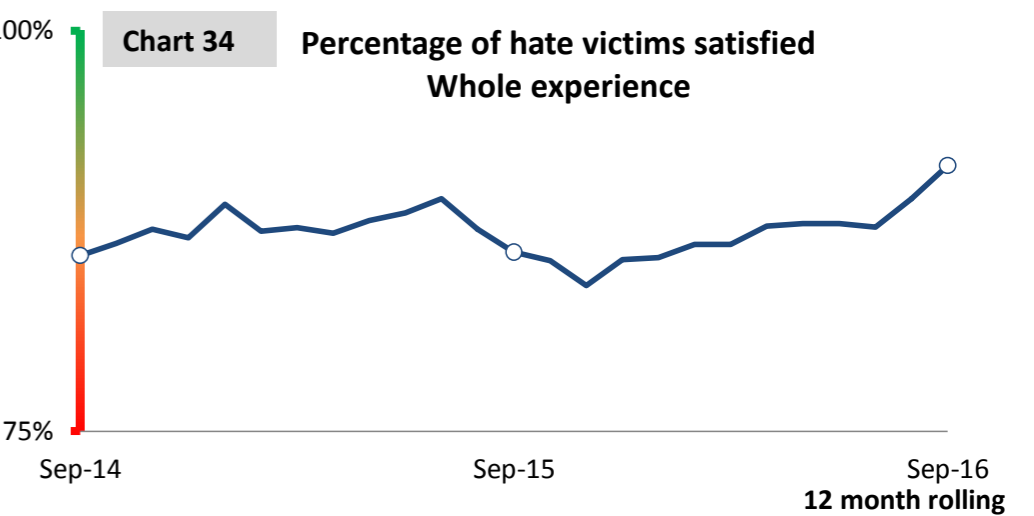
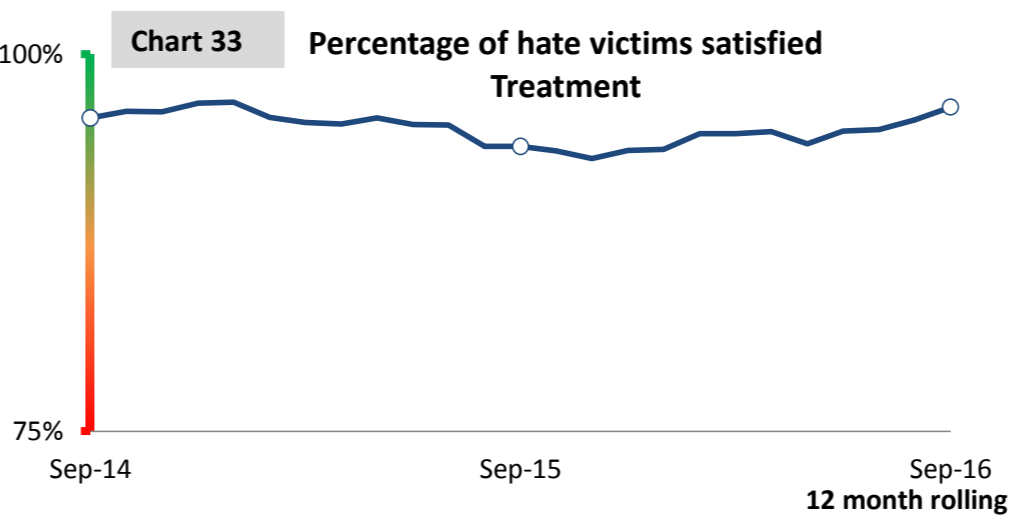
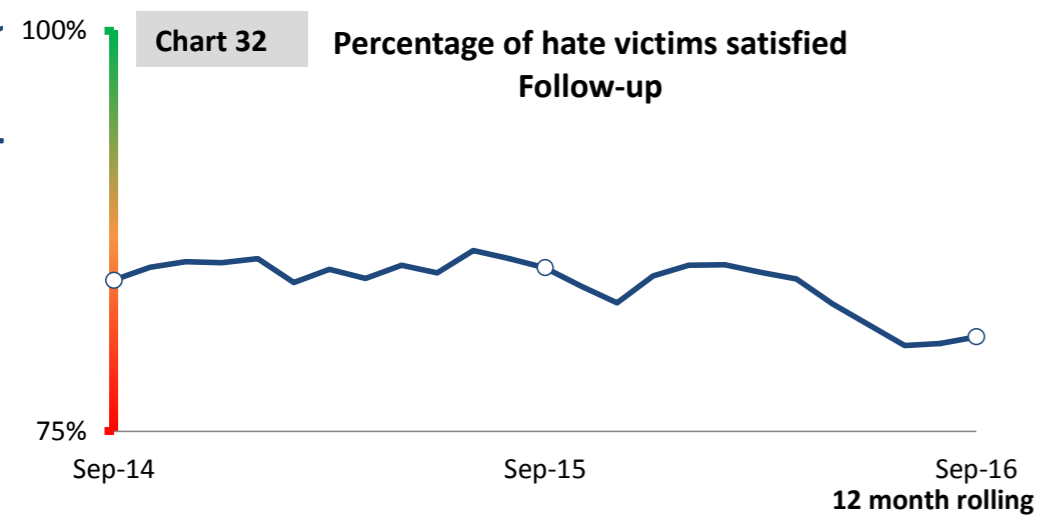
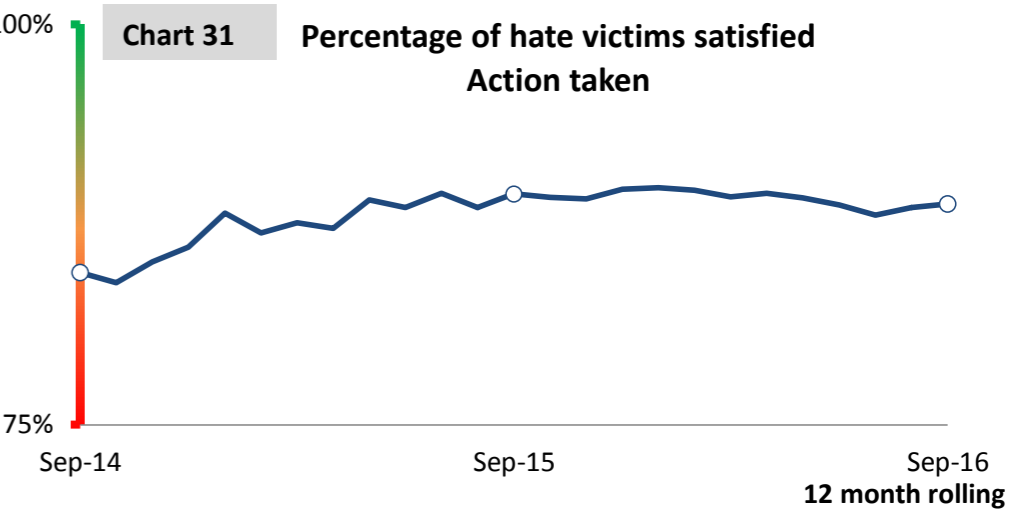
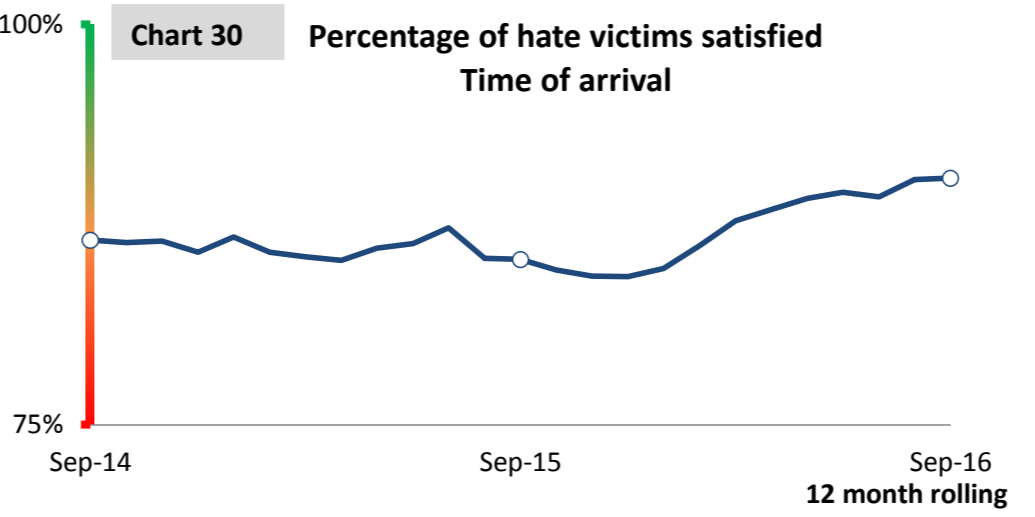
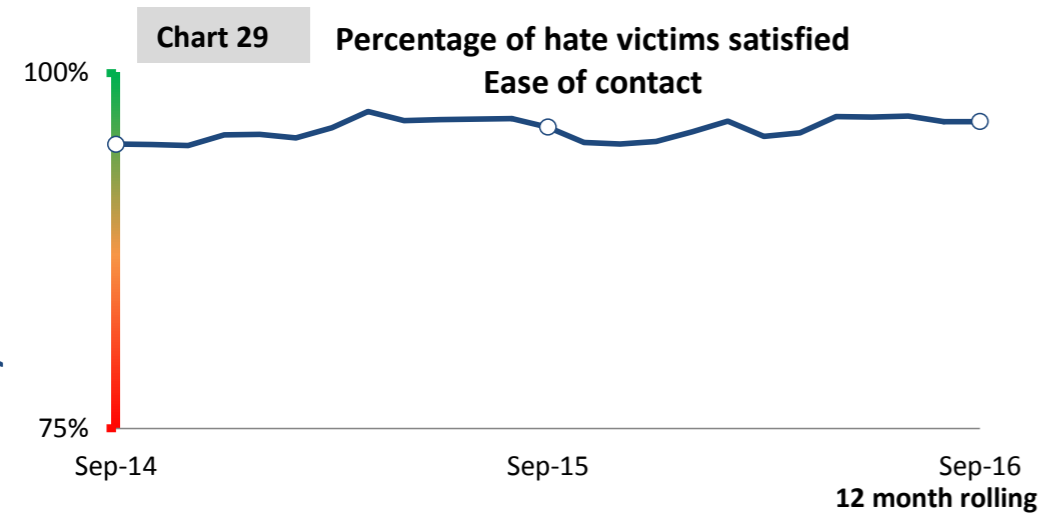


● - Direction of travel and the number of months

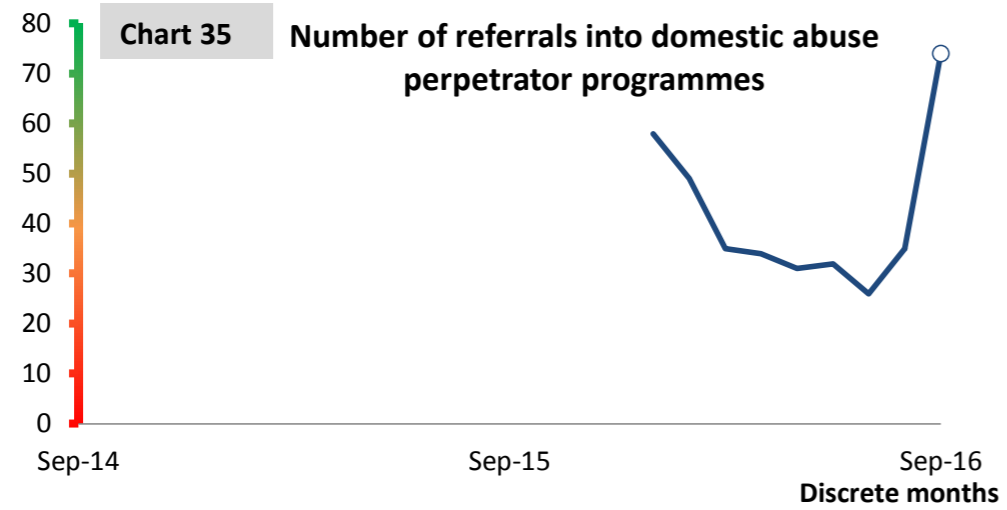
Safeguarding the Vulnerable		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes	
		Value	Period	Value	Period	Value	Period						
Domestic and sexual abuse Proud to serve Prepare (slides 18-19) Page 64	Resourcing												
	Assessment of whether capacity and capability match projected demand												
	Satisfaction (slide 19)												
	Percentage of domestic abuse victims satisfied												
	Ease of contact					97%	May to Sep 2016						Domestic Abuse survey
	Time of arrival					92%	May to Sep 2016						Domestic Abuse survey
	Action taken					86%	May to Sep 2016						Domestic Abuse survey
	Follow-up					86%	May to Sep 2016						Domestic Abuse survey
	Treatment					92%	May to Sep 2016						Domestic Abuse survey
	Whole experience					94%	May to Sep 2016						Domestic Abuse survey
	Percentage of hate victims satisfied												
	Ease of contact				96%	12mths to Sep 2015	97%	12mths to Sep 2016		1st	5th	29	User satisfaction survey - Crime
	Time of arrival				85%	12mths to Sep 2015	90%	12mths to Sep 2016	● ⁹			30	User satisfaction survey - Crime
	Action taken				89%	12mths to Sep 2015	89%	12mths to Sep 2016		1st	3rd	31	User satisfaction survey - Crime
	Follow-up				85%	12mths to Sep 2015	82%	12mths to Sep 2016	● ⁷	1st	6th	32	User satisfaction survey - Crime
	Treatment				94%	12mths to Sep 2015	97%	12mths to Sep 2016	● ¹⁰	1st	6th	33	User satisfaction survey - Crime
	Whole experience				86%	12mths to Sep 2015	92%	12mths to Sep 2016	● ¹⁰	1st	5th	34	User satisfaction survey - Crime

●⁹ - Direction of travel and the number of months

Prepare (slides 18-19)



Safeguarding the Vulnerable		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Evaluation of initiatives												
Number of referrals into domestic abuse perpetrator programmes				442 referrals	2015/16	255 referrals	Apr to Sep 2016				35	
Sunderland BIG programme				135	2015/16	74	Apr to Sep 2016					
South Tyneside programme				86	2015/16	37	Apr to Sep 2016					
Newcastle programme				63	2015/16	33	Apr to Sep 2016					
Northumberland BIPP programme				39	2015/16	42	Apr to Sep 2016					
Gateshead DETER programme				119	2015/16	39	Apr to Sep 2016					
North Tyneside programme				-	2015/16	30	Apr to Sep 2016					



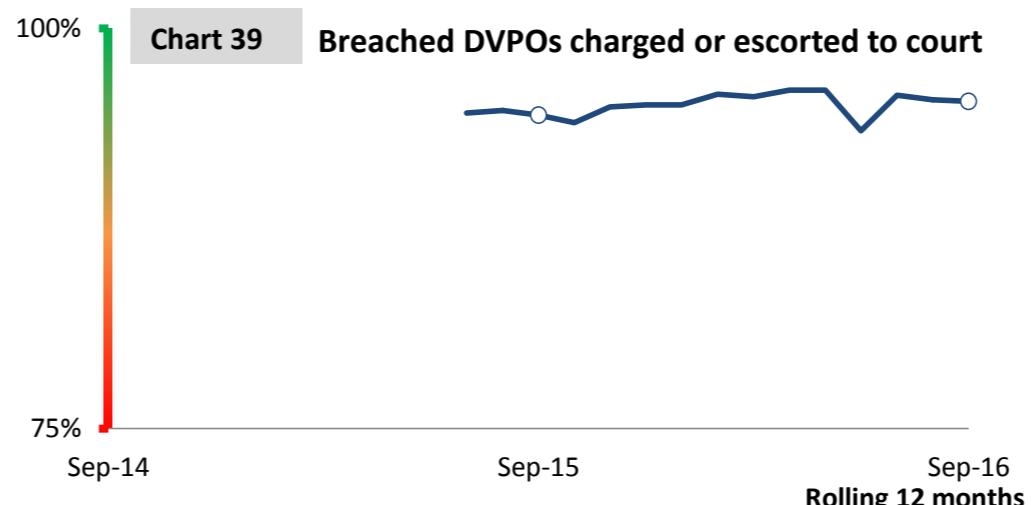
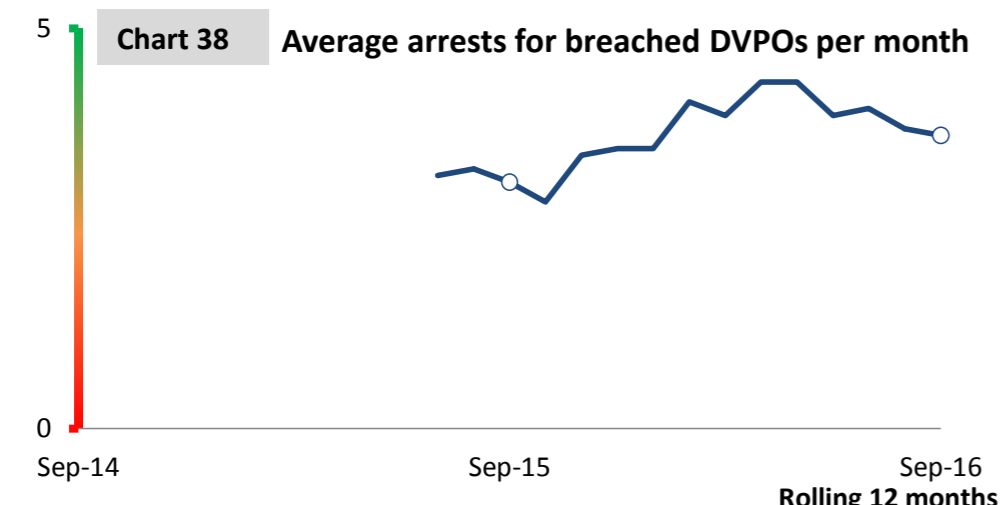
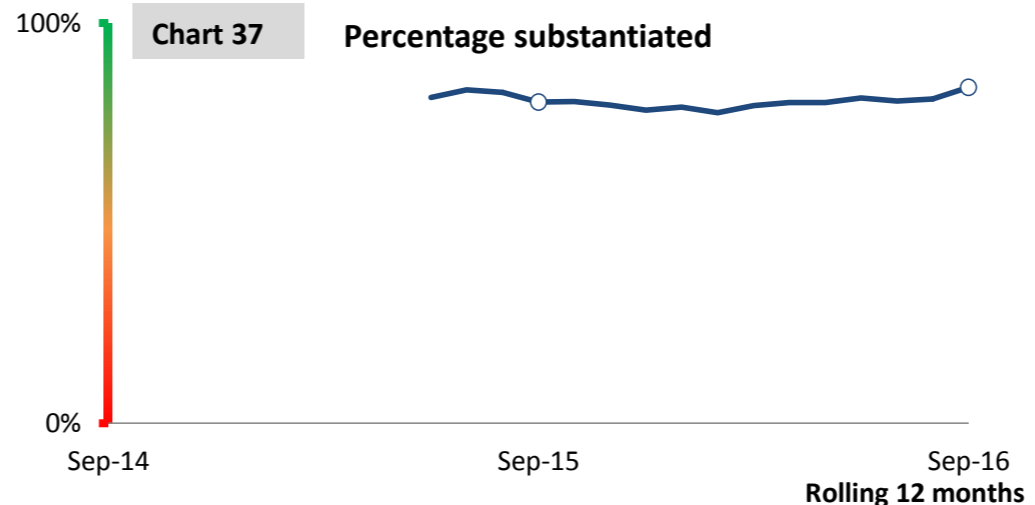
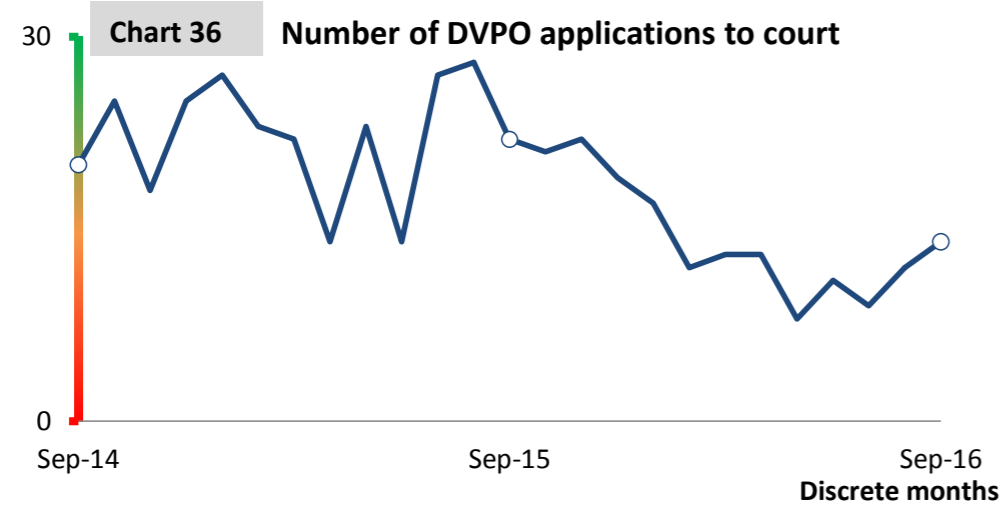
Safeguarding the Vulnerable	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					

