Foreword from Cumbria’s Police and Crime Commissioner

The 21st November 2014 saw my second anniversary as Cumbria’s Police and Crime Commissioner. My first two years in office have confirmed that the priorities within the Police and Crime plan are the correct ones, delivering an effective police service, tackling issues which have a significant impact in our communities such as anti-social behavior, domestic abuse and road safety and above all consideration and a voice for victims. The Plan remains the cornerstone of my vision and is designed to evolve to take account of emerging issues and trends, and be able to accommodate and respond to feedback. As a result of my public engagement, Constabulary scrutiny and the findings of independent expectorate reviews on the Constabulary, I have decided to refresh the Plan. Each priority area has been updated in light of what has already been delivered. I must emphasise that the Constabulary is working well in meeting the objectives in the Plan; anti-social behavior and crime are falling generally and where increases are shown, it reflects increased confidence in victims of domestic and sexual abuse and hate crime in coming forward.

In March 2014, I re-freshed my Police and Crime Plan, reviewing my 4-year vision for making Cumbria an even safer place to live. The first two years have seen a range of activity to deliver on commitments in the Plan and keep our county safe. This has included establishing the Office of Public Engagement and I will continue to meet with many members of the public at events across the county to get their feedback on policing services and to understand their priorities. Given concerns about the future of closed circuit television in the county, at my request, my office commenced work to re-introduce a CCTV network across the county. The CCTV scheme brings together the Office of the Police and Crime Commissioner, Constabulary and the six district councils to deliver a multi-functioning solution, the first of its kind in the country. Digital cameras will feed footage through to a dedicated central team based in the communications centre at Police Headquarters. This monitoring will benefit officers out and about on the streets particularly to intervene and prevent anti-social and alcohol related behaviour. The CCTV scheme’s aim, is for completion in 2015. The agreement of this initiative represents a significant step forward in keeping safe the public and businesses and deterring and detecting crime.

Another area of concern which I have focused on during my first two years is tackling the harm related to alcohol. As well as working with a range of partner organisations, I have developed a joint strategy with the Constabulary to prevent and address violence and other criminal behaviour resulting from alcohol consumption. As Police and Crime Commissioner for Cumbria, I see it as my role to bring together organisations to develop cohesive services and drive improvements across the county and will continue to build on the findings of my commissioned independent report ‘Taking the Next steps’. In 2015 I will be launching a new website called ‘Cumbria Together’ which is an information portal for victims and witnesses so that they can have direct access to the information that they need to support them on a 24/7 basis. The website will have a specific section for young people and has been designed with user’s safety as paramount. The next step will be to look at how to get information to victims who don’t have access to the online environment. As part of my continued commitment to supporting victims of domestic abuse, I am providing on-going funding, alongside the County Council, towards the Independent
Domestic Violence Advocacy and Support Service. The plans for Cumbria based Sexual Assault Referral Services are progressing well and this will develop consistent and improved services to the victims of serious sexual assault in 2015. This will mean that victims should not have to travel outside the county at a time when they are at their most vulnerable. I will continue to work towards the development of independent domestic and sexual violence advisors in our hospitals.

I continue to hold the Chief Constable to account. I hold a monthly public Executive Board as part of that process. I am pleased that the Constabulary performance remains good and crime levels are stable. I intend to build on the success as highlighted in HMICs Police Efficiency, Effectiveness and Legitimacy report (PEEL) in November 2014. This assessment graded Cumbria Police as ‘Good’ across all the inspection areas scrutinising neighbourhood policing, supporting victims and working in partnership to prevent crime and anti-social behaviour and prevent and detect crime. There is always room to try and reduce crime further but we have to be realistic about this expectation given the overall policing budget is reducing by a fifth. Unfortunately, police officer numbers will have to reduce but as highlighted above, there are some exciting opportunities incorporating technology to both maximise the time that officers spend working out in our communities.

The Office of the Police and Crime Commissioner has awarded more than £888,200 to support local community groups and partnership organisations. The funding ranges from youth projects in Carlisle to local projects giving support for victims of domestic violence in Barrow and are detailed below.

Over the next 12 months I will continue with my established projects, working with the police and other statutory partners. In 2014 I have contributed funding to initiatives that deal with my police and crime plan priorities, in particular domestic abuse, youth offending and anti-social behaviour. From my Innovation fund I made a grant award to Women’s Community Matters in Barrow. The funding will support the delivery of the Being Safe, Feeling Safe, Keeping Safe project. This project is for women who are experiencing the Criminal Justice System, women who are at risk of becoming involved with the Criminal Justice System, and women who have experienced domestic violence/abuse. The women involved in the project will also be able to benefit from the additional services and support networks the Centre has to offer. The total amount of the funding is £97,200 over a three year period. There has been very rewarding feedback from the women attending this project, one participant, Siobhan said she felt that the project ‘Has given me the confidence to be who I am and that I don’t need to change for anyone. (it) has also given me the ability to open up to others as it made me feel safe.’ Ayiesha, another partaker commented, ‘I have begun to accept myself and bring down my walls...it was challenging in parts both personally and as a group but we all helped and supported each other.’

I also made grant awards to The Rock Currock Youth Project and to Carlisle Youth Zone.

Over the next three years I will be contributing more than £165,000 towards youth projects aimed at supporting young people. The key and often forgotten part of the criminal justice system is prevention. Levels of youth crime are unacceptably high and these grants are an attempt to steer young people away from criminal activity as early as possible.
I am pleased that the grants to the Rock Currock Youth Project and Carlisle Youth Zone are aimed at working with young people to provide support, guidance and activities. Both the projects will help to reduce youth offending and re-offending and this is an area that can make a real difference and provide a better quality of life for all concerned.

I also funded four workshops in association with AWAZ, Cumbria Constabulary, Outreach and Cumbria Disability Network to deliver hate crime awareness training for managers, frontline staff, volunteers and community representatives across Cumbria. The events were held in Workington, Ulverston, Penrith and Carlisle with the aim of increasing victim confidence in reporting hate crime.

