

PEEL 2025–27

Police effectiveness, efficiency and legitimacy

An inspection of Cumbria Constabulary

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Overall summary

Our judgments

Our inspection assessed how good Cumbria Constabulary is in eight areas of policing. We make graded judgments as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Leadership and force management	Police powers and public treatment		
	Developing a diverse and inclusive workforce	Preventing and deterring crime		
	Responding to the public	Investigating crime		
	Safeguarding children and adults	Managing fraud		

We set out our detailed findings about things the constabulary is doing well and where the constabulary should improve in the rest of this report.

We also assess the constabulary's performance in a range of other areas, and we report on these separately. We make graded judgments for some of these areas.

PEEL 2025–2027

In 2014, we introduced our police effectiveness, efficiency and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, we have been continuously adapting our approach.

We have moved to a more [intelligence](#)-led, continual assessment approach, rather than the annual [PEEL inspections](#) we used in previous years. We assess forces against the [characteristics of good](#) performance, set out in the [PEEL assessment framework 2025–2027](#), and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#).

It isn't possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because we have increased our focus on making sure forces are achieving appropriate outcomes for the public. We have also changed the aspects of policing we inspect and added new areas.

Terminology in this report

Our reports contain references to, among other things, 'national' definitions, priorities, policies, systems, responsibilities and processes.

In some instances, 'national' means applying to England or Wales, or England and Wales. In others, it means applying to England, Wales and Scotland, or the whole of the United Kingdom.

About the data

For more information on data and analysis in this report, please [see the 'About the data' section of our website](#).

HM Inspector's summary

I am pleased with the performance of Cumbria Constabulary in keeping people safe, reducing crime and giving [victims](#) an effective service. The constabulary has maintained a stable position in these areas since our last inspection, with strengths in [safeguarding vulnerable people](#), supporting its workforce and responding to the public.

While it has maintained or made progress in these important areas, I have concerns about the consistency of investigations and how demand is managed across the organisation.

Clear leadership and governance arrangements are in place. We found senior leaders had invested in priority areas, including neighbourhood policing and safeguarding.

Following recent changes at [chief officer](#) level, the constabulary has maintained a clear sense of direction and continues to respond positively to feedback, learning and opportunities to improve.

Workforce support remains a strength. The constabulary has created a positive and inclusive culture, supported by strong well-being provision and active support networks. [Officers](#) and staff feel supported by supervisors and have access to development opportunities. The constabulary would benefit from improving how it records and understands workforce capability, development and future leadership potential.

The constabulary uses police powers appropriately and has effective oversight arrangements. Officers understand how to use these powers lawfully and

proportionately. However, the constabulary should improve its understanding of [disproportionality](#).

Since our last inspection, investment has strengthened neighbourhood policing, increasing the number of officers and staff in local teams. This has improved visibility in communities and supports preventative work and problem-solving with partners. However, neighbourhood officers are regularly [abstracted](#) to other duties. This isn't consistently recorded or fully understood, limiting the constabulary's ability to protect neighbourhood policing activity.

The constabulary provides a good service to the public at first contact. It identifies risk and vulnerability effectively and provides appropriate advice to callers. Response performance is generally good, and officers attending incidents receive the information they need to assess and manage risk appropriately.

Investigations are generally managed well in their early stages, with prompt allocation, appropriate plans and timely arrests. However, as investigations progress, supervision and investigative activity aren't always maintained to the same standard, and opportunities to gather evidence can be missed. Improving consistency in investigations will help the constabulary achieve better outcomes for victims.

[Protecting vulnerable people](#) is a clear strength. The constabulary works effectively with partner organisations, including through the [multi-agency safeguarding hub](#), and has a strong focus on identifying risk at an early stage. The [child-centred](#) policing team continues to be a success, building on strengths we identified previously. Its focus on working with [children](#) through early intervention programmes helps reduce future offending.

The constabulary understands its role in tackling fraud and works with partners to support victims. However, it needs to improve how it manages fraud-related demand locally. This should include making better use of national processes, improving the consistency of decision-making and training officers and staff to deal with fraud-related incidents.

While further improvement is needed, particularly in investigations and demand management, Cumbria Constabulary is in a stable position and remains committed to improving services. I am optimistic it will continue to make improvements.

I have given the constabulary specific recommendations, which set out the areas it needs to focus on, and I will continue to monitor performance.



Lee Freeman KPM

His Majesty's Inspector of Constabulary

Leadership and force management

Good

Cumbria Constabulary's leadership and force management are good.

Innovative practice

The constabulary has made financial efficiencies by changing how it receives council tax payments

The constabulary has improved its financial resilience by working with local authorities to change how it receives council tax payments.

Historically, it received payments in 12 monthly instalments later in the month. It found receiving payments earlier and reducing the number of instalments to ten would improve cash flow and increase investment opportunities.

Following consultation with unitary authorities, it agreed and implemented revised arrangements for the 2025/26 financial year. These changes have resulted in improved cash flow and increased investment income, with the constabulary reporting an additional £279,000 per annum.

This is a practical example of the constabulary using innovative financial management to maximise available resources and support wider operational provision.

Main findings

In this section, we set out our main findings that relate to how good the constabulary is at leadership and force management.

The constabulary is using predictive analytics to inform its force management statement, and it is using this to improve operational planning and resource allocation

During our inspection, we found the constabulary was using predictive analytics to inform its [force management statement](#). It was using demand assessments, supported by a strong analytical capability, to understand both current and future demand. The force management statement includes effective use of forecast data. This data draws on historical crime data, call logs, demographic trends and other relevant information to identify patterns such as peak demand periods, high-risk locations and seasonal changes in crime.

Performance assessments in the force management statement are comprehensive, using data to show current performance, identify gaps and set clear improvement targets. This approach supports informed decision-making and helps the constabulary allocate [officers](#), [staff](#) and resources more effectively. Predictive analytics also support wider strategic planning by allowing the constabulary to identify emerging trends and develop targeted responses and community-based interventions.

The constabulary can show effective use of demand data to inform workforce planning

We found the constabulary was effectively using demand data to help allocate resources efficiently and effectively. It combines data insights from incident trends, response times and geographic crime patterns to make sure it deploys officers and staff where they are most needed. This approach helps to align HR data on officer and staff skills with specific operational needs. Whether in neighbourhood policing, investigation or emergency response, it makes sure officers and staff with the right skills are in the right places.

The constabulary has effective systems to gather intelligence to make sure it can anticipate and respond to current and future demand

During our inspection, we found the constabulary had an effective [intelligence](#) gathering function that helps it assign resources to the areas of greatest risk and demand. This means that it can meet its strategic priorities and both current and future demand. The constabulary is using real-time data, predictive analytics and collaborative information-sharing networks. These help it to proactively identify emerging threats, allocate resources efficiently and prioritise operations based on risk and impact. This intelligence-led approach makes sure the constabulary's decision-making is based on evidence and is responsive. This helps it to anticipate criminal trends and community needs.

The constabulary has robust governance arrangements, which hold leaders to account

Senior leaders understand and show effective governance. The constabulary's governance framework holds leaders to account. Governance boards meet regularly, and the right people attend. Meetings are data-led and show a focus on service provision.

Senior officers have a clear understanding of performance and adhere to the governance framework. [Chief officers](#) chair daily pacesetter meetings, which reaffirm expectations and help to improve performance.

However, during our inspection, we did find that in some areas the understanding of performance and what was expected from [personnel](#) varied. The constabulary should make sure all personnel have a clear and consistent understanding of performance expectations and how the constabulary manages and monitors performance.

The constabulary is improving its leadership culture and standards

The constabulary's senior leaders have responded positively and actively to the findings of the national well-being survey. Chief officers have used face-to-face and virtual events to improve their visibility and communication with the workforce. These events offer two-way communication and provide opportunities for personnel to ask questions and challenge their leaders. Most officers and staff we asked felt supported by their line managers and senior leaders.

Representatives from personnel associations told us they felt listened to and had seen positive changes arise from discussions they had had with senior leaders.

The constabulary has invested in a leadership development programme for [first-line](#) and midline leaders. This programme has been well attended by line managers and people looking for promotion. Feedback from attendees has been positive.

Chief officers have successfully communicated and established understanding of the constabulary's strategic priorities and objectives through a model known as the '4Cs' – care for colleagues, contempt for criminality, compassion for [victims](#), and communities focus. Officers and staff find this approach clear and memorable, which helps them understand how their work contributes to the constabulary's priorities.

The constabulary has digital transformation plans that show how it uses technology to improve operational efficiency

We found the constabulary's digital transformation plans were centred on using advanced technologies to enhance operational efficiency and service provision. The constabulary has invested in new technology and continues to replace old systems with new ones. This includes investments in robotic process automation, which has improved performance and reduced manual processes. The constabulary estimates it has saved thousands of officer hours by using new technology to scan CCTV footage relevant to investigations. The constabulary told us its use of new software to redact investigative material had also produced efficiencies and savings.

The constabulary can show how it aligns finances to its priorities and how it decides if its expenditure offers value for money

The constabulary could clearly show its finances and priorities were aligned. It links budget allocations to strategic objectives and operational needs. This is supported by transparent financial planning that shows how resources are directed to important areas such as investigations, neighbourhood policing and technological innovation. The constabulary uses regular performance reviews and audits to assess whether its spending leads to measurable outcomes and to make sure it is using public funds efficiently. It also uses [benchmarking](#), cost-benefit analysis and best practice in procurement and resource management to support value for money. This approach helps build public confidence in its financial leadership and overall effectiveness.