Management of orders											
Number of DVPO applications to court	22 per month	Apr to Sep 2015	19 per month	2015/16	11 per month	Apr to Sep 2016	● ¹³			36	April to September 2016 - 65 DVPO applications
Percentage substantiated	79%	Apr to Sep 2015	79%	2015/16	91%	Apr to Sep 2016				37	
Number of arrests for breached DVPOs	4 per month	Apr to Sep 2015	4 per month	2015/16	3 per month	Apr to Sep 2016				38	April to September 2016 - 18 arrests for breached DVPOs
Percentage of breached DVPOs charged or escorted to court	90%	Apr to Sep 2015	96%	2015/16	89%	Apr to Sep 2016				39	10 x charge, 6 x escort to court, 2 x NFA
Number of Sexual Harm Prevention Orders (SHPOs) issued											
Number of applications to magistrates courts for Sexual Risk Orders (SROs)											
Percentage of breached Child Abduction Warning Notices (CAWNs)											

Domestic and sexual abuse

Proud to serve

Prevent (slide 20)



Safeguarding the Vulnerable		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Management of offenders												
Percentage of subjects through MATAAC who have reduced offending						70%	Nov 2015 to Sep 2016					153 people are being or have been managed through the MATAAC process. Offending rate based upon RFG scoring.
Track a defined MAPPA cohort to monitor rehabilitation/offending rates												
Disrupting and targeting offenders ensuring investigative opportunities				<p>To date, there have been 368 charges for Operation Sanctuary North and South Investigations. Overall, 21 people have been convicted (16 North, 5 South).</p> <p>To date, 19 persons have been convicted for Op Themis and 24 persons for Op Mars. 4 persons have been charged for Operation Caspian.</p>								
Assessment of vulnerability												
Percentage of victims not referred to VFN when they ought to have been		7%	Apr to Sep 2015	5%	2015/16	8%	Apr to Sep 2016				40	Not statistically significant
<p>Chart 40 Victims not referred to VFN when they ought to</p>												

Safeguarding the Vulnerable		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Safeguarding												
Assessment of the effectiveness of harm reduction plans for vulnerable victims												88% of harm reduction plans were considered to be of a good or outstanding standard based on a review of 50 harm reduction plans in July 2016; domestic abuse (18 out of 20), crime (11 out of 15), ASB (all 10 reviewed) and hate (all 5 reviewed).
Assessment of the quality of investigations into missing and absent children.												146 missing person records (HRNs) were reviewed and the majority were found to be of a good standard. Contact handler resource allocation was correct for 92% of cases. All RWD risk assessments were deemed to be of an excellent standard. Where risk levels were escalated (11 cases), they were done so correctly and in a timely manner. In 48% of cases, a thorough THRIVE risk assessment was not recorded on the incident log. 33 out of 97 medium risk missing person reports reviewed could potentially have been dealt with as absent.
Assessment of the quality of investigations into hate crime.												54 hate crimes were reviewed in July 2016. All cases were assessed as good or outstanding. Those investigations with a structured supervisory plan ultimately led to positive outcome, even when no suspect was identified. Some organisational learning to consider.
Measures to be determined (MARAC)												
Measures to be determined (MSET)												
Section 136 detentions taken to custody		1	Apr to Sep 2015	2	2015/16	2	Apr to Sep 2016					In FY15/16 1% (2 persons) of those detained under Sec136 were taken to a police station as a place of safety, compared to 7% nationally.
Confidence in reporting												
Percentage of domestic abuse victims who are confident to report further abuse to the police again						96.4%	Apr to Sep 2016					
Repeat victimisation												
Percentage of high or medium risk victims who have suffered a subsequent incident of any category:												
Domestic Violence				48%	12mths to Sep 2015	50%	12mths to Sep 2016					41
Crime				34%	12mths to Sep 2015	43%	12mths to Sep 2016					41
Anti-social behaviour				21%	12mths to Sep 2015	26%	12mths to Sep 2016					41
Hate				55%	12mths to Sep 2015	45%	12mths to Sep 2016					41
Overall				44%	12mths to Sep 2015	47%	12mths to Sep 2016					41
<p>Chart 41 High or medium risk victims repeat rate</p> <p>Rolling 12 months</p>												

Domestic and sexual abuse

Proud to serve

Protect (slide 21)

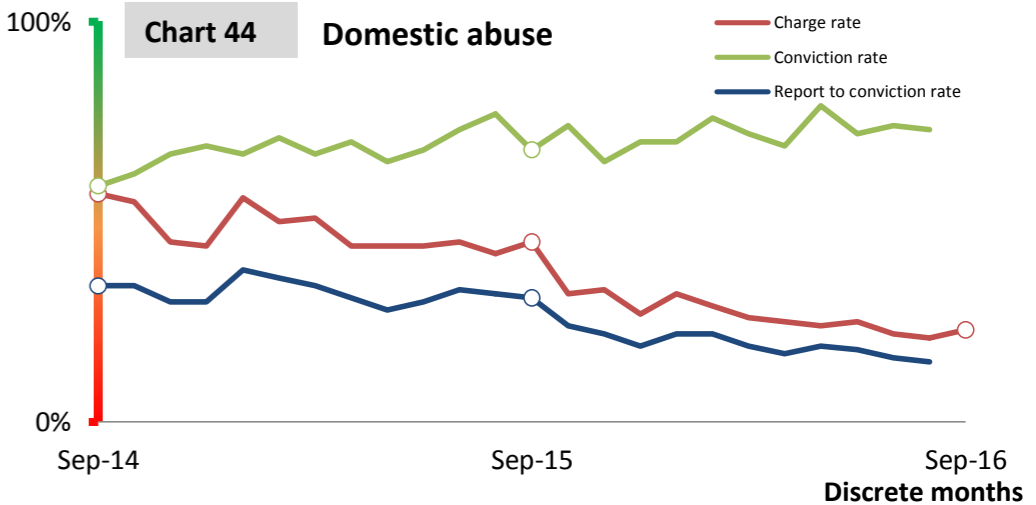
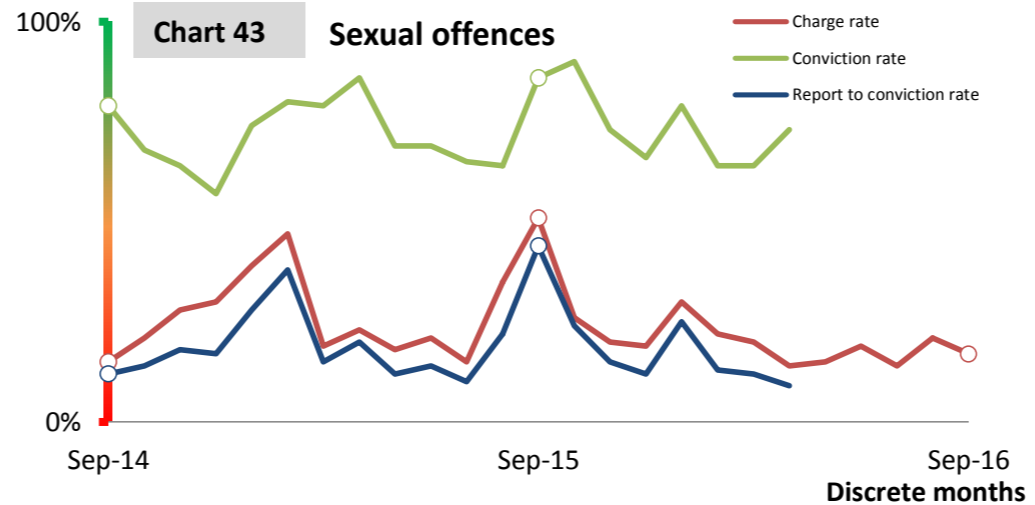
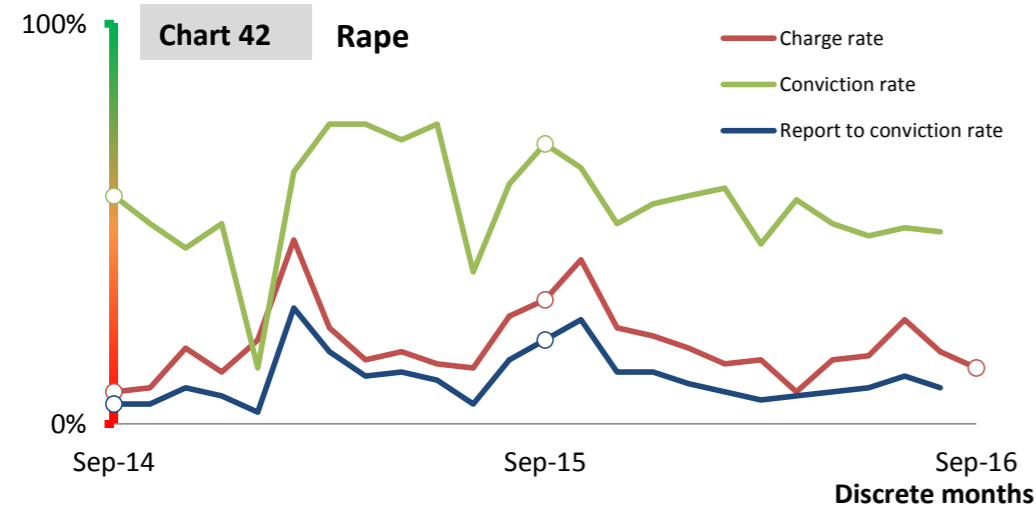
⁹ - Direction of travel and the number of months

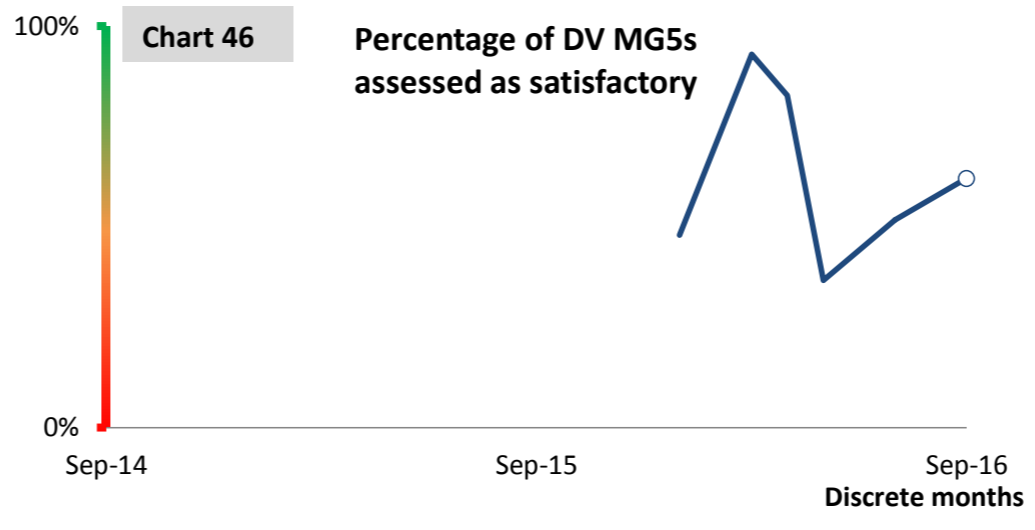
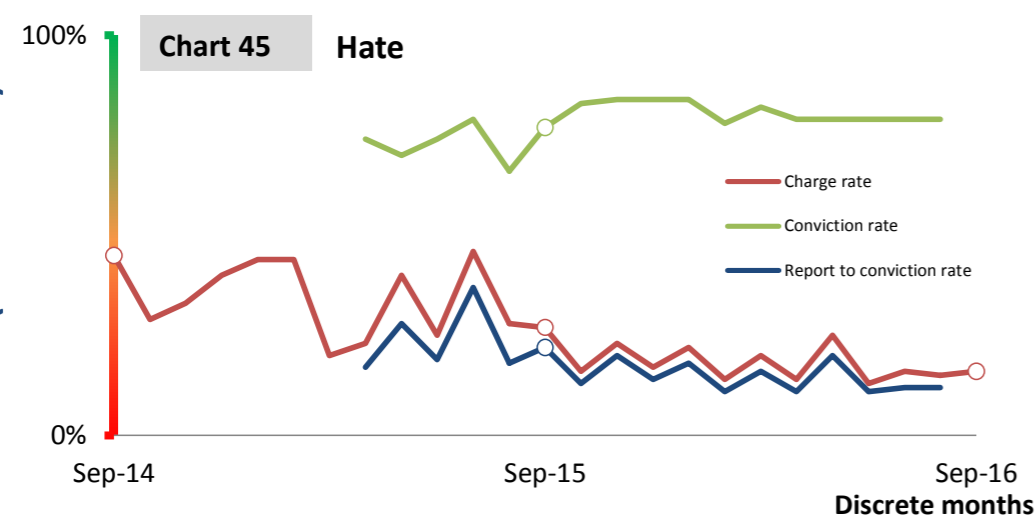
Safeguarding the Vulnerable		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Criminal Justice (slide 23)												
Charge rate - Rape	20%	Apr to Sep 2015	21%	2015/16	17%	Apr to Sep 2016			2nd	6th	42	National/MSG positions based upon 12 months to August 2016
Conviction rate - Rape	65%	Apr to Aug 2015	58%	2015/16	50%	Apr to Aug 2016			5th	32nd	42	National rape conviction rate (2015/16) - 57.9%
Report to conviction rate - Rape	13%	YTD	12%	2015/16	8%	YTD			2nd	7th	42	National rape report to conviction rate (2015/16) - 9%
Charge rate - Sexual offences	26%	Apr to Sep 2015	24%	2015/16	17%	Apr to Sep 2016			1st	2nd	43	National/MSG positions based upon 12 months to August 2016
Conviction rate - Sexual offences	80%	Apr to May 2015	72%	2015/16	73%	Apr to May 2016			8th	39th	43	National sexual offences conviction rate (2015/16) - 78.0%
Report to conviction rate - Sexual offences	21%	YTD	17%	2015/16	12%	YTD			1st	6th	43	National rape report to conviction rate (2015/16) - 13%
Charge rate - Domestic abuse	44%	Apr to Sep 2015	35%	2015/16	23%	Apr to Sep 2016	●20		1st	2nd	44	National domestic abuse charge rate (2015/16) - 25% (Data sourced via a benchmarking request to all forces).
Conviction rate - Domestic abuse	71%	Apr to Aug 2015	71%	2015/16	73%	Apr to Aug 2016	●24		8th	41st	44	National domestic abuse conviction rate (2015/16) - 74.5%
Report to conviction rate - Domestic abuse	31%	YTD	25%	2015/16	17%	YTD	●20		1st	2nd	44	National domestic abuse report to conviction rate (2015/16) - 19%
Charge rate - Hate	31%	Apr to Sep 2015	24%	2015/16	16%	Apr to Sep 2016			4th	15th	45	National hate crime charge rate (2015/16) - 24%
Conviction rate - Hate	74%	Apr to Aug 2015	78%	2015/16	79%	Apr to Aug 2016			8th	39th	45	National hate crime conviction rate (2015/16) - 83%
Report to conviction rate - Hate	23%	YTD	19%	2015/16	13%	YTD			5th	22nd	45	National hate crime report to conviction rate (2015/16) - 22%
Percentage of DV MG5s assessed as satisfactory			74%	Jan to Mar 2016	58%	Apr to Sep 2016					46	
Increase the conviction rate for domestic abuse to 75% of cases charged	71%	Apr to Aug 2015	71%	2015/16	73%	Apr to Aug 2016	●24		8th	41st	44	National domestic abuse conviction rate (2015/16) - 74.5%
Assessment of the quality and standards of file preparation and investigation of serious offences	A review of 148 investigations has been completed in July 2016 for hate crime (54), sexual offences (36) and domestic abuse (58). 76% (112) were assessed as a good or outstanding quality; hate (47), sexual offences (35) and domestic abuse (30).											