Looking forward, as well as overseeing established programmes, I intend to prevent re-offending behaviour through the development of Community Remedy solutions for low level and less serious offending. I will continue to seek opportunities through my Community and Innovation funding to support work done in these areas locally. I look to maintain the Constabulary’s good track record in the development of local intelligence through the Community Safety Partnerships and the creation of local offender profiles to identify and disrupt the grass roots of serious and organised criminality.

Further developing the use of restorative justice and community remedy will be a key area of work, to provide benefits for victims but also to reduce reoffending. This work, along with the other aspects of this Police and Crime Plan, is vital to ensuring victims of crime and antisocial behaviour can have confidence in coming forward and seeking support from the police and other agencies. In addition, I will continue to work with the Constabulary and partner organisations to tackle alcohol-related crime and disorder and its wider impacts. I also note that, as referenced in the Cumbria Crime and Community Safety Strategic Assessment 2014, the implications of welfare reform and the impact this may have on individuals and families across the county could affect Cumbria’s crime figures and I will be looking for evidence of adverse impact throughout 2015. Any negative influence will be taken into consideration when planning priorities and forecasting levels of crime.1 Although this will not be an easy or quick process, I remain committed to making a difference for victims of crime but it is only by us all continuing to work together towards shared aims and objectives that Cumbria will remain a safe place to live, work and visit.

Richard Rhodes
Police and Crime Commissioner for Cumbria

1 Cumbria Crime and Community Safety Strategic Assessment 2014.
Introduction

This document sets out the main objectives for policing and tackling crime for the next two years. It is a refresh of the Police and Crime Plan for 2013-16 to reflect priorities and activities required after two years of delivery of the Plan. It explains how Cumbria will be policed and the actions and outcomes which I, as Police and Crime Commissioner, expect the Chief Constable to deliver. It also sets out my objectives for working with partner organisations to improve community safety and the criminal justice system in the county.

This Police and Crime Plan reflect areas for improvement and development, as well as key services which will be maintained. Although an issue may not be a priority, this does not mean that it will not be dealt with: the police will always respond to emergencies and investigate crimes. The priorities will be the focus for specific, proactive work to drive an improvement and longer-term value for money.

As the Commissioner, one of my key roles and responsibilities will be to ensure that the public’s views and priorities are the driving force behind policing. The priorities within this Plan have been informed by what the public of Cumbria have told me is important, as well as a wide range of internal and external research to ensure that organisations are focused on the right issues. This includes:

- Victim and community consultation – 113 independent engagement events and surgeries across the county during the past year. Including specific consultation with victims of crime, including sexual violence, burglary and domestic abuse; crime and antisocial behaviour victim satisfaction surveys run by the Constabulary; the Police and Crime Plan consultation; previous consultation events, web chats and online surveys with the public on their priorities.
- On-going discussions with the Constabulary on the strategic direction of the force and proposals for savings.
- Crime and anti-social behaviour levels over time, detection rates, satisfaction of victims and witnesses, measures of value for money (including Her Majesty’s Inspectorate of Constabulary Crime Comparator and Value for Money profiles).
- Force intelligence strategic assessments.
- Cumbria Community Safety Strategic Assessment, Community Safety Partnership priorities, Safer Cumbria Board discussions on priorities, meetings with council leaders and Community Safety Partnership Chairs.
- Through the CSPs, the creation of Serious and Organised Crime local profiles, to recognise and deal with serious crime at a local level and encourage intelligence sharing between statutory partners and the public.
- The new Code of Practice for Victims of Crime, including businesses as victims.
- My pre-election manifesto commitments.
- Inspections conducted by Her Majesty’s Inspectorate of Constabulary including Police Efficiency, Effectiveness and Legitimacy reporting (PEEL).
- The Strategic Policing Requirement.
- Relevant Government strategies and action plans, including future priorities.
- Scanning of future political, economic, social, technological and legal changes.
Working Together to Prevent Crime

My vision is that

The Police and Crime Plan has been a four year programme designed to ensure Cumbria remains a safe place to live, work and visit, where the public has a say in policing and organisations and community groups work together to address the causes of crime, as well as the consequences.

A Pan-Cumbrian Vision

Enforcement by the police and providing justice through the criminal justice system will continue to play a crucial role in tackling crime and disorder. Supporting those who become victims of crime to deal with the aftermath and ensuring they get redress for their suffering is also vital. However, preventing crime, by addressing the factors which contribute to offending, is the key to having a longer-term impact and this will require a commitment from the wide range of organisations involved with policing, community safety and criminal justice. Councils have specific responsibilities to fulfill in relation to these long-term improvements in community safety: particularly related to education for the County Council and antisocial behaviour for district councils. The possibility of increased engagement with private sector businesses will also be explored.

This is a four-year programme. Where a priority requires the involvement and commitment of a range of organisations, the initial focus will be to bring those groups and agencies together, such as through community safety partnerships, to agree and deliver improvements in the priority areas identified in this Plan:

Where possible, this will be done through existing partnership structures in the county. Evidence of what is needed and what works will be at the heart of my commissioning strategy so, where appropriate, I will support pilot initiatives and encourage those involved to evaluate their effectiveness so that we can make the best use of resources in the future.

It is vital that the Police and Crime Commissioner and the Chief Constable work together to develop the future direction of policing in the county. I have therefore established the Executive Board, which develops policy and strategy within the available budget and by taking account of
public priorities. My Executive Board meets monthly in public and includes the Chief Constable and the Chief Executive and Chief Finance Officer of the Office of the Police and Crime Commissioner. I have also established the joint Audit and Standards Committee to check that I have the right governance systems and controls in place. You can find further information at www.cumbria-pcc.gov.uk/governance-transparency/audit-committee.