In the year ending 31 March 2025, the constabulary received £181 million in total funding. In common with other forces in England and Wales, this was made up of government grants, [council tax precept](#) and other non-government grants. The constabulary also uses income from the [Asset Recovery Incentivisation Scheme](#) to invest in crime prevention and initiatives that help communities.

In the year ending 31 March 2025, the precept income was around £55.6 million, which is equivalent to £108,831 per 1,000 population. The constabulary told us that for the year ending 31 March 2026, it agreed a £13.95 increase in council tax for a band D property, taking this to £324.

The constabulary manages its reserves effectively and has a clear strategy in place. The reserve strategy covers a ten-year time frame from 1 April 2026 to 31 March 2036. While reserves remain at a healthy level, financial pressures mean they have been used to address a funding gap of around £2 million, with similar use expected over the two years following our inspection. Total reserves are around £16 million, with a general reserve of about 2.6 percent (£4.8 million) of the budget requirement. The constabulary considers this appropriate.

Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace

Good

Cumbria Constabulary is good at attracting, developing and retaining its workforce and creating a diverse and inclusive workplace.

Promising practice

The constabulary's early involvement with prospective transferees sets clear expectations and has helped improve retention

The constabulary has developed a transferee support process for [officers](#) moving to the constabulary. It identifies potential applicants early and keeps in regular contact with them throughout the process.

The constabulary gives officers clear information about roles, locations and travel, and has open and realistic conversations with them about what to expect. Each transferee has a named contact and a transferee buddy. The constabulary also reviews their skills and experience at a monthly 'people pipeline' meeting to match them to suitable roles.

After transferees have been in post three months, the constabulary speaks to them to understand their experience and uses this feedback to improve the process.

This approach has helped the constabulary attract and retain skilled officers, particularly in criminal investigation. It has improved workforce stability and supported operational capacity.

Having clear and realistic conversations has also helped manage expectations, making it easier for transferees to settle into the organisation and perform effectively.

Main findings

In this section, we set out our main findings that relate to how good the constabulary is at attracting, developing and retaining its workforce and creating a diverse and inclusive workplace.

The constabulary provides officers and staff with the right training to carry out specialist work

The constabulary has a comprehensive investigator resilience action plan, which shows understanding of its current and future investigative demand. Investigators told us they felt well trained to carry out their roles. As at 31 March 2026, the constabulary had 231 full-time equivalent [professionalising investigations programme \(PIP\) 2](#) investigators in post compared to 330 who should be in post. This means 70.0 percent of PIP 2 investigator posts were filled. The constabulary is working to address the shortfall and as at 31 March 2026, there were 99 full-time equivalent PIP 2 trainees.

The constabulary has introduced the [College of Policing's neighbourhood policing programme](#). The [College of Policing](#) dashboard shows that as at 28 April 2026, 231 individuals had completed the first part of the programme. The constabulary had 105 neighbourhood officers and police community support officers eligible and required to complete the training. It is positive that more officers and [staff](#) than required have completed this training. It helps build a wider understanding of problem-solving approaches across the workforce and supports officers to respond effectively to local issues.

The constabulary provides effective training and development opportunities for volunteers in specialist roles. They receive induction training from their host department. This is supported by ongoing supervision, to make sure they stay up to date with changes in practice. They have access to regular [continuing professional development \(CPD\)](#) events, training days, e-learning and specialist training. They also receive force-wide communications such as newsletters to highlight opportunities. Volunteers told us they felt well supported and could request additional training through the Citizens in Policing team, which is responsive to identified skills gaps. Examples of such training include specialist courses, operational training and involvement in wider [organisational learning](#) activities. This approach helps make sure volunteers are equipped with the skills and knowledge they need to contribute effectively in their roles.

The constabulary has a clear understanding of the well-being challenges of its workforce

The constabulary has a comprehensive well-being plan, which is clearly aligned with the five main areas of the ['National Police Health and Wellbeing Strategy 2024–2026'](#). It communicates with its workforce and acts on information and feedback to improve its well-being.

During our inspection, we carried out a workforce survey open to all officers and staff between 12 January 2026 and 6 February 2026. We received 598 responses, which we estimate to be 26.9 percent of the workforce at the time of the survey.

In the survey, 56.2 percent of respondents (336 of 598) said the constabulary took their well-being into account when setting their working pattern, and 70.4 percent of respondents (421 of 598) said their line manager actively checked their workload was manageable. Officers and staff we spoke to during our inspection also said they had manageable workloads and a good work-life balance.

The constabulary's [occupational health](#) unit provides a wide range of support for [personnel](#). This includes counselling, psychological assessments and screening for those in higher-risk roles, as well as support from external specialists. Personnel can also access peer support groups, including groups for neurodiversity, menopause and personnel from diverse backgrounds. The constabulary shares regular health and well-being information and offers tools such as well-being apps to help personnel manage their own health. The occupational health unit has also received national recognition for its work, reflecting the strength of support available. Overall, this support is easy to access and is well understood.

The constabulary has clear oversight of workloads and uses this information to support personnel. It monitors workloads through governance groups and identifies teams and individuals with high demand. It uses the Cambridge Crime Harm Index to assess workload and, where pressure is high, gives officers protected time through Operation Shield.

Where the constabulary identifies concerns, supervisors discuss work-related pressures with officers and put support measures in place, including referrals to occupational health for specialist advice where necessary. The occupational health unit also contacts officers directly to offer support. This means the constabulary can reduce pressure and support them to maintain their well-being and carry out their duties effectively when workloads are high.

The constabulary also supports personnel after traumatic incidents. It has trained many [first-line](#) supervisors to provide immediate welfare support and hold structured debriefs following incidents. This includes temporarily removing officers from operational work and having early conversations with personnel to reduce the impact of trauma. Officers and staff told us they received regular check-ins and felt supported after difficult incidents. The constabulary uses tools such as the trauma tracker to identify personnel exposed to traumatic events and offer support. This helps protect them and reduces the risk of longer-term harm.

The constabulary promotes equality, diversity and inclusion

The constabulary has a clear approach to promoting equality, diversity and inclusion. It has a strategy and supporting plan, with senior leadership oversight and accountability. The chief constable leads this work, supported by governance arrangements such as the confidence and inclusion board. This board brings together information on workforce issues and monitors progress, including the constabulary's response to national priorities.

Leaders use a range of information to understand issues affecting the workforce. They review complaint and grievance data, including cases involving discrimination, [harassment](#) and victimisation. They use this to identify themes and improve training and policies. Leaders also work with community scrutiny panels and support networks to understand concerns from both the workforce and the public. This helps the constabulary respond to emerging issues and maintain trust.

The constabulary is investing in training to support an inclusive culture. It provides equality, diversity and inclusion training to officers, staff and new recruits. This includes leadership modules covering areas such as neurodivergence, menopause awareness and [disproportionality](#). It is positive that this training is supported at senior levels and continues to develop. The constabulary recognises it needs to improve its anti-racism training and is working with external partners to develop a new course.

Officers and staff told us they felt confident to challenge inappropriate behaviour and raise concerns. In our workforce survey, 64.5 percent of respondents (386 of 598) also agreed it was safe to challenge unacceptable behaviour at all grades and ranks in the constabulary. Mandatory upstander training supports this, and completion rates are high. (Upstander training is a structured programme in the public sector to make sure staff know how to intervene safely and effectively when they witness harmful behaviours such as bullying, discrimination, harassment or inappropriate conduct.) The constabulary acts when issues are identified and supports those affected. We also found good examples of supervisors understanding individual needs and making reasonable adjustments to help personnel perform in their roles.

The constabulary works with officer and staff networks and support groups to improve its approach. These groups feed directly into senior governance, which allows concerns to be raised and addressed. The constabulary has also changed work environments, such as introducing quiet spaces and inclusive facilities, in response to personnel feedback. Overall, this helps create a culture where officers and staff feel supported and included.

The constabulary has processes in place to encourage officers and staff to stay in its workforce

The constabulary checks on the satisfaction of its workforce through surveys and collects workforce data. It uses 'stay' interviews to identify concerns early and discuss how it can encourage people to stay in its workforce. It has an effective and transparent exit interview process, which is independent of the line management chain. In our workforce survey, 73.4 percent of respondents (381 of 519) said they wanted to stay with the constabulary for the next 12 months or longer.

The constabulary identifies the challenges raised by those from [under-represented groups](#). It offers supportive measures and incentives to overcome these issues. It offers a 'Fair Passport' scheme. This is designed to give personnel a portable, consistent record of their individual needs, adjustments and support requirements. This is so they don't have to repeatedly explain personal circumstances every time they move role, team or line manager. There are also well-established mentor and buddy systems.

The constabulary is effectively gathering reasons for people leaving the workforce as part of the [National Police Chiefs' Council](#) national leavers framework, which is designed to improve the data collection on reasons for officers leaving police forces in England and Wales.

The constabulary should introduce a central system to record and monitor CPD

The constabulary prioritises its workforce's development through CPD. It schedules CPD days within the response and criminal investigation department shift pattern. Personnel told us training was useful and supported their roles. We also found good examples of officers and staff being supported to gain relevant qualifications.

However, the constabulary doesn't have a central system to record or monitor CPD. While it tracks mandatory training and leadership programmes, other CPD is recorded inconsistently across teams. This means the constabulary doesn't have a clear understanding of the full range of skills and development across its workforce.

CPD is important to maintain skills and support effective policing. Without consistent recording and oversight, the constabulary may miss opportunities to identify gaps and target training where it is most needed.