Domestic and sexual abuse

Proud to serve

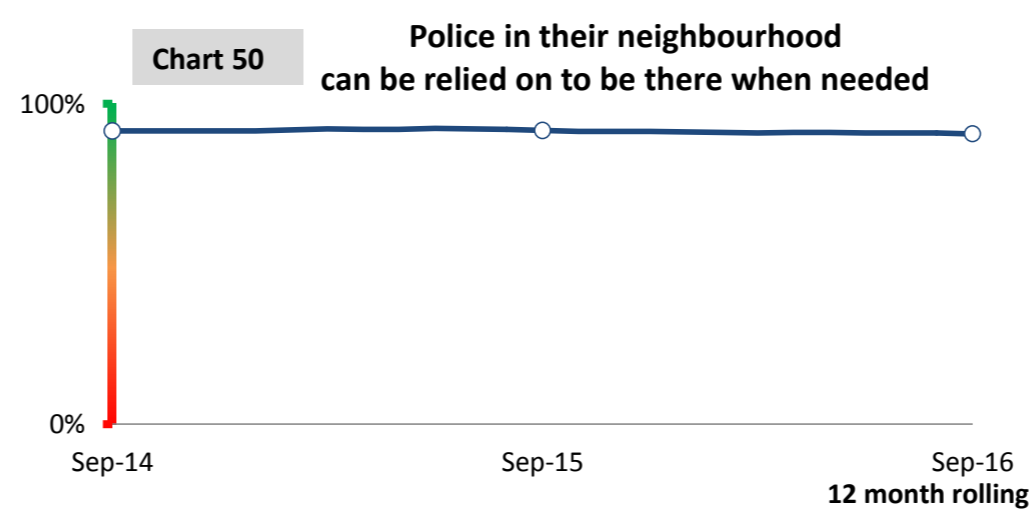
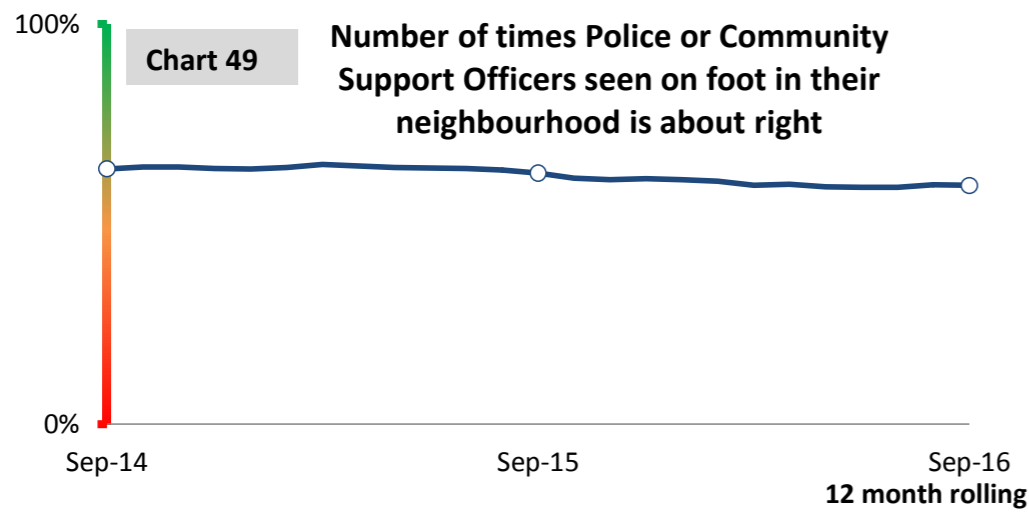
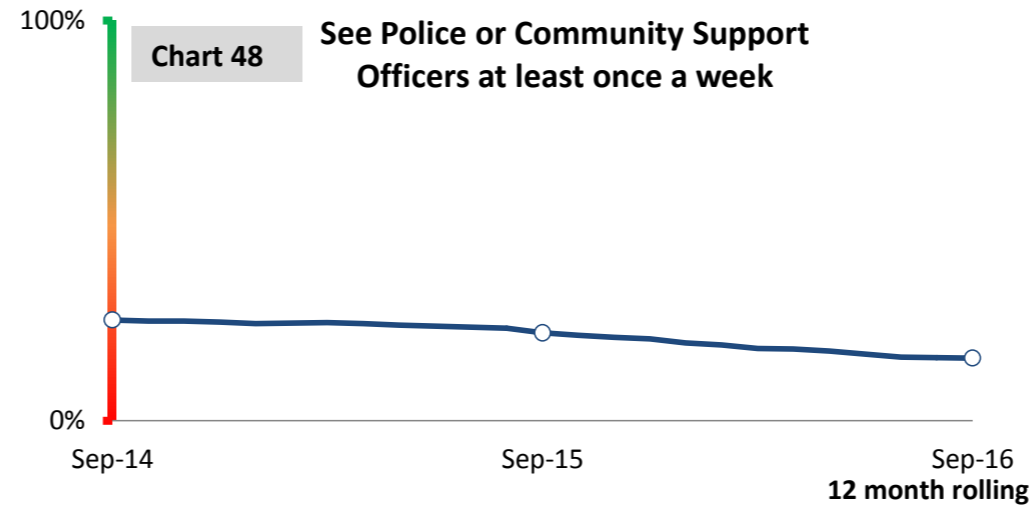
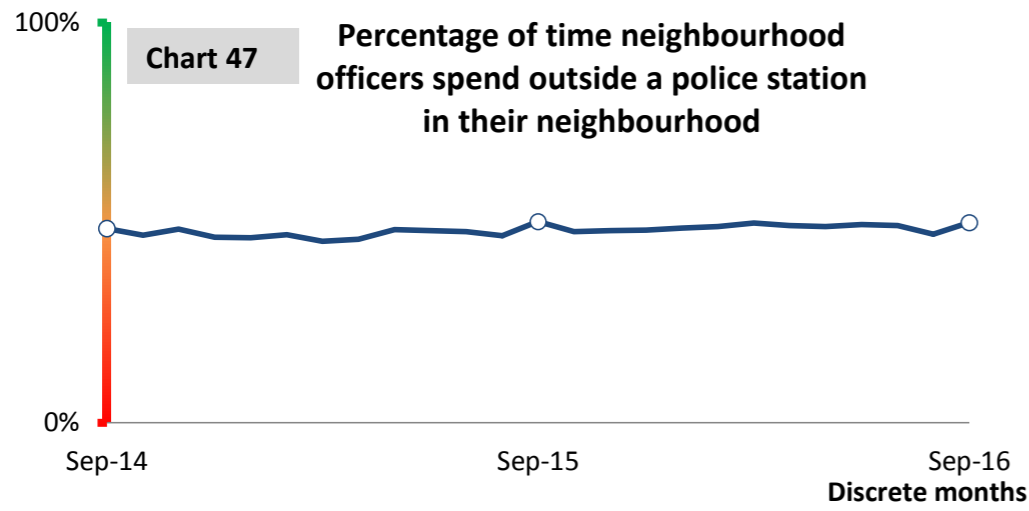
Pursue (slides 22-23)





Community confidence	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					
Officer visibility											
Percentage of time neighbourhood officers spend outside a police station in their neighbourhood	47%	Apr to Sept 2015	48%	2015/16	49%	Apr to Sept 2016				47	
See Police or Community Support Officers at least once a week			22%	12mths to Sep 2015	16%	12mths to Sep 2016	● ¹⁷			48	Safer community survey
Number of times Police or Community Support Officers seen on foot in their neighbourhood is about right			63%	12mths to Sep 2015	60%	12mths to Sep 2016	● ¹⁴			49	Safer community survey
Police in their neighbourhood can be relied on to be there when needed			92%	12mths to Sep 2015	91%	12mths to Sep 2016				50	Safer community survey

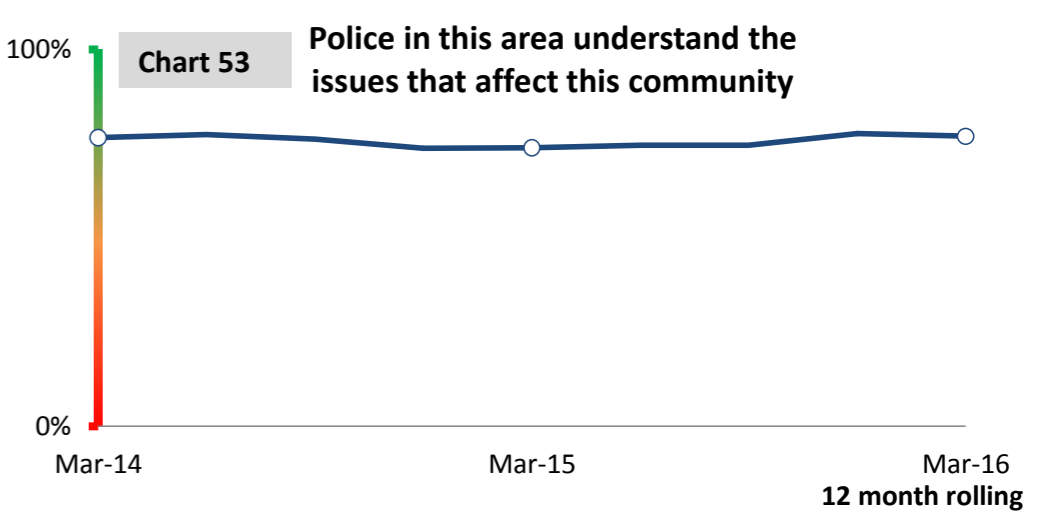
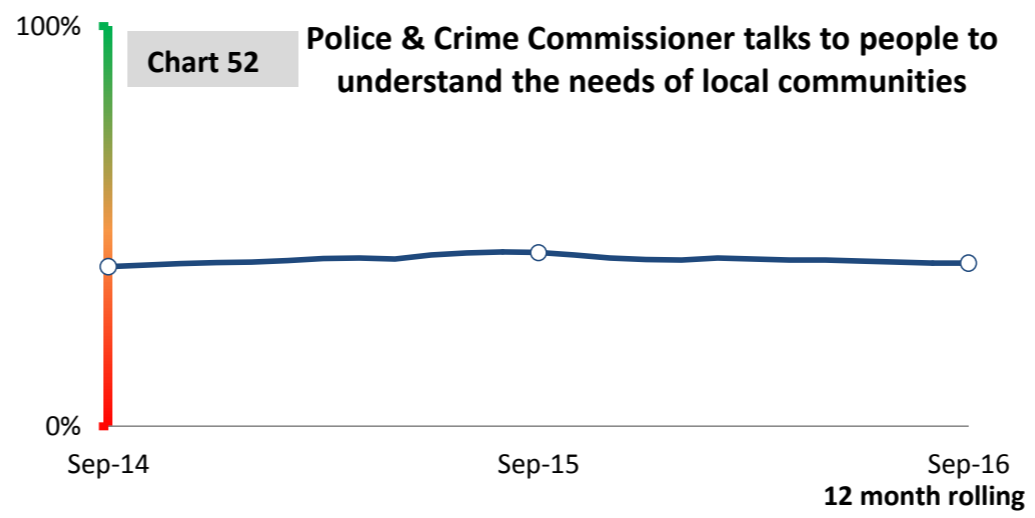
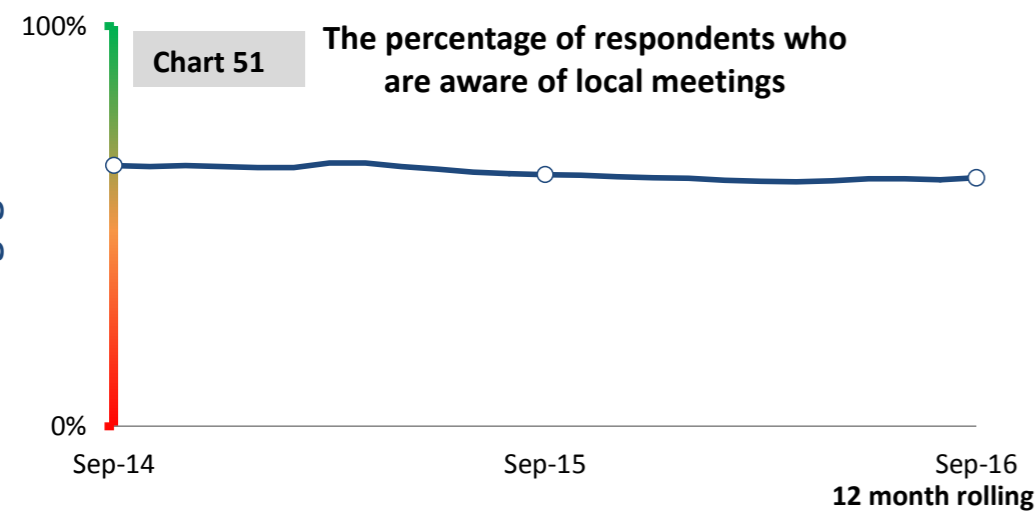
Engagement & understanding (slide 25)
 Proud to lead
 Community confidence
 Page 72



Community confidence		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Volunteering												
Measures to be determined												
Engagement and awareness												
The percentage of respondents who are aware of local meetings				63%	12mths to Sep 2015	62%	12mths to Sep 2016				51	Safer community survey
Community tension assessments												
Police & Crime Commissioner talks to people to understand the needs of local communities				43%	12mths to Sep 2015	41%	12mths to Sep 2016				52	Safer community survey
Police in this area understand the issues that affect this community				74%	12mths to Mar 2015	77%	12mths to Mar 2016	1st	6th		53	Crime survey for England and Wales Next update due 20 October 2016

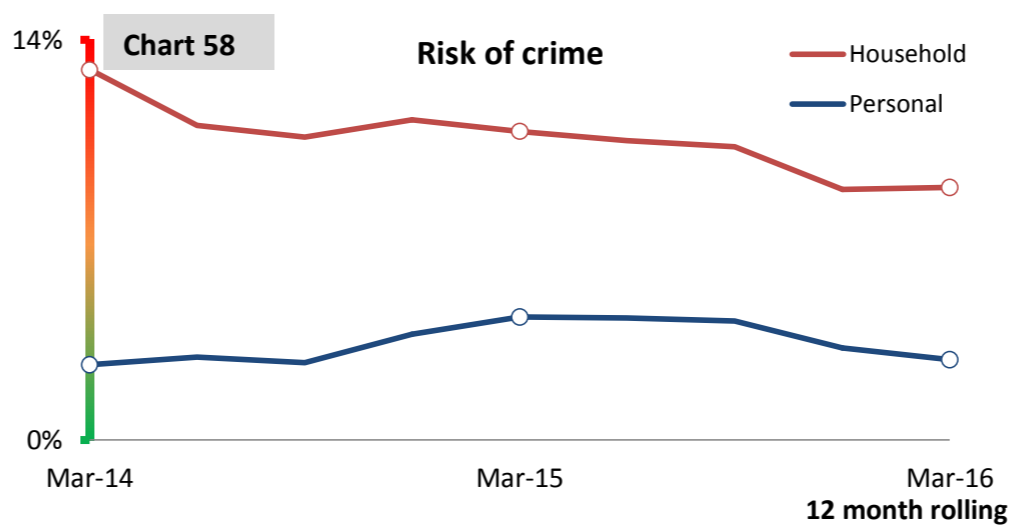
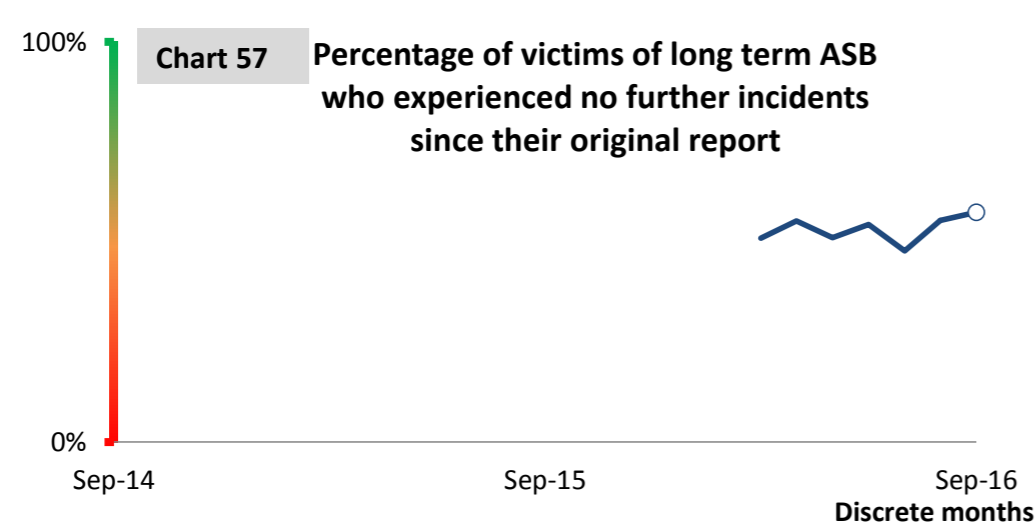
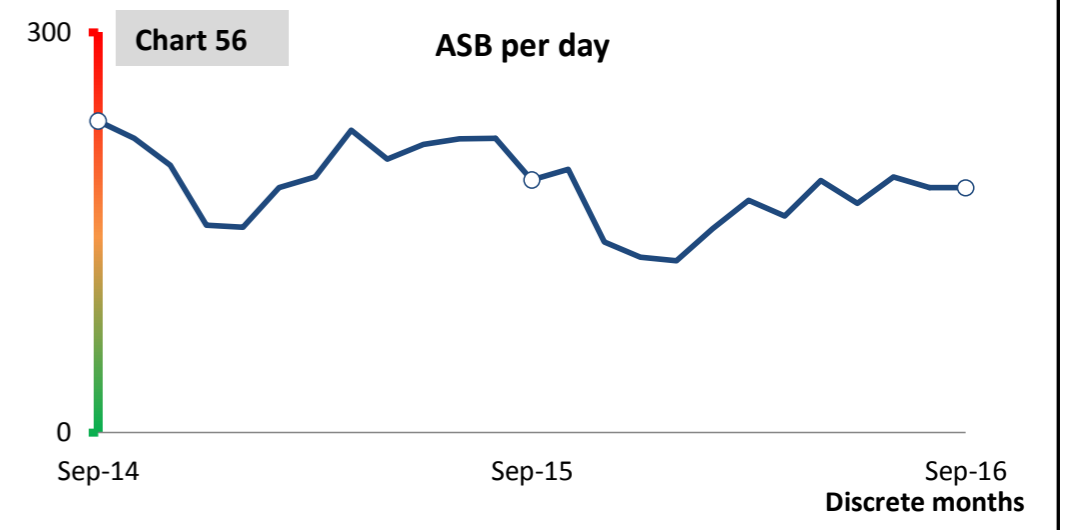
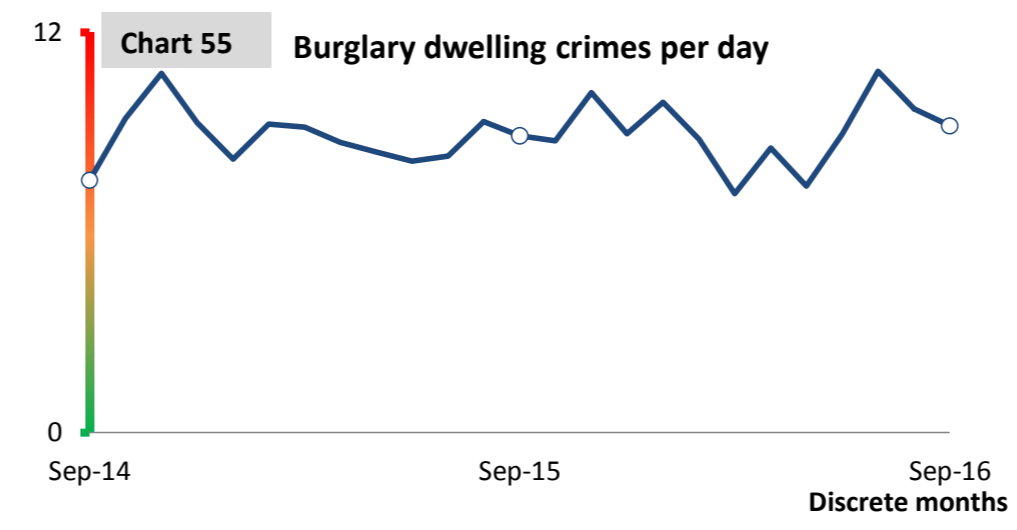
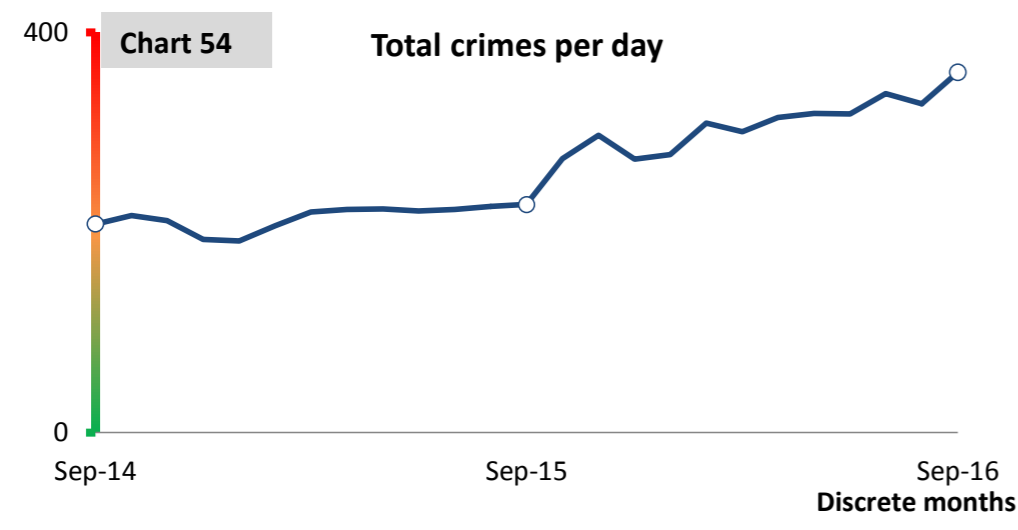
Community confidence
Proud to lead
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Engagement & understanding (slide 25)