**Policing and Crime Objectives**

<table>
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<tr>
<th>Objectives</th>
<th>Priorities</th>
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<tr>
<td>Ensure Cumbria remains a safe place to live, work and visit by keeping</td>
<td>Deliver an effective policing strategy within budgetary constraints,</td>
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<tr>
<td>crime at low levels, particularly violent crime and thefts</td>
<td>including preventative measures via a county wide CCTV initiative.</td>
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<td>Reduce the impact antisocial behaviour has on our communities</td>
<td>Promote restorative justice, encouraging a broader and more joined-up</td>
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<td>Reduce the impact of alcohol misuse on our communities</td>
<td>approach to address offenders’ behaviour, focussing on: antisocial</td>
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<td>Tackle the problem of drug supply in the county</td>
<td>behaviour, youth justice, rural crime, veterans.</td>
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<td>Reduce the impact irresponsible driving has on our communities</td>
<td>Tackle the increasing incidence of cyber -crime</td>
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<td>Keep our rural communities safe by tackling crime and disorder in rural</td>
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<td>Provide justice for the victim by detecting crime and bringing</td>
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<td>criminals to justice</td>
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<td>Address offender behaviour to reduce adult and youth offending and</td>
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<td>Establish a collaborative approach to providing support and assistance</td>
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<td>to vulnerable veterans to assist them to remain clear of criminal</td>
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<td>Reduce harm by targeting domestic abuse and sexual violence</td>
<td>Target domestic abuse, sexual violence and hate crime</td>
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<td>Reduce the harm caused by hate crime</td>
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<td>Give due consideration to public opinion in policing matters</td>
<td>Monitor the progress within the Office of Public Engagement</td>
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<td>Ensure victims of crime have access to support and</td>
<td>Monitor the progress of the</td>
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<td>Office of Victim Services</td>
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My Policing and Crime Priorities

1. An Effective Policing Strategy

<table>
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<td>Provide justice for the victim by detecting crime and bringing criminals to justice</td>
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The Comprehensive Spending Review of 2010 marked the beginning of what has now become an extended period of challenging cuts to public budgets in order to reduce the national deficit. In Cumbria, the police service has already made £16 million savings and will need to make a further £11.2 million savings by 2017-18. The impact of these cuts is an on-going fundamental review of the priorities and structure of the police service. An important part of this is balancing the visible community policing which the public have asked for, with less visible types of policing, to address public priorities such as targeting drug supply and protecting vulnerable people. To ensure the delivery of an effective strategy within these budgetary constraints, the Chief Constable has put in place a Change Programme which aims to substantially contribute towards delivery of the savings required to balance the budget over the next four years, whilst seeking to maintain current high standards of service delivery as much as possible. The priorities in this Plan will help to shape the direction of those reviews. A well-planned programme of change is vital so that the public can have confidence that the remaining resources are being used to best effect.

The Chief Constable, Jerry Graham is committed to this change saying, ‘This is a challenging time for policing across the Country as the impact of austerity requires significant changes to how policing services are delivered. In Cumbria, the fundamentals of policing remain strong with relatively low levels of crime and disorder, allied to high levels of public support for policing. I am committed to providing a visible service that protects the public and keeps them safe and I am working closely with the Commissioner to re-design the Constabulary to meet the challenges of the future.’

Within this context, resources must be focused on what matters most and has greatest effect. This must include putting the victim at the heart of what we do; ensuring that their needs are considered and they receive a good quality of service. Without this, the public will not have confidence in approaching their police service about crime. In addition to this, preventing people becoming victims of crime in the first place and stopping crime and disorder from escalating will continue to be a core role of policing. Research shows that crime and disorder is not evenly distributed and that it is often clustered at a very local level in ‘hotspots’. We know that crime
can be reduced by focusing resources on, and targeting crime prevention activities towards, the people and places that experience most crime or contribute most to the problem. Continuing to ensure that hotspots within Cumbria are being targeted effectively will be an important part of an effective policing strategy within reduced resources.

Many members of the public value a visible police presence, focused on a local area. Community policing will therefore be a cornerstone of our approach in Cumbria. Teams dedicated to a local area will use intelligence to target issues that affect local people and will work with partner organisations and communities to solve local problems. This may be alcohol-related violence in a town centre, speeding in a residential area or thefts in a rural area. Preventing crime and disorder will continue to be an important aspect of this, working with other organisations. Neighbourhood teams will provide a police presence locally, reflecting the public priority of visible policing in their area. Assessing the highest levels of risk and targeting police protective services to address this will also be key to the most effective use of resources and protecting people from harm.

As more and more of us use the internet in our daily lives, the nature of crime is changing and online safety will be increasingly important. I recognise that cyber- crime is a rapidly expanding arena for criminals and Cumbria Constabulary will have to ensure they have capacity to identify and then investigate offences of this type. Criminal networks do not recognise county boundaries and organised crime groups both within and from outside of the county have an impact on local people, both in terms of the drugs they supply to individuals who then commit crime to fuel their habit and crimes the organised groups commit themselves. Targeting organised crime groups is therefore a less visible but important side of policing. Continued collaboration with other police forces will also be important to address this cross-border crime. Collaboration provides vital sources of mutual aid when required and Cumbria Constabulary will need to continue to fulfill its contribution to national functions. Collaborating on support services has the potential to provide more efficient ways of working and the first steps have been taken in relation to shared training and development support with Lancashire Constabulary. To retain capability and focus on the needs of the county, there is also the potential to explore sharing services with other public organisations in Cumbria.

High standards of ethics and professional conduct must be maintained at all times by police officers and staff. The public must have confidence that they will receive a fair and ethical service and that poor standards will not be tolerated. As well as appropriate use of police powers, this must cover relationships with the media and business, transparency and openness to scrutiny. Integrity of the police is an area which has attracted a significant focus nationally and it is vital that a proactive approach to identifying potential unprofessional conduct or corruption continues to be developed and that ethical standards are embedded in the police service locally and nationally.

Key activities will include:

- Tackling violent crime, antisocial behaviour, thefts (including burglary, theft from a person and shoplifting) and crime and disorder related to alcohol as priorities for the Constabulary as a whole. This will involve working with other organisations at a local level
to prevent and target local problems. Emergencies and other types of incident will continue to be responded to as appropriate, based on an assessment of risk.