The constabulary should strengthen its approach to performance development and talent management

The constabulary supports professional development through its performance development review (PDR) process. Our data shows 83.0 percent of the workforce completed a PDR in the year ending 31 March 2025. At the time of our inspection in April 2026, the constabulary told us this had increased to 87.8 percent. Officers and staff told us these reviews were meaningful and tailored to their individual needs. They also said managers discussed well-being during these meetings, which they valued.

However, the constabulary doesn't have a consistent way to record one-to-one meetings. During our inspection, officers and staff told us supervisors regularly held these discussions, but they weren't always documented. This means the constabulary can't show they happen consistently or check their quality.

The constabulary also doesn't have a structured approach to managing talent. While it supports personnel development, this isn't part of a clear or consistent process across the organisation. The constabulary recognises this gap and is working to include talent management within the PDR process.

Reliable performance reviews and talent management help the constabulary develop its workforce and plan for the future. Without consistent recording and a structured approach, it may miss opportunities to support personnel and build the skills it needs.

Using powers fairly, appropriately and with justification

Adequate

Cumbria Constabulary is adequate at using its powers fairly, appropriately and with justification.

Area for improvement

The constabulary needs to improve the accuracy and quality of its use of force recording and analysis to understand and address disproportionality

In the year ending 31 March 2025, people from a Black ethnic minority background were 8.5 times more likely than White people to be subject to use of force. This suggests the constabulary uses force disproportionately on people from ethnic minority backgrounds.

The constabulary has processes to review its use of force. It carries out [dip sampling](#) of [body-worn video](#) and monitors the number of reviews it completes. It also publishes [disproportionality](#) data, which supports transparency and allows public scrutiny.

However, there are gaps in the quality and accuracy of the data. The constabulary told us that from April 2025 to February 2026, 24 percent of use of force records didn't include self-defined ethnicity (how a person describes their own ethnicity). This limits the constabulary's ability to fully understand how its powers are used across different groups.

The constabulary told us disproportionality may be linked to the high number of visitors to Cumbria and the use of major transport routes such as the M6. However, it can't test this assumption, as it can't separate residents from non-residents or analyse location data in enough detail. This means it can't be confident about the reasons for the level of disproportionality.

The constabulary should develop a better understanding of disproportionality. This includes carrying out more detailed analysis, using reliable data, and clearly explaining the reasons for any differences so it can take action to address them.

Main findings

In this section, we set out our main findings that relate to how good the constabulary is at using its powers fairly, appropriately and with justification.

Officers understand how to use stop and search powers fairly and appropriately

During our inspection, we reviewed a sample of 113 [stop and search](#) records from 1 January 2025 to 31 December 2025. Based on this sample, we estimate 98.2 percent (+/- 2.0 percentage points) of stop and searches the constabulary carried out during this period had reasonable grounds recorded.

This is a statistically significant improvement compared to the findings from our previous review of records from 1 January 2022 to 31 December 2022. In that review, we found 85.4 percent (+/- 4.7 percentage points) of stop and searches had reasonable grounds recorded.

The percentage that had reasonable grounds recorded suggests [officers](#) are suitably trained and use stop and search powers in a fair and appropriate way. Officers told us they felt confident to use their stop and search powers and had enough training.

The constabulary needs to make sure it collects accurate data to allow it to understand how fairly it is using stop and search

Good quality data on self-defined ethnicity (how people define their ethnicity) is important to help the constabulary understand how fairly it uses stop and search on people from ethnic minority backgrounds in the local resident population. Without accurate and complete data, the constabulary can't reliably assess whether its use of powers is proportionate or identify where improvements are needed.

As part of our review of stop and search records, we asked the constabulary to provide 12 months of stop and search data from 1 January 2025 to 31 December 2025. We found self-defined ethnicity information was unknown (not recorded, not stated or refused) for 22.4 percent of these records. In the year ending 31 March 2025, on average, self-defined ethnicity was unknown for 18.0 percent of stop and searches that forces in England and Wales recorded.

Our review of 20 stop and search encounters filmed on body-worn video found that in all of these encounters, officers didn't ask for self-defined ethnicity. Officers should make sure they ask for this data to allow the constabulary to more accurately identify any disproportionate use of the power.

The constabulary uses stop and search sufficiently

In the year ending 31 March 2025, the constabulary carried out 8,908 stop and searches of people. This equals 17.4 stop and searches per 1,000 population. This is higher than the typical range for forces in England and Wales.

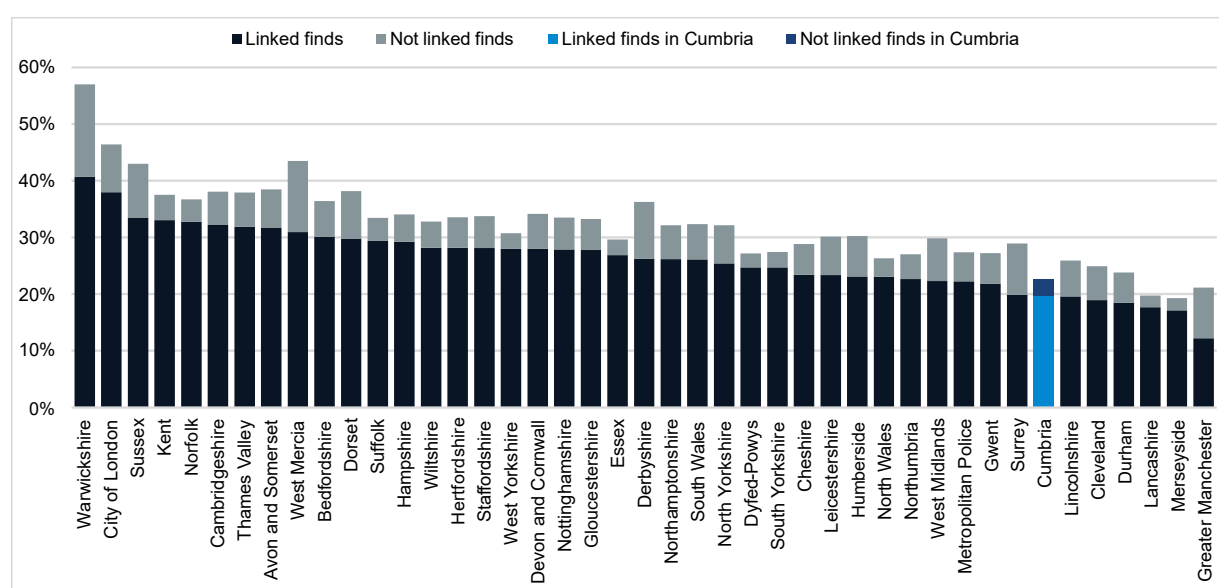
The number of stop and searches the constabulary carried out increased by 20.2 percent compared to the year ending 31 March 2024. This isn't in line with the overall picture for forces in England and Wales in which, on average, the number of stop and searches decreased by 1.3 percent.

In the year ending 31 March 2025, the constabulary had an overall [find rate](#) of 22.7 percent from stop and search encounters. This was made up of 19.8 percent [linked finds](#) and 2.9 percent not linked finds.

Linked finds are when one or more items, which the officer suspected a person had in their possession, are found and were the reason for the search. Not linked finds are when items are found that a person may have been in unlawful possession of but weren't the reason for the search.

The constabulary's linked find rate was within the typical range for forces in England and Wales. The linked find rate for the constabulary decreased by 1.4 percentage points compared to the year ending 31 March 2024.

Figure 1: Percentage of stop and search encounters resulting in linked and not linked finds for forces in England and Wales in the year ending 31 March 2025



Source: [Stop and search open data tables](#) from the Home Office

Chart description: A stacked column chart showing the percentage of [stop and search](#) encounters where the item found was and wasn't linked to the reason for the search for all forces in England and Wales in the year ending 31 March 2025. In Cumbria Constabulary, 19.8 percent of stop and search encounters resulted in a [linked find](#) and 2.9 percent in a not linked find.

[The accessible data table for figure 1 is available on our website.](#)

Note: In the calculation, we have excluded records where it isn't known whether the item found was linked to the reason for the search. We have also excluded records where it isn't known whether the [officer](#) found any items. If the percentage of linked or not linked finds isn't included in the chart for some forces, it is because they haven't supplied it.

We found the constabulary closely monitored its use of stop and search. We saw stop and search being used effectively as part of the response to local crime problems. Neighbourhood teams also use it as part of problem-solving activity. This shows the constabulary supports stop and search as a legitimate and valuable tool to prevent and detect crime.

The constabulary understands how it is using stop and search powers and is trying to do more to reduce disproportionality

In the year ending 31 March 2025, people from a Black ethnic minority background were 5.8 times more likely than White people to be the subject of a stop and search by the constabulary. In our review of stop and search records of people from an ethnic minority background, we found that all eight had reasonable grounds.

The constabulary carries out analysis of its disproportionate use of stop and search powers to help it understand why this exists. It has also started to develop this analysis further, including examining whether individuals are residents or non-residents and identifying where stop and searches take place across the county to help understand patterns of use. However, it still needs to better understand its disproportionate use of stop and search powers and reduce it.