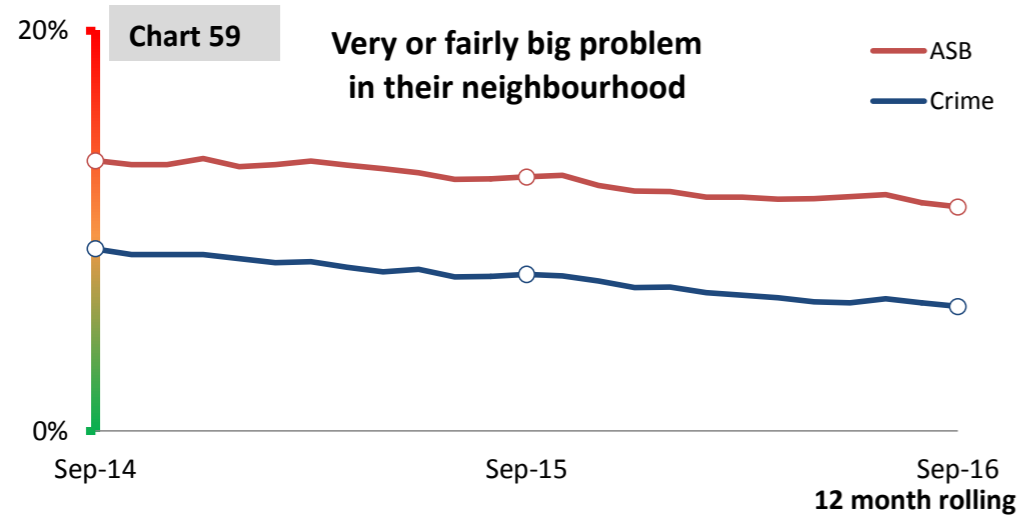
Community confidence	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					
Crime and ASB (slide 27)											
Total crime	224 per day	Apr to Sep 2016	257 per day	2015/16	330 per day	Apr to Sep 2016	● ²⁰	5th	36th	54	+28% increase
Signal crimes - Burglary dwelling	9 per day	Apr to Sep 2016	9 per day	2015/16	9 per day	Apr to Sep 2016		1st	14th	55	+3% increase
ASB	213 per day	Apr to Sep 2016	184 per day	2015/16	180 per day	Apr to Sep 2016				56	-2% reduction
Measures in support of the Force control strategy											
Percentage of victims of long term ASB who experienced no further incidents since their original report			51%	May 2015 to Mar 2016	57%	Apr to Sep 2016				57	Long term ASB survey
The estimated percentage risk of an adult being a victim once or more in 12 months - Personal crime			4%	12mths to Mar 2015	3%	12mths to Mar 2016	● ⁶	2nd	8th	58	Crime survey for England and Wales Next update due 20 October 2016
The estimated percentage risk of a household being a victim once or more in 12 months - Household crime			11%	12mths to Mar 2015	9%	12mths to Mar 2016	● ²⁴	1st	10th	58	Crime survey for England and Wales Next update due 20 October 2016

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 Community confidence
 Proud to lead
 Prevent (slides 26-27)



●⁹ - Direction of travel and the number of months

Community confidence		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Public perceptions												
Community confidence Proud to lead Prevent (slides 26-27)	Crime is a very or fairly big problem in their neighbourhood			8%	12mths to Sep 2015	6%	12mths to Sep 2016	● ²⁴			59	Safer community survey
	ASB is a very or fairly big problem in their neighbourhood			13%	12mths to Sep 2015	11%	12mths to Sep 2016	● ²⁴			59	Safer community survey



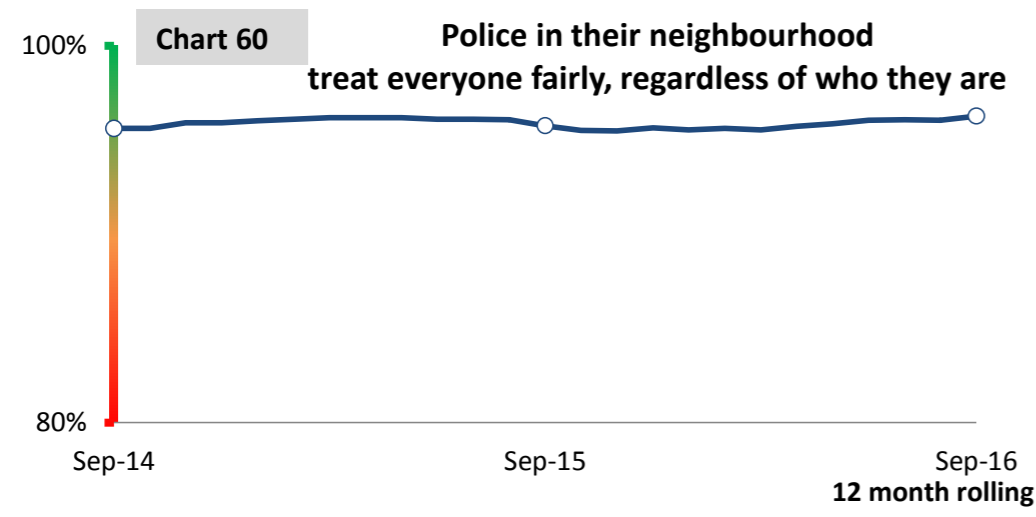
Community confidence		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Use of powers												
Percentage of Stop & Searches resulting in an arrest / outcome other than NFA				24%	Jan to Mar 2016	24%	Jul to Aug 2016					
Percentage of Stop & Searches with sufficient grounds recorded				68%	Jan to Mar 2016	72%	Jul to Aug 2016					
Conduct and standards												
Measures to be determined												
Public perceptions												
Police in their neighbourhood treat everyone fairly, regardless of who they are				96%	12mths to Sep 2015	96%	12mths to Sep 2016				60	Safer community survey
Police in this area would treat you with respect if you had contact with them for any reason				87%	12mths to Mar 2015	91%	12mths to Mar 2016	● 12	1st	1st	61	Crime survey for England and Wales Next update due 20 October 2016

Community confidence

Proud to lead

Treatment (slide 28)

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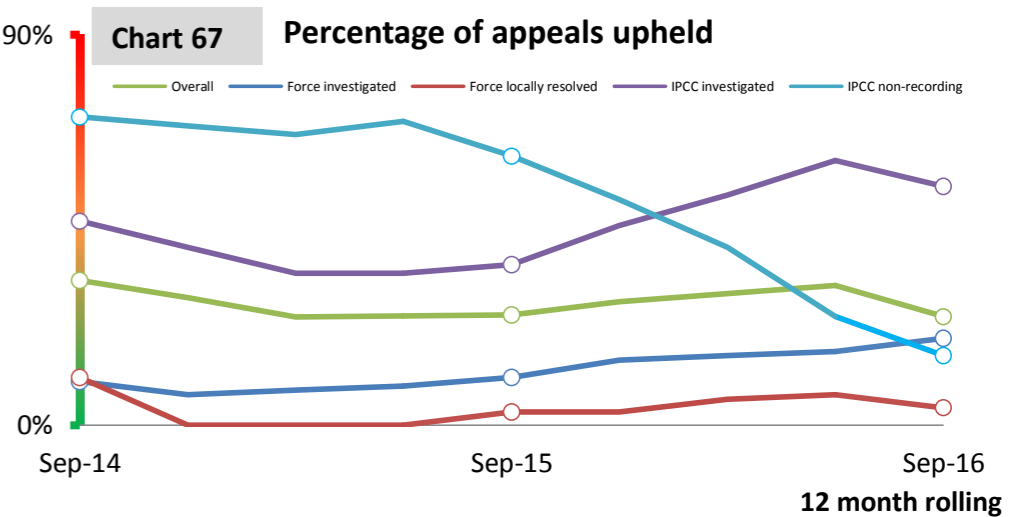
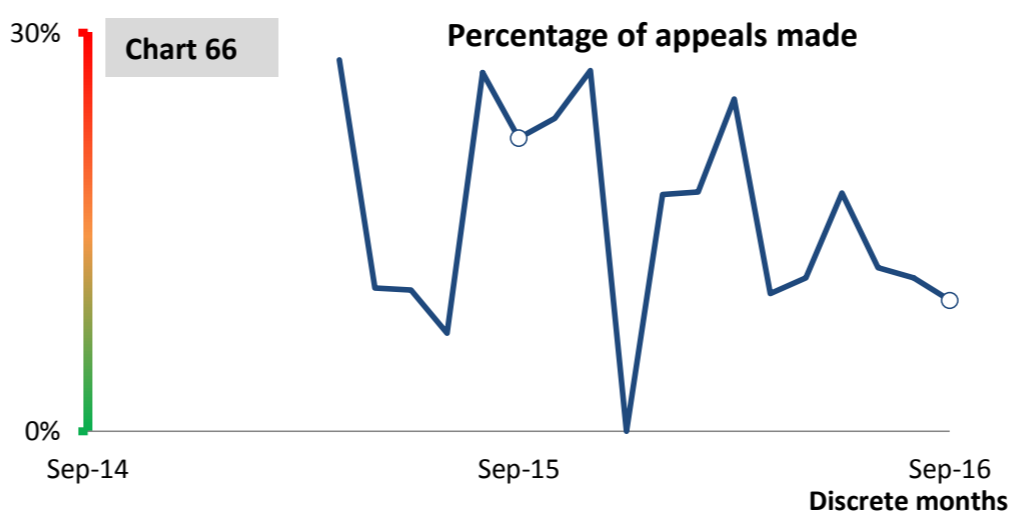
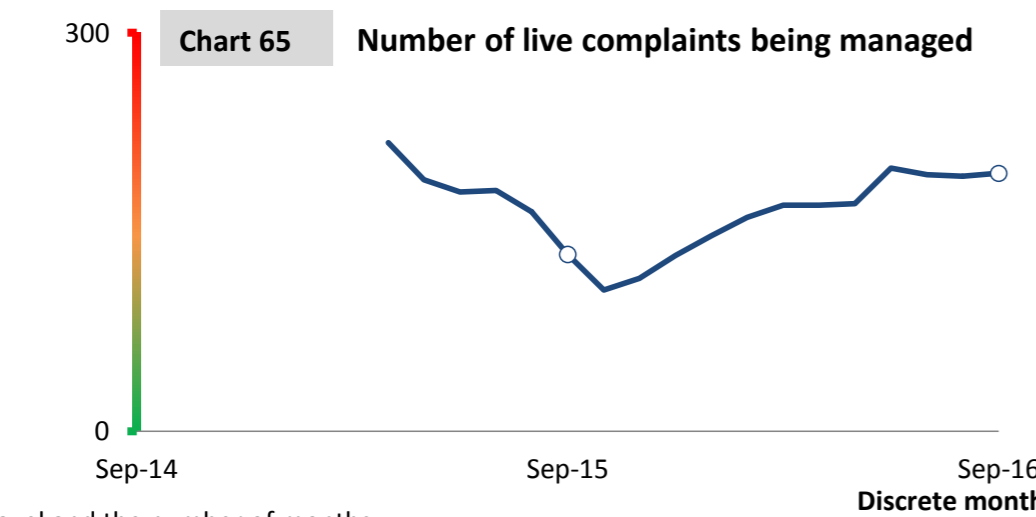
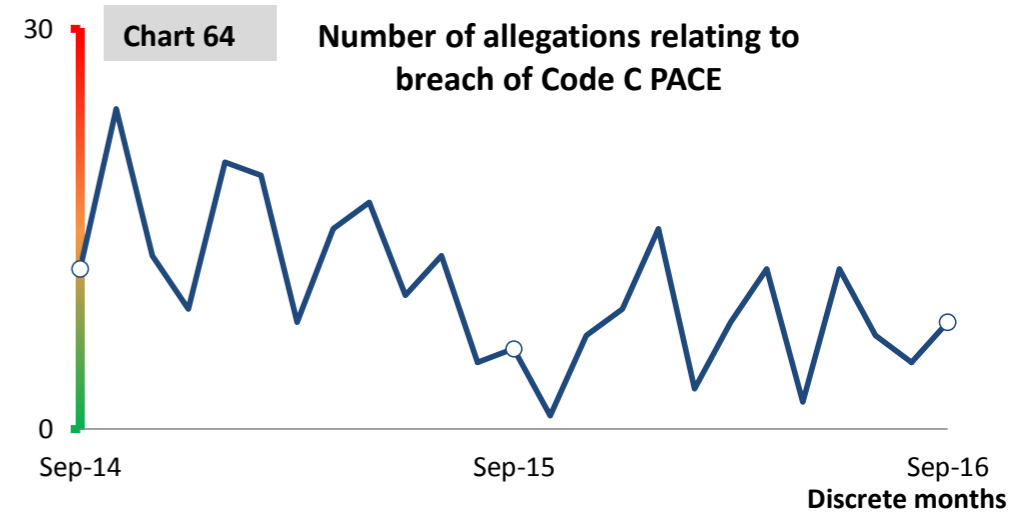
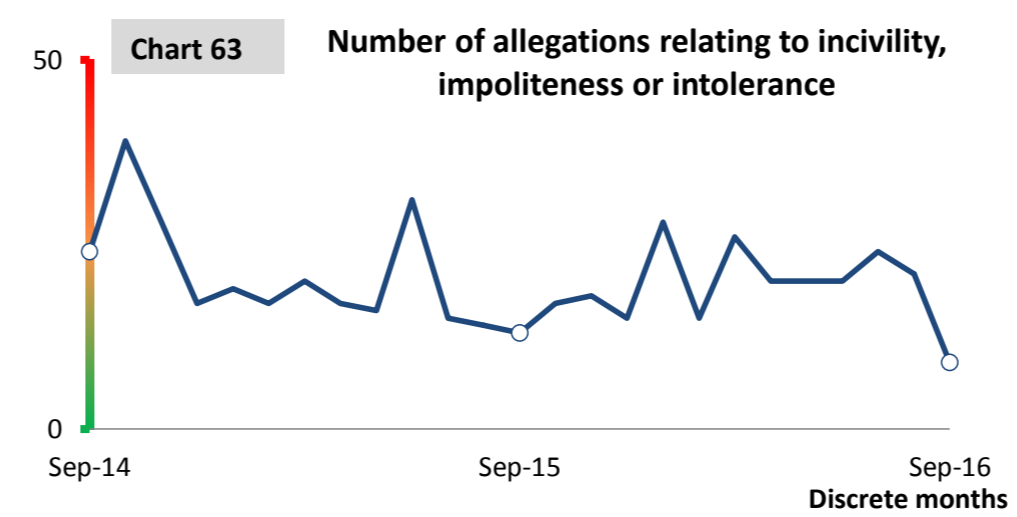
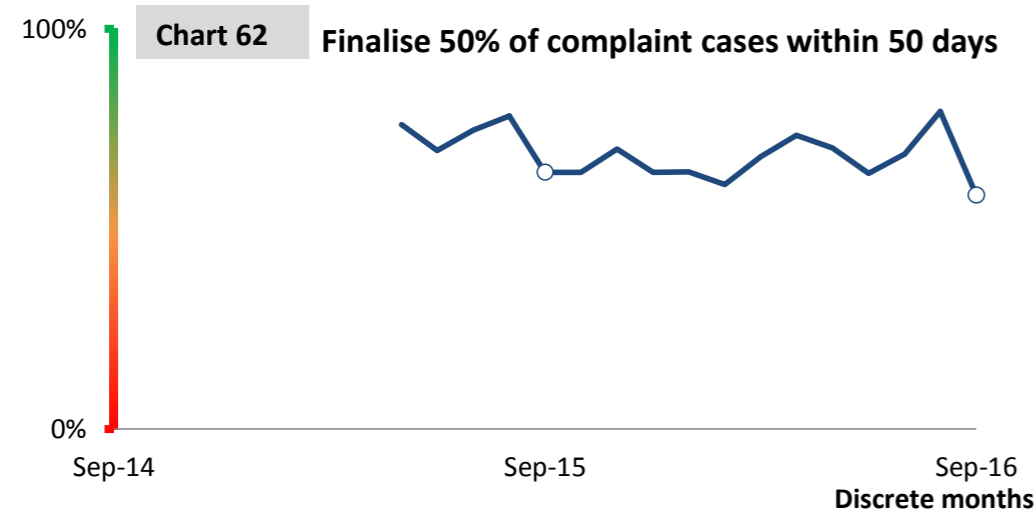


9 - Direction of travel and the number of months

Community confidence	Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
	Value	Period	Value	Period	Value	Period					
Management of complaints (slide 30)											
Finalise 50% of complaint cases within 50 days	75%	Apr to Sep 2015	69%	2015/16	69%	Apr to Sep 2016				62	
Number of allegations relating to incivility, impoliteness or intolerance	18 per month	Apr to Sep 2015	19 per month	2015/16	22 per month	Apr to Sep 2016				63	
Number of allegations relating to breach of Code C PACE	11 per month	Apr to Sep 2015	9 per month	2015/16	9 per month	Apr to Sep 2016	●24			64	
Ensure 100% of cases, the Investigating Officer makes contact with the complainant within 24 hours of registration of a complaint	100%	Apr to Sep 2015	100%	2015/16	99%	Apr to Sep 2016					
Number of live complaints being managed	133	As at 30th Sep 2015	170	As at 31st Mar 2016	194	As at 30th Sep 2016	●11			65	
Percentage of complainants who are satisfied with the way their complaint was dealt with											
Percentage of appeals made	17%	Apr to Sep 2015	18%	2015/16	12%	Apr to Sep 2016				66	
Percentage of appeals upheld - Overall	28%	Apr to Sep 2015	30%	2015/16	19%	Apr to Sep 2016				67	
Percentage of appeals upheld - Force investigated	14%	Apr to Sep 2015	16%	2015/16	22%	Apr to Sep 2016				67	
Percentage of appeals upheld - Force locally resolved	4%	Apr to Sep 2015	6%	2015/16	0%	Apr to Sep 2016				67	
Percentage of appeals upheld - IPCC investigated	44%	Apr to Sep 2015	53%	2015/16	33%	Apr to Sep 2016	●3			67	
Percentage of appeals upheld - IPCC non-recording	58%	Apr to Sep 2015	41%	2015/16	11%	Apr to Sep 2016	●15			67	