- The Constabulary seeking to maintain sufficient police officer and Police Community Support Officer numbers to deliver its Workforce Plan and ensure officers and staff are working where the need is.

- The Constabulary and Police and Crime Commissioner embedding high ethical standards within their organisations and promoting a proactive approach to identifying and dealing with unprofessional or unethical conduct. This includes implementing recently reviewed policies and procedures related to integrity in police relationships, business interests, gifts and hospitality, sharing of information and anti-corruption, and keeping them under review, incorporating guidance from the College of Policing, when developed.

- The Police and Crime Commissioner listening to public concerns about road safety and speeding vehicles and looking, with partners, at where they can be addressed, for example the A66. Promoting road safety through the Constabulary working with partner organisations, to address irresponsible driving and reduce the number of people killed or seriously injured on our roads. Priorities will be to educate drivers, to support communities to develop initiatives to reduce speeding at problem locations and to make use of enforcement, including focusing on speeding, drink and drug driving.

- The Constabulary working with partner organisations to address local problems and community concerns, or where issues are raised which are the responsibility of other agencies, such as rubbish and litter and stray dogs, sharing those concerns and ensuring they are being dealt with.

- The Constabulary continuing to develop its capability and capacity to address changing patterns of crime, including the development of a Cyber Crime Strategy to respond to the growth of crime carried out through the internet and the involvement of electronic devices in criminal activity.

- The Police and Crime Commissioner and Constabulary conducting joint communications campaigns to raise public awareness of issues and prevent crime.

- The Constabulary publishing local crime data at community level, accessed nationally (www.police.uk) or via the Constabulary’s website, to increase the transparency of crime information, financial and performance information.

- The Constabulary continuing to target people involved in drug supply and other organised crime, working with other police forces where required.

- The Constabulary working with Community Safety Partnerships, statutory partners and third sector agencies to develop Serious and Organised crime local profiles.

- The Constabulary and other local agencies working to reduce the risk of terrorism, including working closely with local authorities and the community on preventing violent extremism (PREVENT) and implementing the national security strategy and as set out in the Strategic Policing Requirement. Working with the new National Crime Agency, the College of Policing and the National Police ICT Company.

- Working with Cumbrian public sector agencies, other Police and Crime Commissioners and police forces to explore opportunities for further operational and support service collaboration.
The Police and Crime Commissioner and Constabulary identifying strategic priorities for review and change, in line with this Plan, to identify further savings and protect the frontline where possible. The Constabulary will conduct and deliver the programme of change reviews overseen by the Police and Crime Commissioner. This will include:

- Reviewing areas of higher cost to see if there is an alternative model of delivery in line with priorities;
- Reducing management costs, restructuring the Constabulary to improve processes, make them more efficient and better match demand;
- Changing processes to increase the efficiency of how it does business;
- Identifying opportunities that come from the organisational restructure to reduce costs further.

The Constabulary delivering its Continuous Improvement, Efficiency and Value for Money Strategy to provide value for money and an improvement culture across the organisation. This includes achieving value for money in procurement, in line with the Procurement Strategy.

The Constabulary improving the use of volunteers to continue to provide quality of service to the public.

The Constabulary, in consultation with the Police and Crime Commissioner, delivering a strategy to use digital and mobile technology to reduce costs, support better ways of working and provide visibility of officers in the community.

The Constabulary implementing the estates rationalisation strategy and the Police and Crime Commissioner further developing it, to enable the Constabulary to evolve to fit with the changing requirements of the service, to provide better value for money. The Police and Crime Commissioner holding discussions with the County Council to explore the shared use of buildings.

Finalise the build of a new police station for Barrow, due to open summer 2015 to meet operational requirements.

The Constabulary implementing a range of national reforms to the police service, aimed at reducing bureaucracy and providing new, streamlined powers to target recurrent issues.

The Constabulary implementing the findings of the national reviews of police officer and staff pay and conditions of service, including the national promotion framework.

The Constabulary delivering a Leadership Strategy to support the workforce to deliver priorities, improve productivity and improve data quality.

The Constabulary delivering its Leadership and Skills Programme and Training Plan to deliver strong supervision to support frontline officers and develop sustainable leadership in the organisation.

Working with partners to assess and plan for the impact of changes in the nuclear industry on the West Coast.

The Constabulary continuing to focus on ensuring a high quality of investigation into crimes and that it’s recording of incidents, crimes and their outcomes is accurate and in
line with national standards, continuing the good work as described in the recent PEEL assessments.

2. Restorative Justice

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<tr>
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<th>Address offender behaviour to reduce adult and youth offending and reoffending</th>
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<td>Keep our rural communities safe by tackling crime and disorder in rural areas</td>
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As of 1st June 2014 Cumbria Probation Trust merged with Lancashire Probation Trust to form the Cumbria & Lancashire Community Rehabilitation Company (CLCRC). The aim of CLCRC is to protect the public and to reduce reoffending. As at 31st March 2014 there were 1,945 registered offenders in Cumbria, an increase of 26 from the previous year. Over a third (37.0%) of offenders are aged between 20-29 years, 28.7% are aged 30-39 years. 87% are male and 98% are of white origin. Violence accounts for one in three offences being dealt with by CLCRC (33.7%), theft accounts for 10.9%. Over a three year period (up to 2013) actual rates of reoffending in Cumbria were below Predicted rates. Over the same period, reoffending rates had fallen. In order to maintain this reduction it is understood that a broad range of factors can contribute to someone offending, be it housing, alcohol and drug misuse, family behavior, education or employment and social networks. Criminals must be held to account for crimes they commit. However, in a time of limited funding, targeting resources at the factors known to reduce or prevent offending appears to be more important than ever. Factors which have been shown to help individuals reduce or stop reoffending include strong family relationships, sobriety from alcohol or drugs, employment and various motivational factors such as having something to give to others and social relationships with the non-criminal community. Clearly, a range of agencies have a role to play in addressing these.