The constabulary isn't recording enough use of force incidents

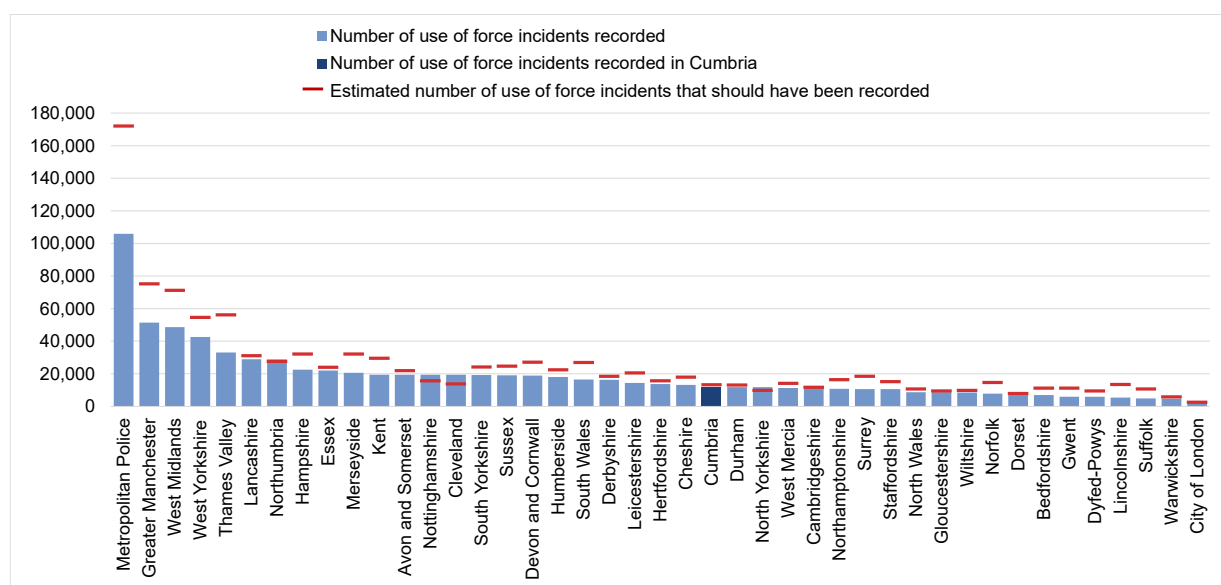
In the year ending 31 March 2025, the constabulary recorded 11,754 use of force incidents. This is an increase of 4.0 percent compared to the previous year. This increase is likely due to improved training, recording practices, audit and scrutiny.

Officers are expected to record every use of force to make sure it is transparent and accountable. This includes recording low-level use of force such as handcuffing a compliant person and higher levels of force such as the use of a baton or [conducted energy device](#) (Taser). Where more than one officer uses force on an individual, each officer must submit their own use of force report.

To determine if the constabulary was recording use of force appropriately, we reviewed two different measures. We firstly examined the number of arrests and compared this to the number of recorded use of force reports. We expect the number of use of force reports to be at least as high as the number of arrests. Most arrests involve the use of handcuffs and multiple officers may have used force during the arrest. In the year ending 31 March 2025, the constabulary carried out 9,393 arrests and recorded 11,754 use of force reports.

We then reviewed the overall expected number of use of force records compared to the actual recorded number. The expected number is estimated based on the average number of uses of force associated with each recorded arrest. We estimate that in the year ending 31 March 2025, the constabulary should have recorded 13,170 use of force incidents. It recorded 11,754 incidents. This means it likely under-recorded its use of force by 1,416 incidents. This shows a deterioration in recording use of force compared to the previous year when, based on this estimation, it didn't record 627 use of force incidents. The constabulary needs to make sure all officers are accurately recording their use of force and that it has adequate checks in place to help identify missing records.

Figure 2: Number of use of force incidents that forces in England and Wales recorded and the estimated number that should have been recorded in the year ending 31 March 2025



Source: [Police use of force open data tables](#) and [arrests open data tables](#) from the Home Office

Chart description: A combination chart showing the number of use of force incidents that all forces in England and Wales recorded (represented by columns) and the estimated number of use of force incidents that should have been recorded (represented by red target lines) in the year ending 31 March 2025. Cumbria Constabulary recorded 11,754 use of force incidents. This was lower than the estimated 13,170 use of force incidents it should have recorded.

[The accessible data table for figure 2 is available on our website.](#)

Note: To understand how well forces record their use of force, we compare the number of incidents they recorded with the estimated number they should have recorded. To estimate the number of use of force incidents forces should have recorded, we use the number of recorded arrests and the number of recorded use of force incidents linked to an arrest.

The constabulary uses safeguarding interventions when children are stopped and searched

The constabulary has a clear approach to [safeguarding children](#) who are stopped and searched. The [child-centred](#) policing team (CCPT) monitors all incidents involving children and reviews each case. Every child who is stopped and searched is referred to the team, and officers carry out follow-up visits with the child and their family. This provides an opportunity to offer advice, support and early intervention where needed.

The constabulary uses this information to identify children who may be at risk. The CCPT works with an embedded youth justice worker to provide early intervention for children who are repeatedly stopped or found with items such as drugs or weapons. This helps address the underlying causes of behaviour and reduces the risk of further involvement in crime.

The constabulary has also developed targeted activity to respond to specific risks. For example, under Operation Divan, if [intelligence](#) suggests a child may be carrying a knife, the CCPT completes safeguarding referrals and visits the child at home to provide early intervention. This prompt response allows the constabulary and partner agencies to intervene quickly and support children before their behaviour escalates.

Overall, this approach means the constabulary identifies children who come into contact with the police at an early stage and puts support in place quickly. This helps safeguard children and supports efforts to prevent further offending.

The constabulary should improve supervisory oversight of use of force involving children

Supervisory oversight of use of force involving children isn't consistent. While there are some processes in place, compliance is variable. Inspectors are responsible for reviewing use of force involving children, but the proportion they review is low. Between October 2025 and April 2026, the constabulary identified 55 relevant incidents, but only 23 had an inspector review. This means some incidents aren't receiving the level of scrutiny needed.

Police personal safety trainers carry out dip sampling of use of force incidents, with some attention to cases involving children. They record feedback centrally and share learning with supervisors when they identify issues. This supports the identification of trends and areas for improvement.

Use of force involving children should be subject to enhanced oversight because of the potential impact on their welfare. Without consistent and timely review, the constabulary can't be confident all incidents are appropriate and proportionate, and children are properly safeguarded. The constabulary should make sure inspector reviews take place in all relevant cases and this is clearly recorded.

The constabulary supports external scrutiny but should develop how it supports panel members

The constabulary supports independent scrutiny of its use of stop and search and use of force powers. It holds a regular community scrutiny panel where members of the public review a range of cases, including stop and search, use of force and custody incidents. The panel reviews body-worn video, forms and supporting information, and provides both positive and developmental feedback. It is positive that panel members can choose some of the cases they wish to review, while the constabulary also includes cases of particular interest, such as more intrusive encounters.

We observed a panel meeting where there was open and constructive discussion. Panel members considered whether officers were respectful, treated individuals with dignity and used force appropriately and proportionately. Feedback is recorded and shared with supervisors through a central system, which helps the constabulary identify areas of good practice and learning.

However, the constabulary could do more to support the effectiveness of the panel. Panel members haven't completed structured or consistent training, which limits their ability to fully understand police powers and provide informed challenge. Although the constabulary had offered training, it wasn't mandatory.

Effective scrutiny depends on informed and confident panel members who can provide meaningful challenge and help influence improvements. The constabulary should make sure panel members receive appropriate training and ongoing support.

Preventing and deterring crime and antisocial behaviour, and reducing vulnerability

Adequate

Cumbria Constabulary is adequate at preventing and deterring crime and [antisocial behaviour](#), and reducing [vulnerability](#).

Innovative practice

The constabulary works with partners to reduce delays and improve early intervention for children through out-of-court resolution decisions

The constabulary has developed a process with the Crown Prosecution Service and [Youth Justice Services](#) to improve how cases involving [children](#) are resolved when [out-of-court resolutions](#) are appropriate.

Previously, when a case was returned from court for an out-of-court resolution, there were delays before intervention could begin. These were caused by administrative processes and the need to obtain admissions of guilt after the court hearing. This created a risk that children disengaged or denied involvement, delaying support and reducing opportunities for early intervention.

The new process secures agreement to out-of-court resolutions at the point of the first court hearing, where appropriate. This includes agreement from all relevant parties, including the child and the [appropriate adult](#). This allows diversionary activity and support to begin immediately, without waiting for further administrative steps.

This approach helps avoid unnecessary criminalisation of children and supports better long-term outcomes, giving them an opportunity to work with intervention at an earlier stage and improve their life chances. It also reduces delays in the criminal justice process and improves involvement with children.

This is a strong example of joint working that removes barriers in the system and improves outcomes for children, [victims](#) and partner agencies.

Area for improvement

The constabulary should make sure neighbourhood policing abstractions are consistently and accurately recorded

Neighbourhood [officers](#) are responsible for building relationships with communities, solving problems and working with partners to prevent crime and [antisocial behaviour](#). This requires local officers to be visible and have meaningful communication with those communities. Sometimes neighbourhood officers are diverted away from their usual work to carry out other duties in the constabulary to meet demand. This is referred to as [abstraction](#). If this happens regularly and isn't monitored, it can affect the ability of neighbourhood officers to carry out their main roles in their communities.

In our workforce survey, 22 of 65 respondents involved in neighbourhood policing said they were abstracted from their main neighbourhood duties on a monthly or more frequent basis. Of these, 14 respondents reported this happening weekly.

Officers told us they were frequently abstracted and many of these abstractions happened "under the radar" and weren't recorded. This reduces their ability to carry out visible patrols, communicate with residents and carry out preventative work.

The constabulary has introduced an abstraction policy. This sets clear expectations for [neighbourhood teams](#), including an aim to keep abstractions below 20 percent. This is monitored through weekly and monthly governance meetings. The constabulary also introduced a QR code system to improve recording and data quality. However, its use is inconsistent, with officers and supervisors unclear on whether it is mandatory and how it should be applied.