Community confidence Proud to lead

Overall service (slides 29-30)



● - Direction of travel and the number of months

Community confidence		Previous YTD		Previous		Current		Direction of travel	MSG Position	National Position	Chart Number	Notes
		Value	Period	Value	Period	Value	Period					
Public perceptions												
Community confidence Proud to lead Overall service (slides 29-30)	Police do a good or excellent job in their neighbourhood			85%	12mths to Sep 2015	86%	12mths to Sep 2016				68	Safer community survey
	Feel very or fairly safe living in their neighbourhood			98%	12mths to Sep 2015	98%	12mths to Sep 2016				69	Safer community survey
	Police and local council are dealing with the ASB and crime issues that matter in their area			75%	12mths to Sep 2015	72%	12mths to Sep 2016	8			70	Safer community survey

Chart 68 Police do a good or excellent job in their neighbourhood

Chart 69 Feel very or fairly safe living in their neighbourhood

Chart 70 Police and local council are dealing with the ASB and crime issues that matter in their area

Force Wide	2016-17 April- September	2015-16	Change compared to 2015-16 daily average	
Total crime	60,302	46,994	+13,308	+ 28%
Violence against the person	16,615	11,215	+5,400	+ 48%
Robbery	331	274	+ 57	+ 21%
Sexual offences	1,638	1,392	+ 246	+ 18%
Vehicle crime	3,257	2,936	+ 321	+ 11%
Criminal damage	10,876	9,376	+1,500	+ 16%
Burglary dwelling	1,663	1,613	+ 50	+ 3%
Burglary OTD	2,489	2,506	- 17	- 1%
Shoplifting	6,136	5,367	+ 769	+ 14%
Theft from the person	530	476	+ 54	+ 11%
Other theft and handling	7,234	6,017	+1,217	+ 20%
ASB	32,943	33,726	- 783	- 2%

Sunderland	2016-17 April- September	2015-16	Change compared to 2015-16 daily average	
Total crime	11,920	9,717	+2,203	+ 23%
Violence against the person	3,362	2,290	+1,072	+ 47%
Robbery	52	52	- 0	- 0%
Sexual offences	298	266	+ 32	+ 12%
Vehicle crime	588	615	- 27	- 4%
Criminal damage	2,090	1,974	+ 116	+ 6%
Burglary dwelling	374	335	+ 39	+ 12%
Burglary OTD	477	465	+ 12	+ 3%
Shoplifting	1,105	1,022	+ 83	+ 8%
Theft from the person	72	61	+ 11	+ 18%
Other theft and handling	1,581	1,499	+ 82	+ 5%
ASB	5,648	6,090	- 442	- 7%

South Tyneside	2016-17 April- September	2015-16	Change compared to 2015-16 daily average	
Total crime	6,319	4,842	+1,477	+ 31%
Violence against the person	2,011	1,357	+ 654	+ 48%
Robbery	26	22	+ 4	+ 18%
Sexual offences	153	131	+ 22	+ 17%
Vehicle crime	301	240	+ 61	+ 25%
Criminal damage	1,275	1,067	+ 208	+ 20%
Burglary dwelling	118	126	- 8	- 7%
Burglary OTD	165	212	- 47	- 22%
Shoplifting	548	504	+ 44	+ 9%
Theft from the person	24	25	- 1	- 4%
Other theft and handling	695	522	+ 173	+ 33%
ASB	3,132	3,081	+ 51	+ 2%

Gateshead	2016-17 April- September	2015-16	Change compared to 2015-16 daily average	
Total crime	8,509	6,401	+2,108	+ 33%
Violence against the person	2,237	1,454	+ 783	+ 54%
Robbery	52	45	+ 7	+ 17%
Sexual offences	209	208	+ 1	+ 0%
Vehicle crime	495	514	- 19	- 4%
Criminal damage	1,694	1,365	+ 329	+ 24%
Burglary dwelling	223	243	- 20	- 8%
Burglary OTD	310	397	- 87	- 22%
Shoplifting	955	659	+ 296	+ 45%
Theft from the person	51	43	+ 8	+ 20%
Other theft and handling	1,006	766	+ 240	+ 31%
ASB	4,227	4,062	+ 165	+ 4%

North Tyneside	2016-17 April- September	2015-16	Change compared to 2015-16 daily average	
Total crime	7,848	5,241	+2,607	+ 50%
Violence against the person	2,334	1,375	+ 959	+ 70%
Robbery	17	33	- 16	- 48%
Sexual offences	213	155	+ 58	+ 37%
Vehicle crime	450	267	+ 183	+ 69%
Criminal damage	1,399	1,093	+ 306	+ 28%
Burglary dwelling	195	155	+ 40	+ 26%
Burglary OTD	338	198	+ 140	+ 71%
Shoplifting	663	570	+ 93	+ 16%
Theft from the person	43	35	+ 8	+ 24%
Other theft and handling	870	633	+ 237	+ 37%
ASB	4,136	4,455	- 319	- 7%

Newcastle	2016-17 April- September	2015-16	Change compared to 2015-16 daily average	
Total crime	16,251	13,467	+2,784	+ 21%
Violence against the person	4,052	3,013	+1,039	+ 34%
Robbery	156	102	+ 54	+ 53%
Sexual offences	457	387	+ 70	+ 18%
Vehicle crime	870	768	+ 102	+ 13%
Criminal damage	2,441	2,252	+ 189	+ 8%
Burglary dwelling	507	526	- 19	- 4%
Burglary OTD	579	599	- 20	- 3%
Shoplifting	2,241	1,998	+ 243	+ 12%
Theft from the person	297	267	+ 30	+ 11%
Other theft and handling	1,971	1,702	+ 269	+ 16%
ASB	9,823	10,215	- 392	- 4%

Northumberland	2016-17 April- September	2015-16	Change compared to 2015- 16 daily average	
Total crime	9,455	7,327	+2,128	+ 29%
Violence against the person	2,619	1,725	+ 894	+ 52%
Robbery	28	21	+ 7	+ 36%
Sexual offences	308	245	+ 63	+ 26%
Vehicle crime	553	532	+ 21	+ 4%
Criminal damage	1,977	1,624	+ 353	+ 22%
Burglary dwelling	246	228	+ 18	+ 8%
Burglary OTD	620	636	- 16	- 3%
Shoplifting	624	613	+ 11	+ 2%
Theft from the person	43	46	- 3	- 6%
Other theft and handling	1,111	896	+ 215	+ 24%
ASB	5,977	5,822	+ 155	+ 3%



VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

POLICE AND CRIME PANEL CONSULTATION ON THE POLICE AND CRIME PLAN

In 2012 when I was first elected as PCC for Northumbria I talked to local people to understand what their priorities were around policing and crime. I used this information to set out the five priorities in my first Police and Crime Plan which are:

- Putting Victims First
- Dealing with Anti-Social Behaviour
- Domestic and Sexual Abuse
- Reducing Crime
- Community Confidence

For each of these priorities I identified a number of actions which have improved services to local people. You can access the current Police and Crime Plan on my website at <https://www.northumbria-pcc.gov.uk/v2/wp-content/uploads/2015/06/PCP-20132018.pdf>. Towards the end of my first term in office, I was pleased that:

- 91% of victims are satisfied with the service provided by Northumbria Police – the highest level in England and Wales.
- Victims of crime are getting practical and emotional support from a new service, 'Victims First Northumbria'.
- 10,000 fewer Anti-Social Behaviour incidents in Northumbria from April 2015 to March 2016.
- Over half of the people suffering long term ASB in their neighbourhood had no further incidents after reporting it.
- Vulnerable people calling Northumbria Police are identified quicker and receive the right response from Northumbria Police.
- More officers are in new neighbourhood bases bringing them closer to where you need them, and by sharing premises with other organisations we've also saved some money.
- Domestic violence patrols continue on weekend evenings with domestic abuse experts and police officers working together to support victims.
- Recorded crime has increased in line with most other forces by 29%. This does **not** represent an increase in actual crime as recording standards are continually improving.
- By encouraging the reporting of domestic abuse and sexual offences we have supported more victims who may have previously suffered in silence and at the same time increased the conviction rate for rape and domestic abuse offences.
- Frontline officers have more time available to deal with serious incidents as we can now, with the agreement of the caller, resolve some incidents over the phone.

Following my re-election, it is now time to refresh the Police & Crime Plan to see if you feel Northumbria Police are tackling the issues that you want them to. My role has also been extended to provide support for victims of crime and to ensure an efficient criminal justice system, this is the opportunity for the panel to share their views on the challenges and priorities for future policing in Northumbria.

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VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

**POLICE AND CRIME PANEL
REPORT OF THE JOINT CHIEF FINANCE OFFICER**

25 OCTOBER 2016

**STATEMENT OF ACCOUNTS 2015/16 AND EXTERNAL AUDITORS
CONCLUSIONS**

1. PURPOSE

- 1.1 The Statements of Accounts are one of the key governance documents published each year. This report provides an update to the Panel on the audit, authorisation and publication of those Statements.
- 1.2 The report confirms that external auditors Mazars have issued an unqualified opinion, without modification, on the Statement of Accounts of both the Police and Crime Commissioner and Chief Constable for Northumbria. The unqualified Value for Money conclusion also confirms that both authorities have made proper arrangements to secure economy, efficiency and effectiveness in their use of resources.

2. BACKGROUND

- 2.1 A report to the Panel on 26 July 2016 set out the requirements for the publication of the draft statements 2015/16, public scrutiny and the audit process. The report also included notable items within the Statements of Account 2015/16, high level analysis of budget performance and the financial outturn subject to audit.
- 2.2 The audit completion reports attached set out the main findings of the work of the auditor, the unqualified opinion on the financial statements, the Value for Money conclusion and other comments. The reports can be found in Appendix 1 and 2.
- 2.3 The audit completion reports both note two outstanding matters within the Executive Summary at page 3. The outstanding matters noted are the LGPS Pension Fund auditor (EY) assurance, and standard closure procedures. Both matters were subsequently resolved and the auditor issued a notice of conclusion of outstanding matters as required by International Standards on Auditing (UK and Ireland) on 23 September 2016.

- 2.3 The Joint Independent Audit Committee considered and recommended the Statements and the draft Audit reports at their meeting of 12 September 2016.
- 2.4 The Police and Crime Commissioner, Chief Constable and the Chief Finance Officer signed the accounts on 15 September 2016 and the auditor certified them as completed on 23 September 2016.
- 2.5 The Statements were published on the Police and Crime Commissioner's and Chief Constable's websites on 29 September 2016.
- 2.6 The Notice of Conclusion of the Audit was also published on 29 September 2016 on the Police and Crime Commissioner's and Chief Constable's websites.
- 2.7 The Statement of Accounts can be found at the following 'quick' links:

PCC - <http://goo.gl/4kH5Fm>

Chief Constable - <http://goo.gl/Dtxwo8>

3 CHANGES SINCE THE DRAFT ACCOUNTS

- 3.1 The detailed audit completion reports from Mazars are attached to this report and summarise the main findings of the auditor including further detail on the main adjustments and minor amendments required to the financial statements. All issues raised by the auditor were addressed in the final statements authorised for issue.
- 3.2 An event occurred after the reporting period which related to an employment tribunal which was noted in the draft accounts as a contingent liability. On 18 August 2016 the court issued a judgement and an award of compensation to the claimant in the case. As a result an additional cost of £0.227m was recognised in the financial statements of the Chief Constable and the consolidated position in the Police and Crime Commissioner Group accounts.
- 3.3 The final revenue outturn position for the Group has been adjusted by £0.227m to reflect the post balance sheet event described above and is summarised in Table 1 below.

Table 1

Revenue Monitoring - Audited Position			
Group Position	Approved Budget 2015/16 £m	Outturn 2015/16 £m	Variance 2015/16 £m
Chief Constable	258.187	257.655	(0.532)
Police and Crime Commissioner	10.852	9.438	(1.414)
Net Expenditure	269.039	267.093	(1.946)
Central Government Grant Income	(226.915)	(226.915)	0.000
Council Tax Precept	(32.904)	(32.904)	0.000
Central Grant and Precept Total	(259.819)	(259.819)	0.000
Appropriations (to) / from reserves	9.220	7.274	(1.946)

4. Recommendations

4.1 To note the report.

Appendix 1 – Chief Constable Audit Completion Report

Appendix 2 – Police & Crime Commissioner Audit Completion Report

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Audit Completion Report

Chief Constable for Northumbria – year ended 31 March 2016

September 2016



Mazars LLP
The Rivergreen Centre
Aykley Heads
Durham
DH1 5TS

Mr S Ashman
Chief Constable for Northumbria
Northumbria Police Force Headquarters
North Road
Ponteland
Newcastle upon Tyne
NE20 0BL

15 September 2016

Dear Mr Ashman

Audit Completion Report – Year ended 31 March 2016

We are delighted to present our Audit Completion Report for the year ended 31 March 2016. The purpose of this document is to summarise our audit conclusions.

The scope of our work, including identified significant audit risks and areas of management judgement was outlined in our Audit Strategy Memorandum which we presented on 22 February 2016. We have reviewed our Audit Strategy Memorandum and concluded that the original significant audit risks and areas of management judgement remain appropriate.

I would like to take this opportunity to express our thanks to your officers and staff for their assistance during the course of our audit.

If you would like to discuss any matters in more detail then please do not hesitate to contact me on 0191 3836314 or cameron.waddell@mazars.co.uk

Yours faithfully

Cameron Waddell
Partner
Mazars LLP

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Our reports are prepared in the context of the Statement of responsibilities of auditors and audited bodies issued by Public Sector Audit Appointments Ltd. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and we take no responsibility to any member or officer in their individual capacity or to any third party.

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01 Executive summary

Purpose of this document

This document has been prepared to communicate the findings of our audit for the year ended 31 March 2016 to the Chief Constable for Northumbria (the Chief Constable) and forms the basis for discussion at the Joint Independent Audit Committee meeting on 12 September 2016 before being presented to the Joint Meeting on 15 September 2016.

Our communication with you is important to:

- share information to assist both the auditor and those charged with governance to fulfil our respective responsibilities;
- provide you with constructive observations arising from the audit process;
- ensure, as part of the two-way communication process, we gain an understanding of your attitude and views in respect of the internal and external operational, financial, compliance and other risks facing the Chief Constable; and
- receive feedback from yourselves as to the performance of the engagement team.

Our work on the Chief Constable's accounts is designed to provide reasonable assurance that they are free from material misstatement. In performing our audit, we apply the concept of materiality, following the requirements of International Standard on Auditing (UK & Ireland) (ISA) 320: Materiality in planning and performing an audit. The standard states that 'misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements'. We consider materiality when planning and performing our work and in assessing audit results.

At the planning stage, we made a judgement about the size of misstatements which we would consider to be material and which gave a basis for determining the nature, timing and extent of risk assessment procedures, identifying and assessing the risk of material misstatement and determining the nature, timing and extent of further audit procedures. We determined overall materiality to be £3.305 million (being 2% of gross revenue expenditure), with a clearly trivial threshold of £99k below which identified errors will not usually be reported. We also set lower materiality values for accounting entries we consider to be more sensitive, for example, senior officer's remuneration.

We updated our materiality calculation when we received the draft accounts and set the overall level at £3.223 million (being 2% of gross revenue expenditure) with a clearly trivial threshold of £97k. Appendix C provides more information on our approach.

As outlined in our Audit Strategy Memorandum, our audit has been conducted in accordance with International Standards of Auditing (UK and Ireland) which means we focus on audit risks that we have assessed as resulting in a higher risk of material misstatement. Section 3 of this report includes our conclusions on the significant risks and areas of management judgement that we set out in our Audit Strategy Memorandum.

We also set out details of internal control recommendations in section 3 and a summary of misstatements discovered as part of the audit in section 4.

Status and audit opinion

We have substantially completed our audit of the financial statements for the year ended 31 March 2016.

At the time of preparing this report, the following matters remain outstanding:

Area outstanding	Work to be completed
Pension Fund auditor assurance	We need to consider the findings of the Pension Fund auditor (EY) when these are received.
Closure procedures	We will complete our standard closure procedures, including review of the amended financial statements and consideration of post balance sheet events.

We will provide an update on these outstanding matters in the form of a letter to the Chief Constable.

Subject to the satisfactory conclusion of the remaining audit work, we anticipate:

- issuing an unqualified opinion, without modification, on your statement of accounts; and
- concluding that you have made proper arrangements to secure economy, efficiency and effectiveness in your use of resources.

We also anticipate completing our work in respect of your Whole of Government Accounts submission in line with the group instructions issued by the National Audit Office by the deadline of 21 October 2016.

Our proposed audit report is as set out in Appendix B.

02 Significant findings

Set out below are the significant findings from our audit. These findings include:

- Our audit conclusions regarding the significant risks and key areas of management judgement outlined in the Audit Strategy Memorandum.
- Our comments in respect of the accounting policies and disclosures that you have adopted in the financial statements. On page 6 we have concluded whether the financial statements have been prepared in accordance with the financial reporting framework and commented on any significant accounting policy changes that have been made during the year.
- Any significant difficulties we experienced during the audit.

Significant risks

Management override of controls

Description of the risk

In all entities, management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur, we consider there to be a risk of material misstatement due to fraud and thus a significant risk on all audits.

How we addressed this risk

We addressed this risk through performing audit work over:

- accounting estimates impacting amounts included in the financial statements;
- consideration of identified significant transactions outside the normal course of business; and
- journals recorded in the general ledger and other adjustments made in preparation of the financial statements.

Audit conclusion

Our work has provided the assurance we sought and has not highlighted any material issues to bring to your attention.

Pension costs and pensions liability

Description of the risk

The financial statements contain material pension entries in respect of the retirement benefits. The calculation of these pension figures, both assets and liabilities, can be subject to significant volatility and includes estimates based upon a complex interaction of actuarial assumptions. This results in an increased risk of material misstatement

How we addressed this risk

We discussed with key contacts any significant changes to the pensions estimates prior to the preparation of the final accounts.

In addition to our standard programme of work in this area, we:

- evaluated the management controls you have in place to assess the reasonableness of the figures provided by the actuaries; and

- considered the reasonableness of the actuaries outputs, referring to an expert's report on all actuaries nationally which is commissioned annually by the National Audit Office.

Audit conclusion

We need to consider the findings of the Pension Fund auditor (EY) when these are received.

Key areas of management judgement

Year-end annual leave accrual

Description of the area of management judgement

Accounting standards require that an estimate be made of the value of accumulated absences awarded but not taken as at 31 March 2016.

How we addressed this area of management judgement

We:

- examined the method used for producing this estimate and compared it against that used in previous years; and
- reviewed the detail of the calculation for accuracy.

Audit conclusion

Our work has provided the assurance we sought and has not highlighted any material issues to bring to your attention.

Accounting policies and disclosures

We have reviewed the Chief Constable's accounting policies and disclosures and concluded they comply with the requirements of the Code of Practice on Local Authority Accounting 2015/16.

Significant difficulties during the audit

During the course of the audit we did not encounter any significant difficulties and we have had the full co-operation of management.

Electors' rights to inspect the accounts

The Accounts and Audit (England) Regulations 2015 ('the regulations'), introduced new requirements in respect of publishing the financial statements and the period within which local electors may raise questions on the financial statements or make an objection to an item of account. For 2015/16 the Authority set this period as from 1 July 2016 to 11 Aug 2016. We received no questions or objections within this period.