Getting the criminal to understand the consequences of what they have done and the impact on victims is an important way of reducing future offending. It is also important that the victim is given a voice and the opportunity to understand the motivation of the offender and why, they in

particular, were victimized. The introduction of community remedy will give victims a choice in how they can receive reparation or explanation and restorative justice is integral to this process. Responses to public consultation in August and September 2014 by the Office of the Police and Crime Commissioner regarding community remedy showed that 84.5% of respondents supported the idea of reparation for the victims of crime. Restorative justice involves bringing those harmed by a crime or conflict and those responsible for the harm into communication, enabling everyone affected to play a part in repairing the harm and find a positive way forward. This will often take place through a face-to-face meeting supported by a trained facilitator, in which the victim or victims have the opportunity to explain to the offender how the crime has affected them. Restorative justice can also be carried out by letter or prerecorded video and in most cases, involvement is at the agreement of both the victim and offender, except where ordered by the court. This process may result in some reparation of the harm, such as mending the item damaged or paying for replacement. It can have significant benefits for the victims too, both by bringing an end to the incidents but also in terms of closure. A coordinated approach is needed across criminal justice agencies to ensure more victims are offered the opportunity to take part in this process, whether the cases are dealt with out of court or through the court process, both before sentence and after it, including when the offender is in prison. For the victim and wider public to have confidence in the process, appropriate support must be available to prepare both the victim and offender for the restorative process, to ensure they fully understand it and gain the most from it.

Dealing with incidents out of court can be an effective way of resolving minor and first-time offences and the Government has signalled its commitment to the use of out-of-court disposals, such as cautions and fixed penalties, in appropriate circumstances. Indeed, some victims simply want a repair to the harm caused or an apology, rather than seeing the offender taken to court. It is absolutely clear that this is not the ‘easy option’ and offences dealt with out of court will be kept under review to ensure their use is appropriate and the public can have confidence in this, particularly given that the framework of options is relatively new.

Key activities will include:

- Continuing to develop a joined up approach to the use of restorative justice across agencies by 2015, and as outlined in The Police and Crime Commissioner’s Community Remedy document, working to expand it so that it is offered to more victims, ensuring processes are carried out to a high standard and with appropriate support for victim and offender.
- Embedding on the use of out of court disposals, through a multi-agency panel, to ensure they are being used appropriately and learn lessons, particularly in relation to relatively new powers provided by the national strategy.
- Working with HM Prison Haverigg, the new community rehabilitation company and National Probation Service partners to ensure the needs of offenders leaving custody are being addressed to reduce reoffending.
- Working as part of a national reference group to champion the needs of Cumbria in new arrangements for probation services and resettlement prisons nationally and working

3 OPCC survey results Aug/Sep 2014
with other organisations locally to smooth the transition to the new joint probation arrangements for Cumbria and Lancashire.

- The Constabulary continuing to work with partners to reduce reoffending, including managing prolific offenders as part of implementing the integrated offender management scheme, prioritising those offenders who pose a risk of causing greatest harm. A review of the Integrated Offender Management Scheme will be completed by partner organisations and improvements made to make best use of multi-agency resources to manage offenders.

- Working with partners to improve criminal justice processes and bring offenders to justice more effectively and efficiently. This includes implementing new technology to streamline processes and transfer data between agencies more effectively.

- The Constabulary working with health and care organisations to develop liaison and diversion services for offenders with mental health problems, in line with the Government framework.

- Making grants available for community initiatives targeted at preventing and reducing reoffending, through the Police and Crime Commissioner’s Community Fund.

This priority will have four target areas:

2a. Antisocial Behaviour- including Alcohol-Related Offending

Antisocial behaviour is any aggressive, intimidating or destructive activity that damages or destroys another person’s quality of life. In Cumbria, the majority of these are incidents which cause a nuisance to the local community, rather than being targeted at individual victims, and most are committed by adults. Understandably, it is a top concern for the public, who see their community or home life disturbed by such behaviour, and in the worst and repeated cases, it can cause victims great distress and fear in their own home. Victims of antisocial behaviour quite rightly expect their concerns to be taken seriously and the police and other agencies must work to provide a quality service, which victims can have confidence in. Antisocial behaviour can often be the start of a pattern of behaviour which can lead to further and even more serious offending. Restorative justice offers an effective avenue for dealing with low level and first-time offending to stop that escalation. Collaborative work with agencies on prevention and deterrence will also be key. Anti-Social Behaviour and incidents involving young people have fallen year on year in Cumbria. There was a 7.4% reduction in Anti-Social Behaviour incidents when comparing 2013-14 with the previous year.\(^4\)

Alcohol is a significant contributing factor in crime and antisocial behaviour in Cumbria and an issue which the public feels we should be addressing. The main areas of concern are violent crime (including sex offences and domestic abuse) and Anti-Social Behaviour. The national and local data shows that almost 50% of domestic abuse incidents are alcohol related and rates of alcohol related hospital admissions are higher in Cumbria than the

\(^4\) Cumbria County Council, Community Safety Strategic Assessment 2013-14

CUMBRIA OFFICE OF THE POLICE AND CRIME COMMISSIONER
national average for both children and adults.\textsuperscript{5} During the 12 months to November 2014, 36\% of the offences in the overall violence against the person category were alcohol-related; this is a reduction of 1\% on the previous year. Alcohol was identified as being a factor in 46\% of assaults were injury was caused to the victim. The highest proportion of violence against the person however relates to non-injury offences and alcohol consumption was identified in 27\% of these assaults. In addition 15\% of antisocial behaviour offences are linked to alcohol induced behaviour.\textsuperscript{6} The total cost of alcohol misuse was £199 million in the year 2010-2011. This was made up of costs to the NHS, Social Services \textsuperscript{7} and the cost to agencies in Cumbria of dealing with crime and licensing related to alcohol is £60.4 million per year.\textsuperscript{8} This impacts not only on the lives of those involved, but also on the wider community where fear of alcohol-related violence stops people wanting to go out at night. The police and other services, such as Accident and Emergency, spend a significant amount of time dealing with the consequences of excessive drinking. The need for a joined-up approach across agencies is clear.