We also found inconsistent reporting of abstractions, particularly short-notice and reactive abstractions, which rely on officers to manually record them. And the constabulary doesn't closely monitor this activity, limiting the reliability of its data and the effectiveness of the manual recording process. As a result, senior leaders may not fully understand the impact on communities or officer well-being.

The constabulary should make sure all officers understand when and how to record abstractions and consistently do so.

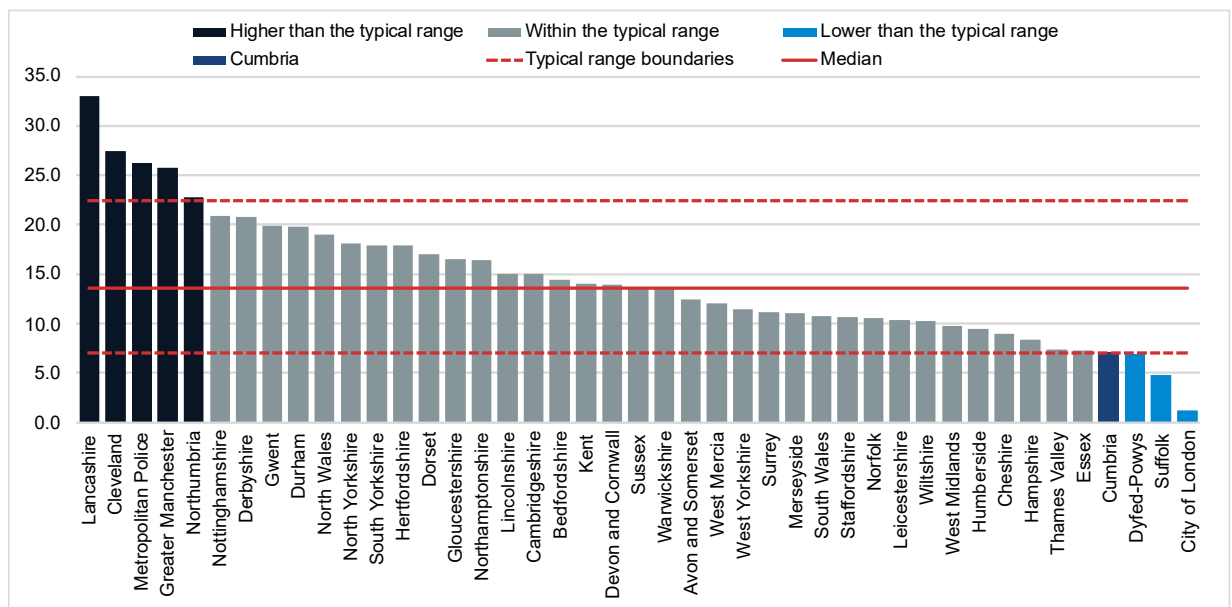
Main findings

In this section, we set out our main findings that relate to how good the constabulary is at preventing and deterring crime and antisocial behaviour, and reducing vulnerability.

The constabulary understands the causes of antisocial behaviour and vulnerability in its communities

During our inspection, we found the constabulary had a clear understanding of antisocial behaviour and related vulnerability in its communities. It has taken steps to understand trends in antisocial behaviour reporting and the underlying causes. For example, it has analysed why it records comparatively low levels of antisocial behaviour. In the year ending 31 March 2025, it recorded 7.1 incidents per 1,000 population. This was within the typical range for forces in England and Wales.

Figure 3: Number of antisocial behaviour incidents per 1,000 population that forces in England and Wales recorded in the year ending 31 March 2025



Source: [Police-recorded antisocial behaviour incidents data](#) and [population estimates for England and Wales](#) from the Office for National Statistics

Chart description: Column chart showing the number of [antisocial behaviour](#) incidents per 1,000 population that all forces in England and Wales recorded in the year ending 31 March 2025. Cumbria Constabulary recorded 7.1 antisocial behaviour incidents per 1,000 population, which was within the typical range for forces in England and Wales. The typical range, represented by dashed red lines on the chart, is between 7.0 and 22.4 antisocial behaviour incidents per 1,000 population. The median value of 13.6 per 1,000 population is presented as a solid red line.

[The accessible data table for figure 3 is available on our website.](#)

The constabulary understands the reasons for differences between the number of antisocial behaviour incidents per 1,000 population and those recorded in other forces. This will help it develop strategies to tackle the causes of the antisocial behaviour, allocate resources where they are most needed and keep its communities safe.

The constabulary records most crimes that have occurred when victims report [antisocial behaviour personal](#). In our [quality service review](#), we found, in the cases we examined, the constabulary had recorded 34 of 35 antisocial behaviour personal crimes correctly.

The constabulary is using preventative and protective orders effectively to help it tackle antisocial behaviour

During our inspection, we found neighbourhood teams worked closely with local authority antisocial behaviour officers, housing providers and other partners to address the underlying causes of antisocial behaviour in their communities. This is supported by local focus hubs, where police and partner agencies work together to manage more complex antisocial behaviour cases. In some areas, staff are co-located, which improves information sharing and joint working. The hubs bring together partners to assess risk, develop problem-solving plans and co-ordinate activity, including the use of ancillary orders and [safeguarding](#) interventions.

We found officers were using antisocial behaviour legislation effectively to prevent community problems from escalating. In the year ending 30 September 2025, the constabulary issued 140 preventative and protective orders, which equals 0.3 orders per 1,000 population. This is within the typical range for forces in England and Wales.

In our quality service review, we examined 20 antisocial behaviour incidents and any crimes recorded from them. We found, in all 19 of the records where it was appropriate, the constabulary used antisocial behaviour legislation to help it tackle the underlying causes of antisocial behaviour.

During our inspection, the officers we spoke to told us they were confident in applying for and using tools such as [Criminal Behaviour Orders](#) and civil injunctions, particularly in more complex or persistent antisocial behaviour cases. This indicates officers understand antisocial behaviour legislation and the range of powers available to them. This could help them to tackle the root causes of antisocial behaviour more effectively.

The constabulary encourages problem-solving, but its use is inconsistent and not always effective

The constabulary promotes a problem-solving culture and has governance in place to support it. It has a [chief officer](#) lead and a strategy, and senior leaders emphasise the importance of neighbourhood policing. There are structured processes, including reviews of antisocial behaviour plans and regular [dip sampling](#), with learning shared at performance meetings. The constabulary uses the [scanning, analysis, response and assessment \(SARA\)](#) model, supported by systems and oversight. We saw some good examples of effective problem-solving, particularly where there was strong supervision and partnership working, which led to reductions in crime and antisocial behaviour.

However, the use of problem-solving is inconsistent, and the quality of plans is often weak. In our audits, we found many plans lacked sufficient analysis to understand the problem. None included baseline data, making it difficult to assess whether activity had been effective. Plans also lacked clear objectives, [risk assessments](#) and links to priorities. We also found problem-solving wasn't well understood outside neighbourhood teams. Some supervisors were unable to access or demonstrate current problem-solving plans, and there was no clear way for other departments to contribute to them. This limits a whole-force approach.

Overall, while the constabulary has appropriate structures in place, it needs to improve the consistency and quality of problem-solving activity so it can be confident it is reducing crime and antisocial behaviour effectively.

The constabulary has invested in the capacity and capability of its neighbourhood teams

In the year ending 31 March 2025, 4.8 percent of the constabulary's officers were in dedicated neighbourhood policing roles. This is lower than the typical range for forces in England and Wales.

The constabulary told us it had invested in its neighbourhood policing staffing level over the last 12 months. It has increased the number of officers from 58 to 84 full-time posts. It has also increased the number of police community support officers from 33 to 47 posts. This gives neighbourhood teams more time to be visible in their communities, to focus on preventing crime and to tackle local issues.

We also found the constabulary was building the skills of neighbourhood teams through training. This covers working with communities, tackling antisocial behaviour and solving local problems with partners. This helps officers and staff feel more confident in their roles and better able to deal with the issues that matter most to local people.

The constabulary communicates well with its diverse communities to better understand their needs and help set its local priorities

During our inspection, we found neighbourhood teams were regularly communicating with local people to understand their concerns and help them feel safe. At the time of our inspection, the constabulary had developed a plan to guide local teams in how to build relationships and set local priorities based on community feedback. It included involvement with both urban and more rural communities across the county, with specialist teams such as the rural crime team supporting involvement in more remote and agricultural areas.

We found examples of two-way communication with the public, such as local meetings and digital platforms, to share information and gather feedback. Digital channels included newsletters and social media. We also found neighbourhood teams had made efforts to reach communities that traditionally have less contact with the police or may have lower levels of trust and confidence. Some teams were also tailoring their communication to include [under-represented groups](#), such as newly settled communities. We saw examples of involvement with local community groups and multicultural hubs, helping officers better understand the needs of emerging communities.

Communication practices are broadly consistent across the constabulary, although areas differ in how confident or proactive they are. In some locations, officers are more confident in working with diverse communities. In others, there is a clear understanding of how to build trust with those less likely to communicate.

Responding to the public

Good

Cumbria Constabulary is good at responding to the public.

Main findings

In this section, we set out our main findings that relate to how good the constabulary is at responding to the public.

The constabulary has an effective management structure to oversee contact management

The [command and control room](#) has stable, experienced leadership, with strong daily oversight of demand. Senior leaders understand demand and resource levels, and they are regularly discussed at governance forums, including the strategic performance board.

The constabulary has structured quality assurance processes. Dispatch and contact management supervisors must review at least two pieces of work each month for each [officer](#) or staff member, or a minimum of ten incidents. This includes both live monitoring and reviewing recorded interactions. They are given a theme to review each month, for example sexual offence calls, [domestic abuse](#) calls or calls in which the call handler gives suitable crime prevention advice. The outcomes of these audits are shared with the chief inspector, who identifies any common issues, while supervisors provide individual feedback to officers and staff. This supports continuous improvement and helps maintain consistent service standards.