03 Internal control recommendations

The purpose of our audit is to express an opinion on the financial statements. As part of our audit we considered the internal controls in place relevant to the preparation of the financial statements in order to design audit procedures to allow us to express an opinion on the financial statements but not for the purpose of expressing an opinion on the effectiveness of internal control or to identify any significant deficiencies in their design or operation.

The matters reported are limited to those deficiencies and other control recommendations that we have identified during our normal audit procedures and that we consider to be of sufficient importance to merit being reported. If we had performed more extensive procedures on internal control we might have identified more deficiencies to be reported or concluded that some of the reported deficiencies need not in fact have been reported. Our comments should not be regarded as a comprehensive record of all deficiencies that may exist or improvements that could be made.

Our findings and recommendations are set out below.

We have not identified any significant deficiencies as a result of our work this year.

Follow up of previous internal control points

We did not raise any internal control points in the prior year.

04 Summary of misstatements

We are required to bring to your attention the misstatements found during the course of our audit that have not been corrected, unless they are clearly trivial.

The misstatements identified for adjustment during the course of the audit that are above the trivial level, are set out below.

Adjusted misstatements 2015/16

		CIES		Balance Sheet	
		Dr £'000	Cr £'000	Dr £'000	Cr £'000
1	Dr: PCC Financing of Police Service	4,573			
	Cr: Local Policing expenditure		2,612		
	Cr: Dealing with the public		406		
	Cr: Criminal Justice Arrangements		328		
	Cr: Roads Policing		145		
	Cr: Specialist Operations		177		
	Cr: Intelligence		226		
	Cr: Specialists Investigations		544		
	Cr: Investigative Support		86		
	Cr: National Policing		49		

Two errors were made in assigning the valuations of assets between the land and buildings components. The errors related to the Follingsby Training Centre and the Market Street Police Station.

In the Chief Constable's accounts the error resulted in capital charges for the use of assets being over stated and the income due from the PCC for financing of police services being over stated by the same amount.

As a result gross expenditure and gross income were misstated in the Comprehensive Income and Expenditure Statement (CIES) as follows:

- Gross expenditure over stated by £4.573 million, allocated over the 9 Objective Service areas for policing.
- Gross income over stated by £4.573 million in the PCC Financing of Police Services line.

The net impact on the Surplus / Deficit on Provision of Services was nil.

Other matters

A contingent liability was included in the Chief Constable's draft accounts in relation to an ongoing Employment Tribunal (Employment Tribunal 1). The status as set out in the draft accounts was correct, however notification has been received that the court has made a final judgement on the case on 18 August 2016 and the liability has been settled at £227,505.

Relevant amendments have now been made to disclose this in the revised 2015/16 accounts.

Disclosure amendments

Our audit identified the following disclosure amendments which management has agreed to amend:

- Additional text included in the Narrative Statement to strengthen wording in relation to outlining how the Chief Constable manages financial performance, economy, efficiency and effective use of resources.
- A small number of minor presentational matters.

05 Value for money

We are required to conclude whether the Chief Constable for Northumbria (the Chief Constable) put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources by considering one overall criterion which is made up of three sub-criteria.

The overall criterion set out by the NAO is:

'In all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.'

In the Audit Strategy Memorandum we identified a significant risk relevant to the value for money conclusion. We detail below how we have addressed this risk and our conclusions.

We intend to issue an unqualified Value for Money conclusion as set out in Appendix B.

Significant Value for Money risk

Financial resilience

Description of the risk

The financial resilience of the Chief Constable for Northumbria is under considerable pressure due to continued financial pressures which included proposed 2015/16 budget savings of £16.2 million.

The risk is that the action taken by the Chief Constable for Northumbria is insufficient to deliver quality services in line with the policing plan and within available resources.

How we addressed this risk

We carried out the following work:

- reviewed the Medium-Term Financial Strategy;
- reviewed budget monitoring reports and other finance updates; and
- reviewed the progress made in identifying and delivering the savings required.

Key findings and Conclusion

Review of the Medium Term Financial Strategy (MTFS)

The latest MTFS covers the four year period of 2016/17 to 2019/20. The Strategy includes a budget savings target of £38.5 million along with planned use of reserves of £6.2 million over the period.

When assessing the robustness of the MTFS, the Chief Finance Officer (CFO) carried out a Risk Assessment before it was submitted for approval. The MTFS was subsequently approved on 11 February 2016.

Work is continuing in relation to identifying budget savings initiatives to support the proposed savings included in the MTFS.

As part of our detailed work, we challenged officers to supply us with evidence that the savings figures included in the MTFS were fully supported.

More than £33 million of the £38.5 million savings identified in the MTFS relate to workforce savings, split £27.5million officers and £5.5m staff savings. Given these figures, we challenged finance officers to provide evidence to support the annual staffing savings figures included in the MTFS. Our work identified that there are detailed plans in place to allow the savings to be achieved. We will revisit these annually.

Other main areas of potential savings included:

- Officer savings of approx. £1.8 million due to retirements and phasing out of individual allowances.
- Estates rationalisation saving of £1.0 million as a result of building closures.
- IT savings of £1.5 million due to building closures and contract savings

We are satisfied that plans are in place to achieve the savings required

Review of budget monitoring reports and other finance updates

The 2015/16 budget was approved by the Chief Constable and PCC on 19 February 2015.

The annual budgets for both bodies are reviewed and determined based on the same timetable and principles. The precept and budget report can be found on the individual websites.

During the year, budget monitoring reports were presented to the Chief Constable's Executive Board on a monthly basis and the Joint Business meeting quarterly.

The risk that expenditure will exceed budget is reduced by the existence of a robust revenue monitoring framework. The key responsibilities are outlined in Governance Framework and is available on the website.

The systems of budget monitoring and control during 2015/16 have been reviewed by Internal Audit and found to be Operating Well.

Achievement of 2015/16 savings

As outlined above, the Force are considering a number of budget saving initiatives to meet the on-going financial challenges.

The 2015/16 Budget highlighted savings of £16.2 million, by far the biggest element of which was savings in salaries and wages of £12 million, split Police Officers £9.5 million and Police Staff £2.5 million.

We challenged finance officers to provide evidence to support that the above savings had been achieved in 2015/16. Our audit testing provided assurance that savings had been achieved in line with original plans.

The remaining required savings of £4.2 million were realised by a combination of:

- Rationalisation of Estates and new operating model of three Area Commands: The new area command structure went live on 1 April 2015. Approx. £1.5 million savings made from energy, rates, repairs and cleaning budgets as buildings are sold.
- Fleet costs: A total of £0.6 million saved as a result of £0.5 million saving in fuel as a result of price reductions. Other savings in Vehicle Parts and Outside Firms budgets resulting from disposal of older vehicles and capital vehicle replacement programme.
- Other miscellaneous savings, for example, Commissioners Fund: Third party contributions reduced by £0.5 million.

The group revenue outturn position for 2015/16 was an under spend of £1.946 million. As the identified savings were built into the base budget then the savings overall have been successfully delivered.

Based on the work we have carried out, we are satisfied we have mitigated the audit risk we identified for our value for money conclusion.

The tables overleaf summarise our findings in respect of the three sub-criteria applicable to the Chief Constable specified by the NAO.

Informed decision making

Proper arrangements	Arrangements for the Chief Constable for Northumbria	Audit Assurance obtained?
<p>Acting in the public interest, through demonstrating and applying the principles and values of sound governance</p>	<ul style="list-style-type: none"> • There is a Governance Framework available on the website, which applicable to both the Chief Constable and the Police and Crime Commissioner (PCC). • There is a Police and Crime Plan in place for the period 2013 to 2018. The purpose, vision, values, priorities and strategic objectives of the PCC are developed in consultation with the Chief Constable. In turn, the Chief Constable draws the Policing Plan, for which he is responsible, from the Police and Crime Plan. • Performance is monitored through a robust framework based around the Chief Constable's Delivery Plan. The PCC attends the Force's Strategic Management Board to scrutinise progress. In addition, Joint Fortnightly Business Meetings manage progress on specific issues. • The Police and Crime Panel (hosted by Gateshead Council and independent of both the PCC and Chief Constable) hold the PCC to account. • The Chief Constable and PCC's management team have been in post for a number of years. • There is a Joint Independent Audit Committee (JIAC) in place which meets four times per year. Standing items on the agenda include the JIAC reviewing Strategic Risk via the risk register along with progress reports by both Internal and External Audit. 	<p>Yes</p>
<p>Understanding and using appropriate and reliable financial and performance information (including, where relevant, information from regulatory/monitoring bodies) to support informed decision making and performance management.</p>	<ul style="list-style-type: none"> • There is regular reporting to the Chief Constable and PCC of both performance and financial information. • The latest Medium Term Financial Strategy (MTFS) covers the four year period of 2016/17 to 2019/20 and is subject to an annual update and linked to the Police and Crime Plan. This was approved by the PCC on 11 February 2016. 	<p>Yes</p>

Proper arrangements	Arrangements for the Chief Constable for Northumbria	Audit Assurance obtained?
Reliable and timely financial reporting that supports the delivery of strategic priorities.	<ul style="list-style-type: none"> There is a Police and Crime Plan in place for the period 2013 to 2018. There is regular reporting to the Chief Constable and PCC of both performance and financial information. The latest Medium Term Financial Strategy (MTFS) covers the four year period of 2016/17 to 2019/20 and is subject to an annual update and linked to the Police and Crime Plan. This was approved by the PCC on 11 February 2016. 	Yes
Managing risks effectively and maintaining a sound system of internal control.	<ul style="list-style-type: none"> Risk register and risk management arrangements in place. Risks reported to JIAC and regular reporting by Internal Audit. Annual governance statement prepared, reviewed and approved. 	Yes

Sustainable resource deployment

Proper arrangements	Arrangements for the Chief Constable for Northumbria	Audit Assurance obtained?
Planning finances effectively to support the sustainable delivery of strategic priorities and maintain statutory functions.	<ul style="list-style-type: none"> There is a MTFS 2016/17 - 2019/20 in place which is subject to an annual update and linked to the Police and Crime Plan. This was approved by the PCC on 11 February 2016. The MTFS is used for the annual budgets which are set by the PCC and scrutinised by the Police and Crime Panel. The organisation has an adequate level of reserves available. There is a history of meeting financial targets with no previous sustained or excessive budget deficits. The level of general fund balances is approved annually as part of the approval of the MTFS. 	Yes
Managing and utilising assets effectively to support the delivery of strategic priorities.	<ul style="list-style-type: none"> An up to date Asset register in place. A Capital Strategy is in place which reflects the PCC's priorities. All capital schemes are appraised and prioritised to ensure they reflect the key investment requirements in the strategy. The Capital programme is included in the MTFS which was approved by the Police & Crime Panel on 11 February 2016. 	Yes

Proper arrangements	Arrangements for the Chief Constable for Northumbria	Audit Assurance obtained?
Planning, organising and developing the workforce effectively to deliver strategic priorities.	<ul style="list-style-type: none"> A Workforce Strategy is in place that includes recruitment, training and development of officers and police staff whilst continuing to manage necessary change through the prudent use of reserves. 	Yes

Working with partners and other third parties

Proper arrangements	Arrangements for the Chief Constable for Northumbria	Audit Assurance obtained?
Working with third parties effectively to deliver strategic priorities.	<ul style="list-style-type: none"> Both the Chief Constable and PCC are aware of the importance of collaboration which led to the introduction of the Collaboration Strategy in September 2014 A Partnership Toolkit is also in place, the purpose of which is to highlight key factors that should be considered when establishing future partnerships. A Strategic Partnership Team is in place to act as the focal point for further advice and support at any stage of considering, establishing, or working in partnership. The force has a Collaboration and Partnership Delivery Plan which outlines all of the arrangements in which it is currently involved. Areas of collaboration with other police forces and public organisations include: <ul style="list-style-type: none"> co-locating with partners wherever possible – so far co-located with Northumberland Fire and Rescue Service, Newcastle City Council, North Tyneside Council, and Northumberland County Council, with plans progressing to co-locate with Tyne and Wear Fire and Rescue Service, and two local community trusts; a collaborative working agreement between the legal teams of Northumbria Police and North Tyneside Council in order to provide advice, support and resilience to one another; and an arrangement in place with Northumberland County Council with regard to the provision of ICT support and maintenance. Further collaboration opportunities are being explored with Durham Constabulary in a number of other areas of operational policing. 	Yes
Commissioning services effectively to support the delivery of strategic priorities.		Yes
Procuring supplies and services effectively to support the delivery of strategic priorities.	<ul style="list-style-type: none"> The organisation has written procedures for procuring products and services, which are within its Code of Corporate Governance. 	Yes

Having gathered evidence of the Chief Constable's arrangements for each of the sub-criterion we conducted a 'reality check', building upon our existing knowledge of the Chief Constable and considering the robustness of our assessment by referring to:

- reports by statutory inspectorates or other regulators;
- achievement of performance and other targets; and
- performance against budgets and other financial targets.

Evidence	Auditor assessment
Reports by statutory inspectorates or other regulators	<p>We considered reports by any statutory inspectorates (HMIC) or other regulatory bodies during the year which might impact on our conclusion.</p> <p>We reviewed the value for money profiles (based on data from Public Sector Audit Appointments). Based on this review, there were no indicators which would suggest weaknesses in the Commissioner's arrangements, or any information contrary to our knowledge of the Commissioner.</p>
Achievement of performance and other targets	Performance is good overall and Northumbria do not appear to be an outlier.
Performance against budgets and other financial targets	The Chief Constable has a history of achieving budget targets.

Overall conclusion

Having completed our assessment, and having carried out a 'reality check', we can conclude that our initial risk assessment remains appropriate and we can be confident in our conclusion that the Chief Constable has adequate arrangements in place for each criterion.

We intend to issue an unqualified Value for Money conclusion as set out in Appendix B.

Appendix A – Draft management representation letter

The Chief Constable for Northumbria - audit for year ended 31 March 2016

This representation letter is provided in connection with your audit of the statement of accounts for the Chief Constable for Northumbria (the Chief Constable) for the year ended 31 March 2016 for the purpose of expressing an opinion as to whether the statement of accounts give a true and fair view in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom.

I confirm that the following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, inspection of supporting documentation) sufficient to satisfy ourselves that I can properly make each of the following representations to you.

My responsibility for the statement of accounts and accounting information

I believe that I have fulfilled my responsibilities for the true and fair presentation and preparation of the statement of accounts in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom.

My responsibility to provide and disclose relevant information

I have provided you with:

- access to all information of which we are aware that is relevant to the preparation of the statement of accounts such as records, documentation and other material;
- additional information that you have requested from us for the purpose of the audit; and
- unrestricted access to individuals within the Chief Constable you determined it was necessary to contact in order to obtain audit evidence.

I confirm that I have taken all the necessary steps to make me aware of any relevant audit information and to establish that you, as auditors, are aware of this information. As far as I am aware there is no relevant audit information of which you, as auditors, are unaware.

Accounting records

I confirm that all transactions that have a material effect on the financial statements have been recorded in the accounting records and are reflected in the financial statements. All other records and related information, including minutes of all relevant meetings, have been made available to you.

Accounting policies

I confirm that I have reviewed the accounting policies applied during the year in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom and International Accounting Standard 8 and consider these policies to faithfully represent the effects of transactions, other events or conditions on the Chief Constable's financial position, financial performance and cash flows.

Accounting estimates, including those measured at fair value

I confirm that any significant assumptions used by the Chief Constable in making accounting estimates, including those measured at fair value, are reasonable.

Contingencies

There are no material contingent losses including pending or potential litigation that should be accrued where:

- information presently available indicates that it is probable that an asset has been impaired or a liability had been incurred at the balance sheet date; and
- the amount of the loss can be reasonably estimated.

There are no material contingent losses that should be disclosed where, although either or both the conditions specified above are not met, there is a reasonable possibility that a loss, or a loss greater than that accrued, may have been incurred at the balance sheet date.

There are no contingent gains which should be disclosed.

All material matters, including unasserted claims, that may result in litigation against the Chief Constable have been brought to your attention. All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

Laws and regulations

I confirm that I have disclosed to you all those events of which I am aware which involve known or suspected non-compliance with laws and regulations, together with the actual or contingent consequences which may arise therefrom.

The Chief Constable has complied with all aspects of contractual agreements that would have a material effect on the accounts in the event of non-compliance.

Fraud and error

I acknowledge my responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.

I have disclosed to you:

- all the results of my assessment of the risk that the statement of accounts may be materially misstated as a result of fraud;
- all knowledge of fraud or suspected fraud affecting the Chief Constable involving:
 - management and those charged with governance;
 - employees who have significant roles in internal control; and
 - others where fraud could have a material effect on the financial statements.

I have disclosed to you all information in relation to any allegations of fraud, or suspected fraud, affecting the Chief Constable's statement of accounts communicated by employees, former employees, analysts, regulators or others.

Related party transactions

I confirm that all related party relationships, transactions and balances, have been appropriately accounted for and disclosed in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

I have disclosed to you the identity of the Chief Constable's related parties and all related party relationships and transactions of which I am aware.

Impairment review

To the best of my knowledge, there is nothing to indicate that there is a permanent reduction in the recoverable amount of the property, plant and equipment below their carrying value at the balance sheet date. An impairment review is therefore not considered necessary.

Future commitments

I am not aware of any plans, intentions or commitments that may materially affect the carrying value or classification of assets and liabilities or give rise to additional liabilities.

Subsequent events

I confirm all events subsequent to the date of the financial statements and for which the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16 require adjustment or disclosure have been adjusted or disclosed.

Should further material events occur after the date of this letter which may necessitate revision of the figures included

in the financial statements or inclusion of a note thereto, I will advise you accordingly.

Going concern

To the best of my knowledge there is nothing to indicate that the Chief Constable will not continue as a going concern in the foreseeable future. The period to which I have paid particular attention in assessing the appropriateness of the going concern basis is not less than twelve months from the date of approval of the accounts.

Yours sincerely

Mike Tait

Treasurer

Date.....

Appendix B – Draft audit report

INDEPENDENT AUDITOR'S REPORT TO THE CHIEF CONSTABLE FOR NORTHUMBRIA

Opinion on the Authority financial statements

We have audited the financial statements of the Chief Constable for Northumbria (the Chief Constable) for the year ended 31 March 2016 under the Local Audit and Accountability Act 2014. The financial statements comprise the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

This report is made solely to the Chief Constable in accordance with Part 5 of the Local Audit and Accountability Act 2014, and paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Chief Constable, as a body, for our audit work, for this report or for the opinions we have formed.

Respective responsibilities of the Chief Financial Officer and auditor

As explained more fully in the Statement of the Chief Financial Officer's Responsibilities, the Chief Financial Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Chief Constable's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Chief Financial Officer; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Narrative Statement to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the financial position of the Chief Constable as at 31 March 2016 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

Opinion on other matters

In our opinion, the information given in the Narrative Statement for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement does not reflect compliance with 'Delivering Good Governance in Local Government: a Framework' published by CIPFA/SOLACE in June 2007 and the December 2012 addendum;
- we issue a report in the public interest under section 24, schedule 7 of the Local Audit and Accountability Act 2014;

- we make a recommendation under section 24, schedule 7 of the Local Audit and Accountability Act 2014; or
- we exercise any other special powers of the auditor under the Local Audit and Accountability Act 2014.