There are a number of risk areas which need to be targeted to address the harm caused by alcohol in our communities and encourage a healthy relationship with alcohol. This includes preventing access to alcohol by young people under the age of 18 and helping those most at risk of alcohol misuse to gain access to appropriate support services. Ensuring a safer night-time economy by working with licensed premises and targeting hotspots of disorder, as well as raising awareness of the impact of alcohol to prevent people becoming victims of crime, will continue to be important. Where alcohol is a factor in criminal behaviour or disorder, it is crucial that this is identified and the person directed to appropriate support, particularly where this is a long-term problem. In particular, alcohol can be a factor in triggering or escalating domestic abuse so it is important that this is identified and appropriate services made available to the perpetrator and victim. Underpinning all of this work is the need to share information on the types and locations of alcohol-related incidents so that resources can be focused on the places or issues where they are needed most. Partnership working between the Police and Crime Commissioner, Constabulary, local authorities, enforcement bodies and other local partners will therefore need to focus on these areas. This includes looking at new and innovative ways of tackling the issues.

Key activities will include:

- In 2015 a county wide network of CCTV cameras commissioned alongside district councils, will come live. These will provide valuable preventative assistance to police officers, PCSOs and partners in the licensed industry particularly around hot spot areas for alcohol consumption. It will also assist retail related crime and anti-social behavior.
- Reducing the harm, violence and antisocial behaviour caused by excessive, antisocial or underage drinking through delivery of the joint Police and Crime Commissioner and Constabulary Alcohol Harm Reduction Strategy.
- Working with partners to generate a debate about the harmful effects of irresponsible drinking and developing a cohesive, proactive strategy across agencies.

\textsuperscript{5} Cumbria Alcohol Strategy -2014-2017
\textsuperscript{4} Cumbria Constabulary, data to November 2014\textsuperscript{7} Cumbria Alcohol Strategy – 2014-2017
\textsuperscript{7} Cumbria Alcohol Strategy – 2014-2017
The Constabulary and partners undertaking effective multi-agency case management, linking incidents and victims where appropriate to offer support, particularly to vulnerable and repeat victims.

Making grants available for community initiatives and innovative schemes targeted at preventing and reducing the harm caused by antisocial behaviour, including alcohol-related disorder, through the Police and Crime Commissioner’s Community Fund and Innovation Fund.

Supporting local initiatives to provide activities for children and young people which help to keep them active and safe and those which support victims of antisocial behaviour, through use of funds accumulated as a result of the disposal of property coming into the possession of the police.

Working with partners to respond to the new community trigger, when it becomes national policy, for victims or communities who believe that their case of persistent antisocial behaviour has not been addressed.

The Police and Crime Commissioner and Constabulary jointly raising awareness of and reducing alcohol-related issues through targeted communications campaigns.

2b. Veterans

Ex-service personnel can face significant challenges making the transition to life outside of the Armed Forces and, in some cases, this can lead to offending. Veterans are believed to represent the biggest single occupational group in prison at the moment. Ensuring agencies understand the challenges they face is key and the focus must be on coming together with others to tackle these problems in a united way. For this reason, the Police and Crime Commissioner, Constabulary and other agencies in the county have signed up to the Armed Forces and Community Covenant for Cumbria which aims to make it easier for service personnel, families and veterans to access the help and support available. I have supported a successful bid to the Government's Innovation fund for a veteran’s hostel in Egremont. Key activities will include:

• Raising awareness of the issues faced by veterans.
• Working with partners signed up to the Cumbria Armed Forces Community Covenant to co-ordinate and direct implementation of mutual support between the Armed Forces and the community within Cumbria.
• Working with voluntary groups and public agencies to ensure that key services are effectively signposted and information is disseminated to members of the Armed Forces Community and promote supportive action to reduce the number of veterans in our prisons.
• Making grants available for community initiatives and innovative schemes targeted at preventing offending or reoffending by veterans, through the Police and Crime Commissioner’s Community Fund and Innovation Fund.
2c. Youth Justice

Numbers of young offenders continue to fall across the county. In Cumbria there have been significant reductions in youth crime and numbers of young offenders across the whole system. Despite the kinds of resource reductions everyone has faced, this has been achieved through a partnership approach; working with Cumbria Youth Offending Service and maintaining our commitment to focus on evidence based effective practice with young people who are in the criminal justice system, as well as continued commitment across our partnership to early help in relation to youth crime prevention. This has resulted in the following outcomes in 2013/14 - when compared to 2009/10 we have seen:

- young people entering the criminal justice system for the first time, reduced by 73%
- young people involved in offending at any stage, reduced by 77%
- crimes committed by young people reduced by 68%\(^9\)

Having said this, it is vital that we continue to work to prevent crime by working with those on the cusp of offending and by promoting health and positive activities for young people. Young people who are held in custody have a greater likelihood of going on to reoffend than those who receive a community order so, whilst this is a small number of young people, interventions are needed with this group. Co-ordinated action is required across youth justice services and this goes beyond simply dealing with the offending: it includes preventing it by addressing issues with education, housing and substance misuse. In addition, young people excluded from school are more at risk of going on to offend so early intervention with those who are at risk of exclusion can potentially have an impact.

Key activities will include:

- Working with key partners to identify areas for further improvement in preventing youth offending and reoffending. This includes working with relevant partner organisations to look at further work on preventing young people from being excluded from school.
- Continuing to focus on the use of out of court disposals and community remedy for young people. Working with partner organisations to reduce reoffending of young people leaving custody.
- Prevention work with young people by a range of agencies to reduce the number who start offending.
- Working with other agencies to improve the services we provide to young people in Cumbria by delivering the Constabulary’s youth strategy.
- Making grants available for community initiatives and innovative schemes targeted at preventing and reducing youth offending and reoffending, through the Police and Crime Commissioner’s Community Fund and Innovation Fund.