The constabulary has made changes to its workforce model in the command and control room. It previously had a high number of officers in call-handling roles and has begun to replace these with [police staff](#) through a phased approach. It recognises the risks associated with this change, particularly when replacing experienced officers with new staff. It has responded positively by providing additional support and training where needed and has taken a measured approach to implementation.

Overall, the constabulary has effective leadership, governance and oversight of its contact management function. It understands demand and is taking a considered approach to workforce changes to maintain performance and service to the public.

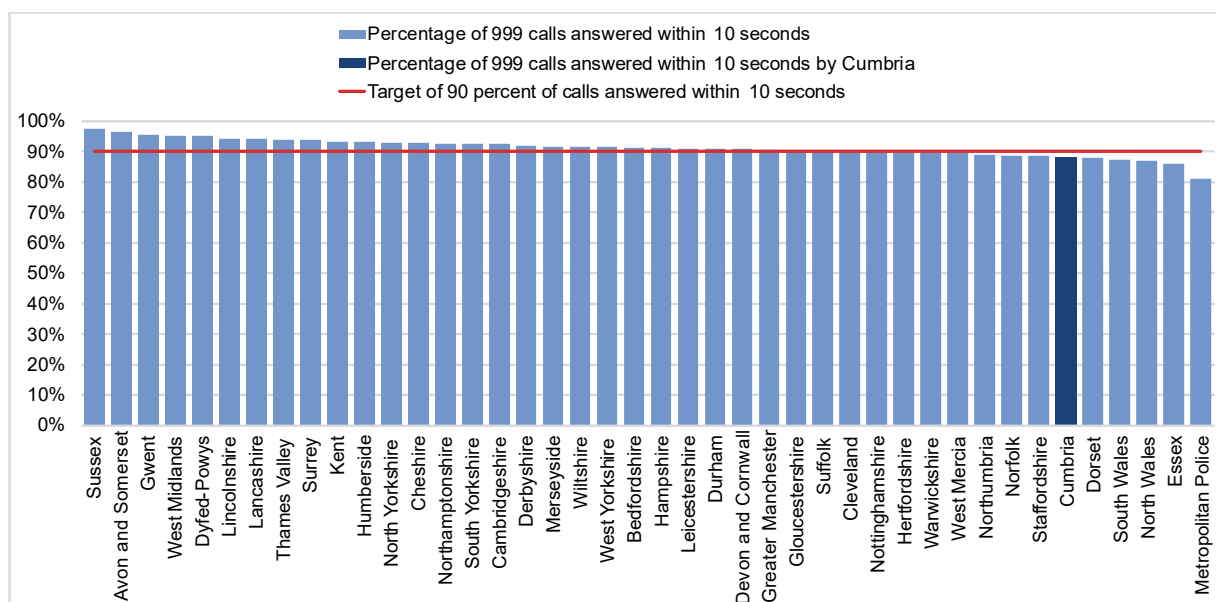
The constabulary's emergency call handling is slightly below the expected standard

In the year ending 31 March 2026, the constabulary received 142 emergency 999 calls per 1,000 population. This was within the typical range for forces in England and Wales. It answered 88.4 percent of the 999 calls it received within 10 seconds. This was lower than the standard expected of forces in England and Wales of answering 90.0 percent of 999 calls within 10 seconds.

The constabulary understands its performance falls just below the 90.0 percent standard. It told us delays in its infrastructure might have been affecting how quickly calls were received. It is exploring solutions to address this issue.

If a force fails to answer calls quickly enough, it can mean losing both public confidence and investigative opportunities.

Figure 4: Percentage of 999 calls that forces in England and Wales answered within 10 seconds in the year ending 31 March 2026



Source: [999 call answering times from BT](#)

Chart description: Column chart showing the percentage of 999 calls that all forces in England and Wales answered within 10 seconds in the year ending 31 March 2026. Cumbria Constabulary answered 88.4 percent of the 999 calls it received within 10 seconds. This is below the expected standard of 90 percent for forces in England and Wales, which is marked with a solid red line on the chart. Fifteen forces were below the expected standard.

[The accessible data table for figure 4 is available on our website.](#)

Note: Call answering time is the time taken for a call to be transferred from BT to a force and then answered by that force.

The constabulary answers non-emergency calls quickly enough

In the year ending 30 September 2025, the constabulary received 227 non-emergency [101](#) calls per 1,000 population. This was within the typical range for forces in England and Wales. The constabulary told us that in the year ending 31 March 2026, 5.8 percent of calls to its non-emergency 101 facility were abandoned. While there is no formal national standard for how non-emergency performance is measured, the constabulary's performance is at an acceptable level. The constabulary is working to understand why some callers hang up before the incident they are calling about is dealt with.

The constabulary attends calls for service within the agreed timescales

The constabulary has a graded response policy with published targets for incident attendance times. In our [quality service review](#), we found that in 61 of the 65 cases we examined, the time to respond to the incident was within the required attendance time. This was regardless of whether the incident was downgraded or not; sometimes incidents are regraded because of updated information or reassessed risk, which may increase the response time.

Leaders monitor attendance closely at daily management meetings at local and constabulary level and move resources to meet emergency demand. This means callers most in need of emergency support receive a prompt service.

The constabulary manages demand well but should strengthen oversight of lower-priority incidents

The constabulary manages demand effectively and has clear processes to oversee incidents. It uses a grading system to prioritise calls, with grade 1 representing emergency incidents and grade 2 representing urgent cases. We found strong supervisory oversight and control of these higher-risk incidents, which helps make sure the most serious cases are prioritised and responded to appropriately.

The constabulary has also introduced a revised policy for managing lower-priority (grade 3) incidents following earlier feedback from us. However, during our inspection, we found a small number of lower-priority incidents, including those in appointment queues, that needed closer supervisory oversight, with some cases being allowed to continue for extended periods. This means these incidents aren't always reviewed in a timely way, and there is a risk that delays could affect the level of harm or vulnerability.

The constabulary should make sure it applies supervision and oversight consistently across all incident types, so incidents are regularly reviewed, risks are reassessed and delays are minimised.

The constabulary effectively identifies risk and vulnerability at the first point of contact

The constabulary uses the THRIVESC decision-making model to support structured triage at the first point of contact. THRIVESC builds on the nationally recognised [threat, harm, risk, investigation, vulnerability and engagement \(THRIVE\)](#) framework by adding [safeguarding](#) and crimes. This makes sure safeguarding considerations and crime recording are addressed at the earliest opportunity. Our quality service review found call handlers applied the model in all 70 cases we reviewed, and records were clear and meaningful in 69 of those cases.

We found the constabulary effectively identified vulnerability and repeat [victims](#). It completed checks for [vulnerable people](#) in all 62 relevant cases, and repeat victim checks in all 52 relevant cases. It used this information appropriately to inform decision-making and prioritisation.

Our workforce survey results support these findings. In total, 62 of 86 respondents involved in contact management told us they had received THRIVESC training. Of those, almost all said this helped them identify vulnerability, and 59 of 62 said it helped them recognise repeat callers.

The constabulary strengthens this approach by co-locating [independent domestic violence advisers \(IDVAs\)](#) in the control room, in line with the principles of 'Raneem's Law'. This involves embedding domestic abuse specialists in control rooms to improve police response and protect victims of domestic abuse. IDVAs review domestic abuse incidents at the point of contact and support call handlers in real time to identify risk factors and gather relevant information. They also make early contact with victims where appropriate, which can happen while officers are still at the scene. The involvement of IDVAs improves the quality of [risk assessment](#) and supports early safeguarding, making sure officers attending incidents have a clearer understanding of risk and vulnerability.

The constabulary provides effective advice at the first point of contact

Our quality service review showed call handlers provided appropriate advice to callers. They gave safeguarding advice in all 30 cases we reviewed, advice on preserving evidence in 25 of 27 relevant cases and crime prevention advice in 23 of 24 relevant cases.

Our workforce survey results support these findings. Of those respondents who had received THRIVESC training, 55 of 62 said it helped them provide advice on crime prevention and preserving evidence, and 56 said it improved their confidence in giving safeguarding advice.

The constabulary reinforces this through its quality assurance processes. Preserving evidence is a regular focus in audits, which helps maintain standards and identify areas for improvement. The constabulary also recognises the pressure on newer [personnel](#) and has provided additional support to help them provide a consistently good service.

The constabulary is improving how it reviews ongoing risk, but this isn't yet consistent

The constabulary understands the importance of reviewing ongoing risk and has introduced a structured approach to support this. It uses a Re-THRIVESC process to reassess risk and vulnerability and help make sure the public receives an appropriate response. It has refreshed its policy for managing lower-priority (grade 3) incidents, with clear service level agreements in place. It is applying this approach in practice, with incidents being routinely reviewed.

The constabulary has responded positively to our previous feedback. In November 2025, it introduced a requirement for incidents to be reassessed at least every six hours. This provides a clear framework for reviewing ongoing risk.

However, during our inspection we found the quality of some reviews needed improvement. While incidents were being reviewed within the agreed timescales, some records simply stated “Re-THRIVESC – no change” without documenting a full reassessment. This limits the constabulary’s ability to show it has properly considered risk.

It is positive that the constabulary acted quickly when we raised this during our inspection. In further [reality testing](#), we found an improvement in both the quality and number of reassessments being completed. However, the constabulary should make sure it applies this approach consistently, so it fully assesses ongoing risk and clearly records it in all cases.