We have nothing to report in these respects.

Conclusion on the Chief Constable for Northumbria's arrangements for securing economy, efficiency and effectiveness in the use of resources

Respective responsibilities of the Chief Constable for Northumbria and the auditor

The Chief Constable is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

We are required under section 20 of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Chief Constable has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office, requires us to report to you our conclusion relating to proper arrangements, having regard to relevant criteria specified by the National Audit Office.

We report if significant matters have come to our attention which prevent us from concluding that the Chief Constable has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Chief Constable's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We are required to conclude whether the Chief Constable has put in place arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

We have planned and undertaken our work in accordance with the Code of Audit Practice as issued by the National Audit Office and had regard to relevant guidance. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the Chief Constable had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Conclusion

On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office, we are satisfied that, in all significant respects, the Chief Constable put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2016.

Certificate

We certify that we have completed the audit in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice issued by the National Audit Office.

Cameron Waddell

Partner

For and on behalf of Mazars LLP, Appointed Auditors

The Rivergreen Centre

Aykley Heads

Durham, DH1 5TS

xx September 2016

Appendix C - Materiality

Materiality is an expression of the relative significance or importance of a particular matter in the context of financial statements as a whole.

Misstatements in financial statements are considered to be material if they, individually or in aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgements on materiality are made in light of surrounding circumstances and are affected by the size and nature of a misstatement, or a combination of both. Judgements about materiality are based on consideration of the common financial information needs of users as a group and not on specific individual users.

The assessment of what is material is a matter of professional judgement and is affected by our perception of the financial information needs of the users of the financial statements. In making our assessment we assumed that users:

- have a reasonable knowledge of business, economic activities and accounts;
- have a willingness to study the information in the financial statements with reasonable diligence;
- understand that financial statements are prepared, presented and audited to levels of materiality;
- recognise the uncertainties inherent in the measurement of amounts based on the use of estimates, judgement and the consideration of future events; and
- will make reasonable economic decisions on the basis of the information in the financial statements.

We considered materiality whilst planning and performing our audit.

Whilst planning, we made judgements about the size of misstatements which we considered to be material and which provided a basis for determining the nature, timing and extent of risk assessment procedures, identifying and assessing the risk of material misstatement and determining the nature, timing and extent of further audit procedures.

In 2015/16 we set materiality at the planning stage at £3.305 million (2% of gross revenue expenditure) with a clearly trivial threshold of £99k below which identified errors will not usually be reported. We set lower materiality levels for the accounting entries we consider to be more sensitive, for example, senior officer's remuneration, as we considered these items to be of specific interest to users of the accounts sufficient to warrant audit procedures which would not otherwise be applied based on the materiality level for the audit as a whole. The materiality determined at the planning stage did not necessarily establish an amount below which uncorrected misstatements, either individually or in aggregate, would be considered as immaterial.

We revised materiality for the financial statements as our audit progressed. Our closing assessment of materiality in 2015/16, based upon the final version of the financial statements, was £3.179 million with a clearly trivial threshold of £95k below which identified errors were not reported.

We discussed with management any significant misstatements or anomalies that we identified during the course of the audit, all of which were adjusted.

Appendix D - Independence

As part of our ongoing risk assessment we monitor our relationships with you to identify any new actual or perceived threats to our independence within the regulatory or professional requirements governing us as your auditors.

We can confirm that no new threats to independence have been identified since issuing the Audit Strategy Memorandum and therefore we remain independent.

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Audit Completion Report

Police and Crime Commissioner for Northumbria – year ended 31 March 2016

September 2016



Mazars LLP
The Rivergreen Centre
Aykley Heads
Durham
DH1 5TS

Mrs V Baird
Police and Crime Commissioner for Northumbria
Victory House
Balliol Business Park
Newcastle upon Tyne
NE12 8EW

15 September 2016

Dear Mrs Baird

Audit Completion Report – Year ended 31 March 2016

We are delighted to present our Audit Completion Report for the year ended 31 March 2016. The purpose of this document is to summarise our audit conclusions.

The scope of our work, including identified significant audit risks and areas of management judgement was outlined in our Audit Strategy Memorandum which we presented on 22 February 2016. We have reviewed our Audit Strategy Memorandum and concluded that the original significant audit risks and areas of management judgement remain appropriate.

I would like to take this opportunity to express our thanks to your officers for their assistance during the course of our audit.

If you would like to discuss any matters in more detail then please do not hesitate to contact me on 0191 3836314 or cameron.waddell@mazars.co.uk

Yours faithfully

Cameron Waddell
Partner
Mazars LLP

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Our reports are prepared in the context of the Statement of responsibilities of auditors and audited bodies issued by Public Sector Audit Appointments Ltd. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and we take no responsibility to any member or officer in their individual capacity or to any third party.

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01 Executive summary

Purpose of this document

This document has been prepared to communicate the findings of our audit for the year ended 31 March 2016 to the Police and Crime Commissioner for Northumbria and forms the basis for discussion at the Joint Independent Audit Committee meeting on 12 September 2016 before being presented to the Joint Meeting on 15 September 2016.

Our communication with you is important to:

- share information to assist both the auditor and those charged with governance to fulfil our respective responsibilities;
- provide you with constructive observations arising from the audit process;
- ensure, as part of the two-way communication process, we gain an understanding of your attitude and views in respect of the internal and external operational, financial, compliance and other risks facing the Police and Crime Commissioner for Northumbria; and
- receive feedback from yourselves as to the performance of the engagement team.

Our work on the Police and Crime Commissioner for Northumbria's accounts is designed to provide reasonable assurance that they are free from material misstatement. In performing our audit, we apply the concept of materiality, following the requirements of International Standard on Auditing (UK & Ireland) (ISA) 320: Materiality in planning and performing an audit. The standard states that 'misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements'. We consider materiality when planning and performing our work and in assessing audit results.

At the planning stage, we made a judgement about the size of misstatements which we would consider to be material and which gave a basis for determining the nature, timing and extent of risk assessment procedures, identifying and assessing the risk of material misstatement and determining the nature, timing and extent of further audit procedures. We determined overall materiality to be £6.122 million (being 2% of gross revenue expenditure), with a clearly trivial threshold of £0.184m below which identified errors will not usually be reported. We also set lower materiality values for accounting entries we consider to be more sensitive, for example, senior officer's remuneration.

We updated our materiality calculation when we received the draft accounts and set the overall level at £5.921 million (being 2% of gross revenue expenditure) with a clearly trivial threshold of £0.178m. Appendix C provides more information on our approach.

As outlined in our Audit Strategy Memorandum, our audit has been conducted in accordance with International Standards of Auditing (UK and Ireland) which means we focus on audit risks that we have assessed as resulting in a higher risk of material misstatement. Section 3 of this report includes our conclusions on the significant risks and areas of management judgement that we set out in our Audit Strategy Memorandum.

We also set out details of internal control recommendations in section 3 and a summary of misstatements discovered as part of the audit in section 4.

Status and audit opinion

We have substantially completed our audit of the financial statements for the year ended 31 March 2016.

At the time of preparing this report, the following matters remain outstanding:

Area outstanding	Work to be completed
Pension Fund auditor assurance	We need to consider the findings of the Pension Fund auditor (EY) when these are received.
Closure procedures	We will complete our standard closure procedures, including review of the amended financial statements and consideration of post balance sheet events.

We will provide an update on these outstanding matters in the form of a letter to the Police and Crime Commissioner for Northumbria.

Subject to the satisfactory conclusion of the remaining audit work, we anticipate:

- issuing an unqualified opinion, without modification, on your statement of accounts; and
- concluding that you have made proper arrangements to secure economy, efficiency and effectiveness in your use of resources.

We also anticipate completing our work in respect of your Whole of Government Accounts submission in line with the group instructions issued by the National Audit Office by the deadline of 21 October 2016.

Our proposed audit report is as set out in Appendix B.

02 Significant findings

Set out below are the significant findings from our audit. These findings include:

- Our audit conclusions regarding the significant risks and key areas of management judgement outlined in the Audit Strategy Memorandum.
- Our comments in respect of the accounting policies and disclosures that you have adopted in the financial statements. On page 6 we have concluded whether the financial statements have been prepared in accordance with the financial reporting framework and commented on any significant accounting policy changes that have been made during the year.
- Any significant difficulties we experienced during the audit.

Significant risks

Management override of controls (relevant to single entity and group accounts)

Description of the risk

In all entities, management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur, we consider there to be a risk of material misstatement due to fraud and thus a significant risk on all audits.

How we addressed this risk

We addressed this risk through performing audit work over:

- accounting estimates impacting amounts included in the financial statements;
- consideration of identified significant transactions outside the normal course of business; and
- journals recorded in the general ledger and other adjustments made in preparation of the financial statements.

Audit conclusion

Our work has provided the assurance we sought and has not highlighted any material issues to bring to your attention.

Revenue recognition (relevant to single entity and group accounts)

Description of the risk

There is a risk of fraud in the financial reporting relating to revenue recognition due to the potential to inappropriately record revenue in the wrong period.

How we addressed this risk

We tested cut off to assess whether transactions are included in the appropriate year. We will also carried out analytical review procedures.

Audit conclusion

Our work has provided the assurance we sought and has not highlighted any material issues to bring to your attention.

Pension costs and pensions liability

Description of the risk

The financial statements contain material pension entries in respect of the retirement benefits. The calculation of these pension figures, both assets and liabilities, can be subject to significant volatility and includes estimates based upon a complex interaction of actuarial assumptions. This results in an increased risk of material misstatement

How we addressed this risk

We discussed with key contacts any significant changes to the pensions estimates prior to the preparation of the final accounts.

In addition to our standard programme of work in this area, we:

- evaluated the management controls you have in place to assess the reasonableness of the figures provided by the actuaries; and
- considered the reasonableness of the actuaries outputs, referring to an expert's report on all actuaries nationally which is commissioned annually by the National Audit Office.

Audit conclusion

We need to consider the findings of the Pension Fund auditor (EY) when these are received.

Key areas of management judgement

Year-end annual leave accrual

Description of the area of management judgement

Accounting standards require that an estimate be made of the value of accumulated absences awarded but not taken as at 31 March 2016.

How we addressed this area of management judgement

We:

- examined the method used for producing this estimate and compared it against that used in previous years; and
- reviewed the detail of the calculation for accuracy.

Audit conclusion

Our work has provided the assurance we sought and has not highlighted any material issues to bring to your attention.

Property, plant and equipment (relevant to single entity and group accounts)

Description of the area of management judgement

Valuations of these assets, in particular of land and buildings, require work from an expert valuer. Valuations of buildings must reflect both the condition of the building but also the valuation basis for that class of building as required by the CIPFA 'code'.

How we addressed this area of management judgement

We examined the professional qualifications and assumptions used by your valuer in making valuations, ensuring that these have been done on the correct basis for each item. We assessed whether the report produced by the valuer has been correctly reflected in the accounts.

Audit conclusion

Our work identified two errors in relation to the assignment of the valuations of assets between the land and building components. This is outlined in more detail on page 8.

Accounting policies and disclosures

We have reviewed the Police and Crime Commissioner for Northumbria's accounting policies and disclosures and concluded they comply with the requirements of the Code of Practice on Local Authority Accounting 2015/16.

Significant difficulties during the audit

During the course of the audit we did not encounter any significant difficulties and we have had the full co-operation of management.

Electors' rights to inspect the accounts

The Accounts and Audit (England) Regulations 2015 ('the regulations'), introduced new requirements in respect of publishing the financial statements and the period within which local electors may raise questions on the financial statements or make an objection to an item of account. For 2015/16 the Authority set this period as from 1 July 2016 to 11 Aug 2016. We received no questions or objections within this period.

03 Internal control recommendations

The purpose of our audit is to express an opinion on the financial statements. As part of our audit we considered the internal controls in place relevant to the preparation of the financial statements in order to design audit procedures to allow us to express an opinion on the financial statements but not for the purpose of expressing an opinion on the effectiveness of internal control or to identify any significant deficiencies in their design or operation.

The matters reported are limited to those deficiencies and other control recommendations that we have identified during our normal audit procedures and that we consider to be of sufficient importance to merit being reported. If we had performed more extensive procedures on internal control we might have identified more deficiencies to be reported or concluded that some of the reported deficiencies need not in fact have been reported. Our comments should not be regarded as a comprehensive record of all deficiencies that may exist or improvements that could be made.

Our findings and recommendations are set out below.

We have not identified any significant deficiencies as a result of our work this year.

Follow up of previous internal control points

We did not raise any internal control points in the prior year.

04 Summary of misstatements

We are required to bring to your attention the misstatements found during the course of our audit that have not been corrected, unless they are clearly trivial.

The misstatements identified for adjustment during the course of the audit that are above the trivial level, are set out below.

Adjusted misstatements 2015/16

		CIES		Balance Sheet	
		Dr £'000	Cr £'000	Dr £'000	Cr £'000
1	Dr: (Surplus)/deficit on Revaluation of Non-Current Assets	4,753			
	Cr: PCC Financing of Police Services Expenditure		4,753		
	Dr: PCC Financing of Police Services Expenditure	180			
	Cr: Revaluation Reserve				180

Two errors were made in assigning the valuations of assets between the land and buildings components. The errors related to the Follingsby Training Centre and the Market Street Police Station. As a result revaluations were misstated in the Comprehensive Income and Expenditure Statement (CIES) as follows:

- Downward revaluation (loss) overstated by £4.753 million in Net Cost of Services.
- Upward revaluation (gain) overstated by £4.753 million in Other Comprehensive Income and Expenditure.

An additional consequence of the error in respect of Follingsby was that depreciation was understated by £0.180 million. The net effect of the adjustment is an increase in net expenditure in the CIES of £0.180 million and a matching reduction in unusable reserves. There is no impact on the general fund in relation to the adjustment required.

Other matters

A contingent liability was included in the Chief Constable's draft accounts in relation to an ongoing Employment Tribunal (Employment Tribunal 1). The status as set out in the draft accounts was correct, however notification has been received that the court has made a final judgement on the case on 18 August 2016 and the liability has been settled at £227,505.

Relevant amendments have now been made to disclose this in the revised 2015/16 accounts.

Disclosure amendments

Our audit identified the following disclosure amendments which management has agreed to amend:

- Note 11 (Government and non-government grants) – Pension top-up grant and Capital grant figures were corrected to ensure consistency with the figures shown in Note 8 (Taxation and Non Specific Grant Income).
- Additional text included in the Narrative Statement to strengthen wording in relation to outlining how the PCC manages financial performance, economy, efficiency and effective use of resources.
- Additional disclosure added to give further information on Assets Held for sale.

- Additional text included in the accounting policy in relation to Assets Held for sale.
- A small number of minor presentational matters.

05 Value for money

We are required to conclude whether the Police and Crime Commissioner for Northumbria put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources by considering one overall criterion which is made up of three sub-criteria.

The overall criterion set out by the NAO is:

'In all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.'

In the Audit Strategy Memorandum we identified a significant risk relevant to the value for money conclusion. We detail below how we have addressed this risk and our conclusions.

We intend to issue an unqualified Value for Money conclusion as set out in Appendix B.

Significant Value for Money risk

Financial resilience

Description of the risk

The financial resilience of the Police and Crime Commissioner for Northumbria is under considerable pressure due to continued financial pressures which included proposed 2015/16 budget savings of £16.2 million.

The risk is that the action taken by the Police and Crime Commissioner for Northumbria is insufficient to deliver quality services in line with the policing plan and within available resources.

How we addressed this risk

We carried out the following work:

- reviewed the Medium-Term Financial Strategy;
- reviewed budget monitoring reports and other finance updates; and
- reviewed the progress made in identifying and delivering the savings required.

Key findings and Conclusion

Review of the Medium Term Financial Strategy (MTFS)

The latest MTFS covers the four year period of 2016/17 to 2019/20. The Strategy includes a budget savings target of £38.5m along with planned use of reserves of £6.2m over the period.

When assessing the robustness of the MTFS, the Chief Finance Officer (CFO) carried out a Risk Assessment before it was submitted for approval. The MTFS was subsequently approved on 11 February 2016.

Work is continuing in relation to identifying budget savings initiatives to support the proposed savings included in the MTFS.

As part of our detailed work, we challenged officers to supply us with evidence that the savings figures included in the MTFS were fully supported.

More than £33m of the £38.5m savings identified in the MTFS relate to workforce savings, split £27.5m officers and £5.5m staff savings. Given these figures, we challenged finance officers to provide evidence to support the annual staffing savings figures included in the MTFS. Our work identified that there are detailed plans in place to allow the savings to be achieved. We will revisit these annually.

Other main areas of potential savings included:

- Officer savings of approx. £1.8 million due to retirements and phasing out of individual allowances.

- Estates rationalisation saving of £1.0 million as a result of building closures.
- IT savings of £1.5 million due to building closures and contract savings.

We are satisfied that plans are in place to achieve the savings required.

Review of budget monitoring reports and other finance updates

The 2015/16 budget was approved by the PCC and Chief Constable on 19 February 2015.

The annual budgets for both bodies are reviewed and determined based on the same timetable and principles. The precept and budget report can be found on the individual websites.

During the year, budget monitoring reports were presented to the Chief Constable's Executive Board and the PCC's Joint Business meeting on a monthly basis.

The risk that expenditure will exceed budget is reduced by the existence of a robust revenue monitoring framework.

The key responsibilities are outlined in Governance Framework which is available on the PCC website.

The systems of budget monitoring and control during 2015/16 have been reviewed by Internal Audit and found to be Operating Well.

Achievement of 2015/16 savings

As outlined above, the Force are considering a number of budget saving initiatives to meet the on-going financial challenges.

The 2015/16 Budget highlighted savings of £16.2 million, by far the biggest element of which was savings in salaries and wages of £12 million, split Police Officers £9.5 million and Police Staff £2.5 million.

We challenged finance officers to provide evidence to support that the above savings had been achieved in 2015/16. Our audit testing provided assurance that savings had been achieved in line with original plans.

The remaining required savings of £4.2 million were realised by a combination of:

- Rationalisation of Estates and new operating model of three Area Commands: The new area command structure went live on 1 April 2015. Approx. £1.5 million savings made from energy, rates, repairs and cleaning budgets as buildings are sold.
- Fleet costs: A total of £0.6 million saved as a result of £0.5 million saving in fuel as a result of price reductions. Other savings in Vehicle Parts and Outside Firms budgets resulting from disposal of older vehicles and capital vehicle replacement programme.
- Other miscellaneous savings, for example, Commissioners Fund: Third party contributions reduced by £0.5 million.

The group revenue outturn position for 2015/16 was an under spend of £1.946 million. As the identified savings were built into the base budget then the savings overall have been successfully delivered.

The tables below summarise our findings in respect of the three sub-criteria applicable to the PCC specified by the NAO.