2d. Rural Crime

\(^9\) Youth Justice Board data from the Cumbria Youth offending Service Strategic plan 2014/15.
Rural areas, defined as areas with a population of less than 10,000, make up 97.2% of Cumbria, with 50% of the population living in rural communities. We are fortunate that our rural areas tend to be safe places to live and the fear of crime is generally lower than in other areas. Rural crime accounts for 19% of all crime in Cumbria over the last 3 years. However, when crime occurs, it has a significant effect in rural areas. It can take the form of issues specific to rural businesses, such as thefts from farms or worrying of livestock, or can be cruelty or damage to wildlife or protected sites. The financial implications of rural crime can be high, in 2013 rural crime in Cumbria increased by 40% from £660,000 to £920,000 (this figured is based on claims). In Cumbria, crime linked to the tourist industry in our rural areas can affect both visitors and locals. Tourism plays a major part in the county’s economy, attracting 40 million visitors per year. Visitors bring over £2.2 billion in revenue to the county (based on 2011 figures). However, it is other types of crime and antisocial behaviour not specific to rural areas which accounts for more of the incidents which affects rural communities and businesses. Across all of these issues, the Constabulary, key stakeholders and communities, working together, can help to identify opportunities to prevent crime and collect intelligence on suspicious activity so that there can be targeted enforcement activity.

Key activities will include:

- Working with the Constabulary and appropriate interest groups a Rural Crime Strategy has been developed and launched at the Westmorland Show in September 2014. The aim of the strategy is to identify and provide direction on where resources should be focused to effectively tackle the key priorities of rural crime.
- Making grants available for communities initiatives to tackle rural crime through the PCC’s Community Fund.
- Constabulary formalising their approach to representation at Parish Council and similar meetings, so that rural Councillors know when they can expect to see, or receive a report from the Constabulary.

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10 Rural Crime Strategic Assessment – Cumbria Constabulary
11 As above
12 Sourced from National Farmers Union
13 Rural Crime Strategic Assessment – Cumbria Constabulary
3. Domestic Abuse, Sexual Violence and Hate Crime

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Nationally, it is estimated that 60% of domestic abuse cases are not reported to the police. Throughout 2013/14 there were 6,932 domestic abuse incidents reported in Cumbria, an increase of 5.9% from the previous year\(^\text{14}\) but it is believed that the true figure could be as high as 15,000. Keeping the issue in the public eye is vital, not only to ensure that any form of domestic abuse is not seen as socially acceptable but also to encourage victims to come forward. Supporting the victims, dealing with the challenges they face in escaping the abuse and tackling the perpetrators robustly requires a commitment from a range of partners. 45% of the incidents reported involved a repeat victim\(^\text{15}\) and 17% of those were new repeat victims. Clearly, addressing the highest risk and repeat cases is a priority.

‘Taking the Next Steps’ was a review of services for victims and perpetrators of domestic abuse and sexual violence I commissioned, which drew on the views of a range of agencies working with victims, as well as those of victims themselves. This highlighted the priority which has been given to domestic abuse in recent years and some good multi-agency working, particularly to reduce the harm to high risk and repeat victims. This level of priority and service needs to be maintained and, where possible, expanded to include preventative work with young people, to stop the abuse arising in the first place and work to further develop knowledge and understanding amongst service providers on the frontline. There is limited provision currently to address the behaviour of perpetrators and the spotlight has to be turned from asking the victim to make changes to ensure their safety, to stopping the perpetrator’s behavior, if the cycle of abuse is to stop.

Both nationally and locally, the full extent of sexual abuse, exploitation and assaults has remained hidden. Recent assessments by partners have estimated that, in Cumbria, less than half of sexual assaults are reported to the police\(^\text{16}\) and whilst many more people access support services, there are likely to be many who suffer in silence. This area therefore needs to have a higher profile and priority within organisations, focusing on building understanding of the issue so that cases can be better identified and appropriate services provided. There is a growing understanding amongst organisations in Cumbria of the impact of sexual exploitation both on adults and children, which can take the form of exchanging sex for something a person needs to survive (such as accommodation), as well as grooming and longer-term sexual abuse. This must continue to be identified and targeted to protect vulnerable adults and children.

Again, prevention is key, particularly in an age where children’s exposure to pornography and sexualised images and behaviour is much increased. We need our young people to understand what makes a good relationship and identify harmful behaviour. Where abuse or assaults have

\(^{14}\) Data to November 2014, source: Cumbria Constabulary.
\(^{15}\) As above
\(^{16}\) ‘Taking the Next Steps’ Conference, December 2013
occurred, victims require specialist services and emotional support wherever they live in the county. Collectively building sustainable and coherent services across Cumbria will take time and be challenging, given the pressures on resources, size of the county and the variation in services available currently. However, this is something which must be strived for on behalf of the victims.

Continuing to listen to the views and experience of victims will be vital. The Office of Victim Services has an important role in this, as explained later in the Plan. For many victims, the criminal justice system can present a long and painful process. Whilst some of this can only be influenced by a change in national policy, there are steps which can be taken locally to make the experience as positive as possible for victims.

Victims of hate crime, targeted because of their disability, race, sexuality or gender orientation, can have their lives made a misery. From November 2013 to November, 343 hate crime incidents were reported in Cumbria, which equates to an 11% increase from the previous year\(^\text{17}\). Victims are being encouraged to come forward and the increase in reporting is seen as an encouraging sign of increased victim confidence. Raising awareness and understanding to challenge racist, homophobic and other prejudiced attitudes is key to preventing it happening. Recognising the specific impact this type of crime can have, targeted work is needed by public agencies and voluntary groups to encourage victims to come forward so that they can receive support and the crimes can be investigated. In addition, there is a need for continued opportunities for victims to report their experiences to an appropriate third party, such as support organisations, as well as the police.