Investigating crime

Adequate

Cumbria Constabulary is adequate at investigating crime.

Area for improvement

The constabulary should make sure it consistently assigns the correct crime outcome type

In our [quality service review](#), we found only 56 of 70 cases we reviewed had the correct outcomes applied. We also found [victims'](#) views were considered in 43 of 53 cases, and a clear rationale for the outcome was recorded in 57 of 69 cases.

Assigning the correct outcome type is important. It helps the constabulary understand its performance, improve the quality of investigations and maintain victim confidence. Where outcomes aren't correctly applied or clearly justified, the constabulary risks making decisions that aren't fully supported by evidence or aligned with victims' wishes.

The constabulary needs to assure itself that it:

- applies outcome decisions consistently;
- supports them with a clear rationale; and
- routinely asks for victims' views and records them properly.

This will help make sure decisions are appropriate, and victims are fully informed and involved throughout the investigation.

In the year ending 31 December 2025, of all crime outcomes the constabulary assigned to [victim-based crimes](#), 29.4 percent were [Outcome 16](#): “Evidential difficulties – suspect identified, victim does not support further action”. This is higher than the typical range for forces in England and Wales. This suggests the constabulary needs to better understand why victims stop being involved, make sure it records their views early and consistently, and provide appropriate support throughout the investigation.

Main findings

In this section, we set out our main findings that relate to how good the constabulary is at investigating crime.

The constabulary manages the initial stages of investigations well but lacks consistency throughout

The constabulary is effective at the initial allocation and early stages of investigations. In our quality service review, we found it allocated 80 of 85 cases promptly, there was evidence of an appropriate investigation plan in 66 of 69 relevant cases, and it made arrests within the appropriate time frame in 37 of 40 cases.

However, it doesn't maintain this standard consistently as investigations progress. We found effective supervision, including providing direction and oversight throughout the investigation, was evident in only 66 of 82 cases. In some cases, supervisory reviews lacked detail, investigation plans weren't always tailored to the specific case and didn't provide enough direction to investigators. In addition, not all reasonable lines of enquiry were pursued, with all appropriate opportunities taken in only 67 of 85 cases.

This is important because effective supervision and thorough investigation are critical to building strong cases, achieving outcomes and maintaining victim confidence. Where supervision is inconsistent or lines of enquiry are missed, investigations can lose direction, and opportunities to gather evidence or [safeguard](#) victims may be lost.

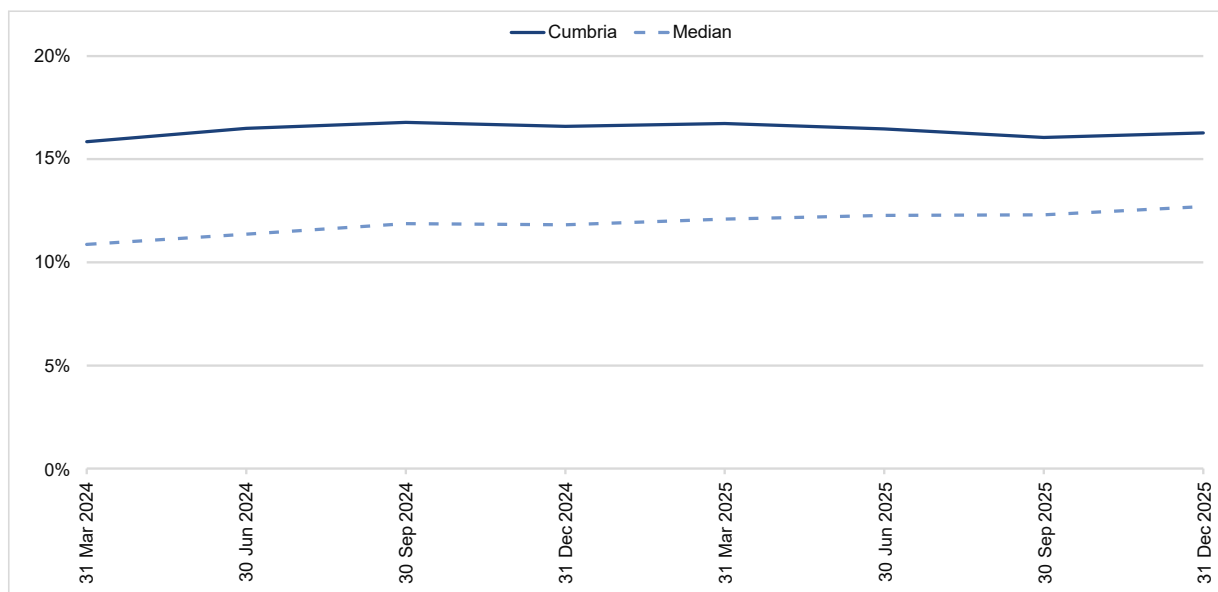
The constabulary needs to make sure supervision is consistent throughout investigations, and it pursues all reasonable lines of enquiry from start to finish so it completes investigations to the expected standard.

The constabulary consistently achieves appropriate outcomes for victims

The constabulary's outcome rates for victims of crime have remained broadly stable over the past two years, with slight improvement over the period.

In the year ending 31 December 2025, 16.3 percent of all [outcomes](#) the constabulary assigned to victim-based crimes were [positive outcomes](#). This is within the typical range compared to other forces in England and Wales.

Figure 5: Percentage of positive outcomes that Cumbria Constabulary and all forces in England and Wales assigned to victim-based crimes between the year ending 31 March 2024 and the year ending 31 December 2025



Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

Chart description: Line chart showing the percentage of [positive outcomes](#) that Cumbria Constabulary assigned and the median for forces in England and Wales for each year between the year ending 31 March 2024 and the year ending 31 December 2025. The chart shows that 16.3 percent of [outcomes](#) Cumbria Constabulary assigned to [victim-based crimes](#) were positive in the year ending 31 December 2025, compared to the median of 12.7 percent for forces in England and Wales. It also shows the percentage of positive outcomes Cumbria Constabulary assigned has been generally constant since the year ending 31 March 2024. However, the median percentage of positive outcomes for forces in England and Wales has been slowly increasing in the same period.

Note: The percentage of positive outcomes that forces assign is calculated from all outcomes they assign in a given period. Victim-based crimes include all police-recorded crimes where there is a direct [victim](#), such as an individual, an organisation or a corporate body. For a detailed description of crime and outcome types, please see the [Home Office statistics](#).

Figure 6: Percentage of unresolved, resolved and positive outcomes that Cumbria Constabulary and all forces in England and Wales assigned to victim-based crimes in the year ending 31 December 2025

Outcome types	Force percentage [%]	Median percentage [%] for forces in England and Wales
Unresolved crime outcomes (Outcomes 11–18)	78.0	83.9
Resolved crime outcomes (Outcomes 5, 9, 10, 20–22)	5.7	3.2
Positive crime outcomes (Outcomes 1–4 and 8), of which:	16.3	12.7
1 – Charged/summonsed	11.6	9.3
2 and 3 – Caution – youths and adults	0.9	0.8
4 – Taken into consideration	0.0	0.1
8 – Community resolution	3.7	2.4

Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

Note: The percentage of [unresolved](#), [resolved](#) and [positive outcomes](#) that forces assign is calculated from all [outcomes](#) they assign in a given period. [Victim-based crimes](#) include all police-recorded crimes where there is a direct [victim](#), such as an individual, an organisation or a corporate body. For a detailed description of crime and outcome types, please see the [Home Office statistics](#).

In 70 of 72 relevant cases we reviewed, we found the constabulary had recorded victim needs assessments. This means investigators had assessed whether those victims needed support and, if so, what type of support they needed and whether they were [vulnerable](#) or intimidated. We also found that in 63 of 68 relevant cases we reviewed the constabulary had updated victims on the progress of investigations in line with an agreed victim contract. Victims being assessed for needs and victims being updated are two of the rights in [the Code of Practice for Victims of Crime \(the Victims' Code\)](#). The constabulary is meeting these requirements in most cases, providing a consistently good level of service to victims.

We found senior leaders had set and maintained high investigative standards. The organisational structures allow detailed scrutiny to improve standards.

The constabulary monitors file quality against national file standards to identify common issues. It uses this information to identify good practice and areas of learning and to provide feedback to investigators.

Safeguarding children and adults at risk of harm

Good

Cumbria Constabulary is good at [safeguarding children](#) and [adults at risk of harm](#).

Main findings

In this section we set out our main findings that relate to how good the constabulary is at safeguarding children and adults at risk of harm.

The constabulary records crimes committed against vulnerable victims effectively

The constabulary records crimes committed against vulnerable [victims](#). In our [quality service review](#), we examined 49 records involving referrals made to the constabulary about vulnerable adults and child protection cases, 50 incidents involving victims of [domestic abuse](#), 48 reported incidents of rape and 9 decisions to cancel crimes of rape. We found the following:

- Vulnerable adult and child protection cases: 42 crimes should have been recorded and 39 were recorded correctly.
- Domestic abuse incidents: 38 crimes should have been recorded and 36 crimes were recorded correctly.
- Reported incidents of rape: 3 crimes of rape should have been recorded and 2 crimes were recorded correctly; the other reported incident of rape was misclassified as an offence of [controlling or coercive behaviour](#).
- Cancelled crimes of rape: 9 out of 9 crimes were cancelled correctly.

It is especially important the constabulary accurately records crimes involving vulnerable victims. It is equally important to cancel crimes only when it is certain no crime was committed. Recording and cancelling crimes correctly helps make sure victims receive the service and support they expect and deserve from the police. If the constabulary doesn't record or cancel crimes correctly, offenders may go on to commit further crimes against their victims or against other vulnerable victims.