Informed decision making

Proper arrangements	Arrangements of the Police and Crime Commissioner for Northumbria	Audit Assurance obtained?
<p>Acting in the public interest, through demonstrating and applying the principles and values of sound governance</p>	<ul style="list-style-type: none"> • There is a Governance Framework available on the website, which is applicable to both the Police and Crime Commissioner and Chief Constable. • There is a Police and Crime Plan in place for the period 2013 to 2018. The purpose, vision, values, priorities and strategic objectives of the PCC are developed in consultation with the Chief Constable. In turn, the Chief Constable draws the Policing Plan, for which he is responsible, from the Police and Crime Plan. • Performance is monitored through a robust framework based around the Chief Constable's Delivery Plan. The PCC attends the Force's Strategic Management Board to scrutinise progress. In addition, Joint Business Meetings that are held every 2 weeks • The Police and Crime Panel (hosted by Gateshead Council and independent of both the PCC and Chief Constable) hold the PCC to account. • The PCC and Chief Constable's management team have been in post for a number of years. • There is a Joint Independent Audit Committee (JIAC) in place which meets four times per year. Standing items on the agenda include Strategic Risk Management along with progress reports by both Internal and External Audit. 	<p>Yes</p>
<p>Understanding and using appropriate and reliable financial and performance information (including, where relevant, information from regulatory/monitoring bodies) to support informed decision making and performance management.</p>	<ul style="list-style-type: none"> • There is regular reporting to the PCC and Chief Constable of both performance and financial information. • The latest Medium Term Financial Strategy (MTFS) covers the four year period of 2016/17 to 2019/20 and is subject to an annual update and linked to the Police and Crime Plan. This was approved by the PCC on 2 February 2016. 	<p>Yes</p>

Proper arrangements	Arrangements of the Police and Crime Commissioner for Northumbria	Audit Assurance obtained?
Reliable and timely financial reporting that supports the delivery of strategic priorities.	<ul style="list-style-type: none"> There is a Police and Crime Plan in place for the period 2013 to 2018. There is regular reporting to the PCC and Chief Constable of both performance and financial information. The latest Medium Term Financial Strategy (MTFS) covers the four year period of 2016/17 to 2019/20 and is subject to an annual update and linked to the Police and Crime Plan. This was approved by the PCC on 2 February 2016. 	Yes
Managing risks effectively and maintaining a sound system of internal control.	<ul style="list-style-type: none"> Risk register and risk management arrangements in place. Risks reported to JIAC and regular reporting by Internal Audit. Annual governance statement prepared, reviewed and approved. 	Yes

Sustainable resource deployment

Proper arrangements	Arrangements of the Police and Crime Commissioner for Northumbria	Audit Assurance obtained?
Planning finances effectively to support the sustainable delivery of strategic priorities and maintain statutory functions.	<ul style="list-style-type: none"> There is a MTFS 2016/17 - 2019/20 in place which is subject to an annual update and linked to the Police and Crime Plan. This was approved by the Police & Crime Panel on 2 February 2016. The MTFS is used for the annual budgets which are set by the PCC and scrutinised by the Police and Crime Panel. The organisation has an adequate level of reserves available. There is a history of meeting financial targets with no previous sustained or excessive budget deficits. The level of general fund balances is approved annually as part of the approval of the MTFS. 	Yes
Managing and utilising assets effectively to support the delivery of strategic priorities.	<ul style="list-style-type: none"> An up to date Asset register in place. The Capital Programme included in the MTFS sets out the PCC investment priorities. All capital schemes are appraised and prioritised to ensure they reflect the key investment requirements in the strategy. The Capital programme is included in the MTFS which was approved by the PCC on 2 February 2016. 	Yes

Proper arrangements	Arrangements of the Police and Crime Commissioner for Northumbria	Audit Assurance obtained?
Planning, organising and developing the workforce effectively to deliver strategic priorities.	<ul style="list-style-type: none"> A Workforce Strategy is in place that includes recruitment, training and development of officers and police staff whilst continuing to manage necessary change through the prudent use of reserves. 	Yes

Working with partners and other third parties

Proper arrangements	Arrangements of the Police and Crime Commissioner for Northumbria	Audit Assurance obtained?
Working with third parties effectively to deliver strategic priorities.	<ul style="list-style-type: none"> Both the PCC and Chief Constable are aware of the importance of collaboration which led to the introduction of the Collaboration Strategy in September 2014 A Partnership Toolkit is also in place, the purpose of which is to highlight key factors that should be considered when establishing future partnerships. A Strategic Partnership Team is in place to act as the focal point for further advice and support at any stage of considering, establishing, or working in partnership. The force has a Collaboration and Partnership Delivery Plan which outlines all of the arrangements in which it is currently involved. Areas of collaboration with other police forces and public organisations include: <ul style="list-style-type: none"> co-locating with partners wherever possible – so far co-located with Northumberland Fire and Rescue Service, Newcastle City Council, North Tyneside Council, and Northumberland County Council, with plans progressing to co-locate with Tyne and Wear Fire and Rescue Service, and two local community trusts; a collaborative working agreement between the legal teams of Northumbria Police and North Tyneside Council in order to provide advice, support and resilience to one another; and an arrangement in place with Northumberland County Council with regard to the provision of ICT support and maintenance. In addition Northumbria, Durham and Cleveland forces have agreed to collaborate on covert policing from 1st April 2016. Further collaboration opportunities are being explored with Durham Constabulary in a number of other areas of operational policing. 	Yes
Commissioning services effectively to support the delivery of strategic priorities.		Yes

Proper arrangements	Arrangements of the Police and Crime Commissioner for Northumbria	Audit Assurance obtained?
Procuring supplies and services effectively to support the delivery of strategic priorities.	<ul style="list-style-type: none"> The organisation has written procedures for procuring products and services, which are within its Code of Corporate Governance. 	Yes

Having gathered evidence of the PCC’s arrangements for each criterion we conducted a ‘reality check’, building upon our existing knowledge of the PCC and considering the robustness of our assessment by referring to:

- reports by statutory inspectorates or other regulators;
- achievement of performance and other targets; and
- performance against budgets and other financial targets.

Evidence	Auditor assessment
Reports by statutory inspectorates or other regulators	<p>We considered reports by any statutory inspectorates (HMIC) or other regulatory bodies during the year which might impact on our conclusion.</p> <p>We reviewed the value for money profiles (based on data from Public Sector Audit Appointments). Based on this review, there were no indicators which would suggest weaknesses in the Commissioner’s arrangements, or any information contrary to our knowledge of the Commissioner.</p>
Achievement of performance and other targets	Performance is good overall and Northumbria do not appear to be an outlier.
Performance against budgets and other financial targets	The Commissioner has a history of achieving budget targets.

Overall conclusion

Having completed our assessment, and having carried out a ‘reality check’, we can conclude that our initial risk assessment remains appropriate and we can be confident in our conclusion that the PCC has adequate arrangements in place for each criterion.

We intend to issue an unqualified Value for Money conclusion as set out in Appendix B.

Appendix A – Draft management representation letter

The Police and Crime Commissioner for Northumbria and its Group - audit for year ended 31 March 2016

This representation letter is provided in connection with your audit of the statement of accounts for the Police and Crime Commissioner for Northumbria (the PCC) and its Group for the year ended 31 March 2016 for the purpose of expressing an opinion as to whether the statement of accounts give a true and fair view in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom.

I confirm that the following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, inspection of supporting documentation) sufficient to satisfy ourselves that I can properly make each of the following representations to you.

My responsibility for the statement of accounts and accounting information

I believe that I have fulfilled my responsibilities for the true and fair presentation and preparation of the statement of accounts in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom.

My responsibility to provide and disclose relevant information

I have provided you with:

- access to all information of which we are aware that is relevant to the preparation of the statement of accounts such as records, documentation and other material;
- additional information that you have requested from us for the purpose of the audit; and
- unrestricted access to individuals within the PCC you determined it was necessary to contact in order to obtain audit evidence.

I confirm that I have taken all the necessary steps to make me aware of any relevant audit information and to establish that you, as auditors, are aware of this information. As far as I am aware there is no relevant audit information of which you, as auditors, are unaware.

Accounting records

I confirm that all transactions that have a material effect on the financial statements have been recorded in the accounting records and are reflected in the financial statements. All other records and related information, including minutes of all relevant meetings, have been made available to you.

Accounting policies

I confirm that I have reviewed the accounting policies applied during the year in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom and International Accounting Standard 8 and consider these policies to faithfully represent the effects of transactions, other events or conditions on the PCC's and Group's financial position, financial performance and cash flows.

Accounting estimates, including those measured at fair value

I confirm that any significant assumptions used by the PCC and Group in making accounting estimates, including those measured at fair value, are reasonable.

Contingencies

There are no material contingent losses including pending or potential litigation that should be accrued where:

- information presently available indicates that it is probable that an asset has been impaired or a liability had been incurred at the balance sheet date; and
- the amount of the loss can be reasonably estimated.

There are no material contingent losses that should be disclosed where, although either or both the conditions specified above are not met, there is a reasonable possibility that a loss, or a loss greater than that accrued, may have been incurred at the balance sheet date.

There are no contingent gains which should be disclosed.

All material matters, including unasserted claims, that may result in litigation against the PCC and Group have been brought to your attention. All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

Laws and regulations

I confirm that I have disclosed to you all those events of which I am aware which involve known or suspected non-compliance with laws and regulations, together with the actual or contingent consequences which may arise therefrom.

The PCC and Group has complied with all aspects of contractual agreements that would have a material effect on the accounts in the event of non-compliance.

Fraud and error

I acknowledge my responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.

I have disclosed to you:

- all the results of my assessment of the risk that the statement of accounts may be materially misstated as a result of fraud;
- all knowledge of fraud or suspected fraud affecting the PCC and Group involving:
 - management and those charged with governance;
 - employees who have significant roles in internal control; and
 - others where fraud could have a material effect on the financial statements.

I have disclosed to you all information in relation to any allegations of fraud, or suspected fraud, affecting the PCC's and Group's statement of accounts communicated by employees, former employees, analysts, regulators or others.

Related party transactions

I confirm that all related party relationships, transactions and balances, have been appropriately accounted for and disclosed in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

I have disclosed to you the identity of the PCC's and Group's related parties and all related party relationships and transactions of which I am aware.

Impairment review

To the best of my knowledge, there is nothing to indicate that there is a permanent reduction in the recoverable amount of the property, plant and equipment below their carrying value at the balance sheet date. An impairment review is therefore not considered necessary.

Future commitments

I am not aware of any plans, intentions or commitments that may materially affect the carrying value or classification of assets and liabilities or give rise to additional liabilities.

Subsequent events

I confirm all events subsequent to the date of the financial statements and for which the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16 require adjustment or disclosure have been adjusted or disclosed.

Should further material events occur after the date of this letter which may necessitate revision of the figures included

in the financial statements or inclusion of a note thereto, I will advise you accordingly.

Going concern

To the best of my knowledge there is nothing to indicate that the PCC or Group will not continue as a going concern in the foreseeable future. The period to which I have paid particular attention in assessing the appropriateness of the going concern basis is not less than twelve months from the date of approval of the accounts.

Yours sincerely

Mike Tait

Treasurer

Date.....

Appendix B – Draft audit report

INDEPENDENT AUDITOR'S REPORT TO THE POLICE AND CRIME COMMISSIONER FOR NORTHUMBRIA

Opinion on the Authority financial statements

We have audited the financial statements of the Police and Crime Commissioner for Northumbria (PCC) for the year ended 31 March 2016 under the Local Audit and Accountability Act 2014. The financial statements comprise the PCC and Group Movement in Reserves Statements, the PCC and Group Comprehensive Income and Expenditure Statements, the PCC and Group Balance Sheets, the PCC and Group Cash Flow Statements, the Group Pension Fund Accounts and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

This report is made solely to the PCC in accordance with Part 5 of the Local Audit and Accountability Act 2014, and paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the PCC, as a body, for our audit work, for this report or for the opinions we have formed.

Respective responsibilities of the Chief Financial Officer and auditor

As explained more fully in the Statement of the Chief Financial Officer's Responsibilities, the Chief Financial Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the PCC's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Chief Financial Officer; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Narrative Statement to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the financial position of the Police and Crime Commissioner for Northumbria as at 31 March 2016 and of its expenditure and income for the year then ended;
- give a true and fair view of the financial position of the Group as at 31 March 2016 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

Opinion on other matters

In our opinion, the information given in the Narrative Statement for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we report by exception

We report to you if:

- in our opinion the annual governance statement does not reflect compliance with 'Delivering Good Governance in Local Government: a Framework' published by CIPFA/SOLACE in June 2007 and the December 2012 addendum;
- we issue a report in the public interest under section 24, schedule 7 of the Local Audit and Accountability Act 2014;
- we make a recommendation under section 24, schedule 7 of the Local Audit and Accountability Act 2014; or
- we exercise any other special powers of the auditor under the Local Audit and Accountability Act 2014.

We have nothing to report in these respects.

Conclusion on the Police and Crime Commissioner for Northumbria's arrangements for securing economy, efficiency and effectiveness in the use of resources

Respective responsibilities of the PCC and the auditor

The PCC is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

We are required under section 20 of the Local Audit and Accountability Act 2014 to satisfy ourselves that the PCC has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office, requires us to report to you our conclusion relating to proper arrangements, having regard to relevant criteria specified by the National Audit Office.

We report if significant matters have come to our attention which prevent us from concluding that the PCC has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the PCC's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources

We are required to conclude whether the PCC has put in place arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.

We have planned and undertaken our work in accordance with the Code of Audit Practice as issued by the National Audit Office and had regard to relevant guidance. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, the PCC had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Conclusion

On the basis of our work, having regard to the guidance on the specified criterion published by the National Audit Office, we are satisfied that, in all significant respects, the Office of the Police and Crime Commissioner for Northumbria put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2016.

Delay in certification of completion of the audit

We cannot formally conclude the audit and issue an audit certificate until we have completed the work necessary to issue our assurance statement in respect of the authority's Whole of Government Accounts consolidation pack. We are satisfied that this work does not have a material effect on the financial statements or on our value for money conclusion.

Cameron Waddell

Partner

For and on behalf of Mazars LLP, Appointed Auditors

The Rivergreen Centre

Aykley Heads

Durham, DH1 5TS

xx September 2016

Appendix C - Materiality

Materiality is an expression of the relative significance or importance of a particular matter in the context of financial statements as a whole.

Misstatements in financial statements are considered to be material if they, individually or in aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgements on materiality are made in light of surrounding circumstances and are affected by the size and nature of a misstatement, or a combination of both. Judgements about materiality are based on consideration of the common financial information needs of users as a group and not on specific individual users.

The assessment of what is material is a matter of professional judgement and is affected by our perception of the financial information needs of the users of the financial statements. In making our assessment we assumed that users:

- have a reasonable knowledge of business, economic activities and accounts;
- have a willingness to study the information in the financial statements with reasonable diligence;
- understand that financial statements are prepared, presented and audited to levels of materiality;
- recognise the uncertainties inherent in the measurement of amounts based on the use of estimates, judgement and the consideration of future events; and
- will make reasonable economic decisions on the basis of the information in the financial statements.

We considered materiality whilst planning and performing our audit.

Whilst planning, we made judgements about the size of misstatements which we considered to be material and which provided a basis for determining the nature, timing and extent of risk assessment procedures, identifying and assessing the risk of material misstatement and determining the nature, timing and extent of further audit procedures.

In 2015/16 we set materiality at the planning stage at £6.122 million (2% of gross revenue expenditure) with a clearly trivial threshold of £0.184 million below which identified errors will not usually be reported. We set lower materiality levels for the accounting entries we consider to be more sensitive, for example, senior officer's remuneration, as we considered these items to be of specific interest to users of the accounts sufficient to warrant audit procedures which would not otherwise be applied based on the materiality level for the audit as a whole. The materiality determined at the planning stage did not necessarily establish an amount below which uncorrected misstatements, either individually or in aggregate, would be considered as immaterial.

We revised materiality for the financial statements as our audit progressed. Our closing assessment of materiality in 2015/16, based upon the final version of the financial statements, was £5.834 million with a clearly trivial threshold of £0.175 million below which identified errors were not reported.

We discussed with management any significant misstatements or anomalies that we identified during the course of the audit, all of which were adjusted.

Appendix D - Independence

As part of our ongoing risk assessment we monitor our relationships with you to identify any new actual or perceived threats to our independence within the regulatory or professional requirements governing us as your auditors.

We can confirm that no new threats to independence have been identified since issuing the Audit Strategy Memorandum and therefore we remain independent.

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VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER

**POLICE AND CRIME PANEL
REPORT OF THE PCC FOR NORTHUMBRIA**

25th OCT 2016

BUDGET SETTING PROCESS 2017/18

1. PURPOSE OF THE REPORT

1.1 The report sets out the budget setting process for 2017/18.

2. BACKGROUND

2.1 In February 2016 the Police and Crime Commissioner agreed the 2016/17 Revenue and Capital Budgets and the Medium Term Financial Strategy (MTFS). The MTFS sets out the key financial issues facing the Police and Crime Commissioner over the period 2016/17 to 2019/20, and provides options for delivering a sustainable budget and capital programme over the medium term including resources for the Chief Constable to deliver the priorities in The Police and Crime Plan.

2.2 Work is currently underway in force to review the assumptions which underpin the Budget and MTFS estimates in relation to central government funding for police forces, future budget pressures and inflationary increases, and the priorities for capital investment over the medium term.

2.3 Since the MTFS was agreed in February 2016 the political environment has seen changes. UK economic growth estimates (OBR March 2016) have slowed against those set out in the 2015 Autumn Statement. The increased political and economic uncertainty following the Brexit vote has added to concerns of future budget pressures on Government Departments.

2.4 The Home Office have also set out their intentions to re-launch the review of the Police funding formula which determines how overall Police funding is allocated between forces in England. The Home Office have confirmed that any change to force level allocations will not be implemented for 2017/18 but would be brought in for 2018/19 at the earliest.

2.5 This report sets out the process and timetable we will follow to set the revenue and capital budgets for 2017/18 and complete the revision of the MTFS. The timetable also highlights the key dates when we expect to find out how much grant we will receive for 2017/18 and beyond.

3 REVISION PROCESS

3.1 The budget and MTFS revision process will include the following:

- A comprehensive review of the Commissioner's current financial position;
- A comprehensive update to the assumptions and risks about future budget pressures, funding cuts and changes to police resource allocation which the Commissioner will face over the period of the strategy;
- A review of any changes to the financial context in which the Commissioner operates;
- Progress against budget savings targets;
- The extension of the MTFS period;
- The Commissioner's capital programme; and
- Reserves policy.

4. KEY DATES

4.1 The process to set the revenue and capital budgets for 2017/18 and to revise the MTFS as mentioned above, has already started alongside the preparation of the quarter 2 monitoring.

4.2 The key dates for information sharing and decisions are as follows:

Event	Date	Note
Police and Crime Panel Meeting	25 October 2016	Information regarding this year's process.
Autumn Statement and Spending Review	23 November 2016	Government discloses high level funding assumptions and plans.
Provisional Police Funding Settlement Announced	Around 15 December 2016	Grant resources for 2017/18 - provisional settlement figures issued.
Final Settlement Announced	Mid-January 2017	Update resources with final settlement figures.
Police and Crime Panel Meeting	10 January 2017	High level briefing on the MTFS and 2017/18 draft budget.
Police and Crime Panel Meeting	7 February 2017	Presentation of MTFS. Budget papers for 2017/18 including the proposal for precept.

5 RISK MANAGEMENT IMPLICATIONS

- 5.1 The MTFIS identifies a number of significant financial risks and suggests ways to mitigate those. The refresh will consider if any of those risks have changed.

6 FINANCIAL IMPLICATIONS

- 6.1 All financial implications are covered in the report and there are no additional financial implications arising from the report.

7 RECOMMENDATION

- 7.1 To note the process and timetable that will be followed to complete the budget setting process 2017/18.

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