Safeguarding training helps personnel reduce harm to children and adults at risk of harm

The constabulary provides a comprehensive programme of safeguarding training, which supports [personnel](#) to identify and respond effectively to vulnerability. [Officers](#) and [staff](#) receive training in important areas, including domestic abuse, vulnerability, [stalking](#), [missing people](#) and the [voice of the child](#).

We found the training was well established across the workforce. Officers and staff told us they had received relevant training in the last two years. They showed a good understanding of how to assess and respond to risk. This supports effective decision-making and helps make sure vulnerable people receive an appropriate service.

The constabulary works closely with partners, including children's social care and other safeguarding agencies, to provide training for the benefit of all partners. This helps develop a shared understanding of risk, thresholds and responsibilities across organisations, improving the overall safeguarding approach.

We also saw good practice in the [multi-agency safeguarding hub \(MASH\)](#), where the constabulary used a structured portfolio for personnel new to safeguarding roles. This document sets out required training and practical experience before personnel are assessed as competent. It helps make sure they have the skills and knowledge needed to work effectively in safeguarding environments.

The constabulary also makes effective use of experienced investigators in safeguarding roles. These include [professionalising investigations programme \(PIP\) 2](#) detectives across domestic abuse, MASH and local safeguarding teams. This strengthens the quality of [risk assessment](#) and decision-making. However, the constabulary should continue to make sure it aligns specialist investigative skills to the areas of greatest need.

Overall, the constabulary understands its safeguarding training requirements. It is taking steps to make sure personnel have the skills and confidence to identify, assess and manage risk, particularly in relation to vulnerable children and missing people.

The constabulary safeguards children and adults at risk of harm

As part of our quality service review, we reviewed 60 cases to see how well the constabulary safeguards victims.

We found that in all 54 relevant cases, safeguarding advice was appropriately given to victims. This suggests officers are aware of their duty to identify and reduce the risk of harm to vulnerable victims. In 13 of 15 cases we reviewed, officers recorded the voice of the child in referrals, making sure the child's experiences and needs were considered in safeguarding decisions.

When attending incidents, officers consistently show [professional curiosity](#) and look beyond the obvious to identify signs of hidden harm, exploitation or vulnerability. In 34 of 39 cases we reviewed, officers completed appropriate risk assessments, which shows they had a clear understanding of the risks victims face. Officers made relevant referrals to specialist partners in 21 of 29 cases, which shows that, in the majority of cases, they were aware of available support services and the importance of connecting victims with the help they need.

The constabulary's policy on managing missing persons makes sure it takes a structured and proactive approach. During the missing person triage process, the constabulary assesses risk and gathers important information. In 18 of 20 cases we reviewed, the risk grade was appropriate for the information known at the time. In 19 of 20 cases we reviewed, officers attended within the required time frames.

The constabulary carries out thorough investigations to locate missing persons. In all 11 cases we reviewed, officers followed the investigation plan, made relevant enquiries and recorded updates of their efforts to locate the missing person.

In all nine missing children cases we reviewed, social care was notified of the missing episode. This means children were assessed for the welfare support they may need.

The constabulary works well with multi-agency partners to safeguard and reduce the risk of harm to vulnerable people

Multi-agency working is an important part of the constabulary's safeguarding strategy. The MASH includes a wide range of partners including children's social care, and health, education and early help services, with staff co-located to support joint decision-making. In 27 of 29 relevant cases we reviewed, the constabulary shared information with appropriate agencies, which allowed for a co-ordinated response to safeguarding. The constabulary processes multi-agency referrals promptly, with no backlogs reported. Daily triage processes allow partners to review and prioritise referrals based on risk, supporting timely and appropriate safeguarding activity.

The constabulary has systems or processes in place for promptly notifying schools of pupils living with domestic abuse ([Operation Encompass](#)). In 16 of 17 relevant cases we reviewed, officers notified schools about children exposed to domestic abuse. This means children may have received the required support in school.

The constabulary has an active and constructive role in multi-agency meetings. Partners told us police representatives were knowledgeable and contributed effectively to [strategy discussions](#) and safeguarding decision-making. Officers and staff understand thresholds well and feel confident to challenge partner decisions where appropriate, with clear escalation routes in place if they can't reach agreement. This supports effective joint working and helps make sure risks are appropriately assessed and managed.

The constabulary uses appropriate measures to safeguard vulnerable people and reduce any risk from offenders

The constabulary uses preventative orders and schemes to manage risk and protect vulnerable people. In all six cases we reviewed, the constabulary considered preventative orders to reduce the risk of further harm to victims. These include [Domestic Violence Protection Notices](#), [Domestic Violence Protection Orders](#), [Domestic Abuse Protection Orders](#) and [Stalking Protection Orders](#). This shows the constabulary is using all available tools to safeguard victims. Processes for monitoring and enforcing these orders are well established.

The constabulary operates disclosure schemes such as the [Domestic Violence Disclosure Scheme](#) and the [Child Sex Offender Disclosure Scheme](#) in compliance with national statutory guidance, with timely disclosure to applicants. This empowers individuals to make informed decisions about their relationships and personal safety.

In the year ending 30 September 2025, the constabulary made 1.4 Domestic Violence Disclosure Scheme 'right to know' applications per 1,000 population. This is the second highest rate nationally. It suggests the constabulary is proactive in identifying victims at risk and giving them information to help them make informed decisions about their relationships.

However, under the 'right to ask' pathway, the constabulary made 0.7 applications per 1,000 population, which is among the lowest rates nationally. This suggests the constabulary could do more to promote the scheme and raise awareness among the public. This would help individuals understand how to request information about potentially violent or coercive partners.

When working with partners, the constabulary considers additional ways to safeguard and protect vulnerable people and challenge offenders

When working with partner organisations, the constabulary considers all appropriate ways to safeguard vulnerable people and challenge offenders. In 12 of 13 cases we reviewed, the constabulary referred the case to the [multi-agency risk assessment conference \(MARAC\)](#) and made [multi-agency tasking and co-ordination](#) arrangements. This means the constabulary and partners could create a multi-agency plan to reduce harm to [high-risk domestic abuse](#) victims or their children and manage the risk from offenders.

Multi-agency arrangements are well established. The constabulary works closely with partners to support MARAC processes, which the constabulary's domestic abuse team co-ordinates. Local safeguarding officers attend meetings to present police information, and a shared digital platform allows partners to contribute to and update actions. This helps make sure safeguarding activity is co-ordinated, and agreed actions are progressed.

The constabulary also focuses on managing perpetrators. It has introduced the [Drive](#) approach, replacing previous arrangements. This Drive programme involves working with high-risk, high-harm domestic abuse offenders to reduce abusive behaviour and improve victim safety. We saw examples of offenders being identified and escalated for disruption activity, with actions discussed at tactical meetings and implemented by specialist teams. This helps the constabulary and its partners take a proactive approach to reduce harm and prevent further offending.

Managing fraud

Adequate

Cumbria Constabulary is adequate at managing fraud.

Area for improvement

The constabulary needs to adequately train investigators and call handlers to respond to fraud

During our inspection, we found investigators outside fraud specialist departments weren't adequately trained to investigate fraud. Our workforce survey showed that of those who identified fraud as being part of their roles, 17 percent had been trained (25 out of 144). Our [quality service review](#) supported this. It showed the [fraud investigation model](#) was used in only 1 of 13 cases, and all investigative opportunities were taken in only 11 of 16 fraud cases.

Although the constabulary trains call handlers when they join the [command and control room](#) team, our quality service review showed the caller was given the correct information regarding [Report Fraud](#) – the UK fraud reporting centre – in only two of nine calls. The review also showed some [vulnerability](#) was recorded as a crime and investigated outside national guidance.

The constabulary has recognised these training issues and told us it is developing further fraud training.

Promising practice

The constabulary has a romance fraud peer support group

The constabulary has set up a support group for [victims](#) of romance fraud. Romance fraud involves the offender pretending to have romantic intentions towards a victim to deceive them into giving away money or personal details. [Vulnerable](#) victims can attend the group in person or online and get good support for this emotive crime type. The group helps to prevent re-victimisation while helping victims not to feel judged or alone.

The constabulary told us the group had supported about 15 victims from its beginning in November 2023 until April 2026. Many have returned for ongoing support.

Main findings

In this section, we set out our main findings that relate to how good the constabulary is at managing fraud.

The constabulary has effective accountability for fraud, and it understands and manages the threat of fraud in its communities

During our inspection, we found the constabulary had assessed the threat from fraud and understood how this affects its communities. This assessment shows the local and national threat picture for fraud, and the constabulary treats fraud as a strategic priority. The constabulary's fraud policy is clear and consistently gives direction for allocating fraud investigations and [safeguarding](#) victims. The constabulary has a named fraud lead and has clear governance at both a strategic and an operational level. The constabulary effectively monitors performance in relation to fraud at a force-level performance board.

The constabulary doesn't have enough capacity and capability to manage fraud in its communities and provide support to victims

During our inspection, we found the constabulary didn't have the right capacity or capability to manage fraud. It uses a high-level [4P approach](#) to manage its fraud approach but doesn't use 4P plans to target high-threat fraud types. There isn't an effective triage process, and we found a team with no specific fraud training and without fraud-specific guidance was allocating fraud cases.

The constabulary does some work in its communities to protect the public from fraud. However, this isn't directed by the threat picture, and the constabulary doesn't understand the impact of its activity. It holds a multi-agency meeting every quarter to target fraud. However, our quality service review showed only 5 of 12 victims had adequate referrals to partner agencies.

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