Key activities will include:

- Continuing to leading partners to address the findings of the ‘Taking the Next Steps’ review of domestic abuse and sexual violence through a multi-agency action plan.
- Collaborating with partners, including health services, to work towards developing more sustainable and coherent services to victims of sexual violence.
- Commissioning with the County Council the Independent Domestic Violence Advocacy (IDVA) and Support Service.
- Commissioning hospital-based link workers in partnership with hospital trusts, building on national good practice, to provide training and develop the understanding, recording and support to victims of domestic and sexual violence presenting at hospital.
- Commissioning with partners programmes to encourage changes in perpetrator behaviour, taking account of the wider implications for their family.
- Working with partners to ensure there is a plan of action to identify and target sexual exploitation in Cumbria.
- The Constabulary proactively identifying child sexual exploitation, bringing offenders to justice and ensuring victims receive support. This includes, but is not limited to, online grooming, illegal images and sexting.

\(^{17}\) Cumbria Performance Dashboard data 2014
• The Constabulary continuing to work with other agencies to prevent harm through public protection services, which includes protecting children and vulnerable adults from abuse, providing services to victims of sexual assault and managing dangerous violent and sexual offenders.

• The Police and Crime Commissioner and the Constabulary working with partners to deliver the multi-agency Hate Crime Action Plan and develop the support available to victims of hate crime.

• The Constabulary encouraging the reporting of hate crime across disability, sexual orientation, race, transgender and religion, including through effective local engagement with relevant groups and communities.

• The Constabulary reviewing with relevant partners and implementing improvements to centers for reporting hate incidents and linking technology to reporting to ensure an appropriate and consistent service is provided.

• The Police and Crime Commissioner leading and supporting campaigns, with the Constabulary, to raise public awareness and encourage victims to come forward in relation to domestic abuse and hate crime.

• Making grants available for community initiatives targeted at preventing and reducing the harm caused by hate crime, through the Police and Crime Commissioner’s Community Fund.

• The Constabulary delivering its Equality Strategy and its equality objectives, including publishing information on equality, to make sure that it respects diversity and provides equal opportunities to the public, police officers and staff.

• Through the Commissioner’s role on national groups, raising issues about victims’ negative experiences of criminal justice process to seek changes where possible.

• Working with partners to explore the best approach to raising awareness of female genital mutilation, forced marriage and honour-based violence.

• Making grants available for community initiatives targeted at preventing and reducing the harm caused by domestic abuse and sexual violence, through the Police and Crime Commissioner’s Community Fund.
4. The Office of Public Engagement

| Objectives | Give the public a voice in policing matters |

The Police and Crime Commissioner is elected to provide a voice for the public in policing and to ensure that local people’s views are considered in deciding on police priorities. The Office of Public Engagement has been established to provide a direct route for the public to share their experiences and voice concerns. It is independent of the police and is proactive in seeking feedback from the public. The Office will have a direct input into the Executive Board, ensuring that public opinion informs the strategic direction of policing and community safety work in the county. It will also guide the Police and Crime Commissioner’s focus when working with partner organisations.

It is vital that the police themselves continue to engage with members of the public to understand local issues and, importantly, work with communities to solve local problems. They must also listen to public feedback to understand where they can continue to improve the service they provide. An important part of this will be engaging the diverse range of communities within the local area to ensure that particular issues faced by some groups can be understood and addressed as appropriate, such as those with disabilities or from an ethnic minority who experience hate crime. The Police and Crime Commissioner also has a role in obtaining his own feedback to check that this is happening.

Key activities will include:

- Gathering public opinion and direct feedback on concerns by attending events in public places across the county, in line with the published Engagement Strategy and advertised in advance through a calendar of activity for Office of Public Engagement.
- Acknowledge and process correspondence about quality of service and complaints about policing and crime matters sent to the Office of Public Engagement.
- Seeking opportunities to engage with young people in order to better understand their experiences and needs and help shape policy.
- Continuing to work with the local media and social networks when opportunities arise to raise the profile of and the public’s understanding of the Police and Crime Commissioner’s role by 2016-17.
- Learning from the reviewed and updated Engagement Strategy, about what has worked, to underpin the work of the Office of Public Engagement.
- Studying and acting upon findings in the regular updates from the Office of Public Engagement to the Executive Board.
- Publishing an annual report which will explain how public feedback has been taken into account, including the results of two public consultations that were conducted in 2014, i.e. Community Remedy and the Police Precept;
- Working with the Constabulary to improve engagement with diverse groups in the community through a comprehensive and coordinated programme of engagement through Neighbourhood Policing Teams.
5. The Office of Victim Services

| Objectives     | Ensure victims of crime have access to support and redress |

Becoming a victim of crime is a traumatic experience which can affect people in different ways. Victims may need support with reporting an incident or coping with the impact of their experience, as well as help as their case goes through the criminal justice process. This includes support to vulnerable adults, children and young people.

As Police and Crime Commissioner, I will strive to ensure care and consideration are given to victims of crime and that they have a voice. I will have responsibility for commissioning some of the support services for victims of crime from late 2014. However, a much broader approach is needed to ensure all agencies with roles under the Code of Practice for Victims of Crime are meeting their responsibilities to victims, as well as ensuring services meet the needs of victims in the county. This is why the Office of Victim Services was established in March 2013.

The six-month mapping exercise of the landscape for victims in Cumbria, conducted by an external Professional supporting victims lead, working with a wide range of agencies in the county, showed that, above all, victims want to be treated with dignity and respect and to be taken seriously. There needs to be good first contact from the police and criminal justice services if they are to continue to engage and they want to be updated on their case. Often victims want information on practical issues to repair the harm caused by a crime (such as a broken window) or on processes within the criminal justice system, as it can be very confusing for them. Emotional support may be required. It should be the victim who makes the decision about whether they receive the support which is available and those victims who have alcohol, drugs or mental health problems should be supported without any stigma attached to them. Diversity should be understood, respected and catered for as much as possible. All of this will help to reduce the long-term negative impact a crime can have on individuals and families and promote confidence on the criminal justice system.

Based on the needs of victims identified by the victim services review, I am working to develop a shared vision for victim support services across agencies and this is informing discussions with partners on building a cohesive, seamless service to victims across the county. This will also support preparations for my new responsibility for commissioning some support services to victims, including the use of the Victims’ Surcharge collected in Cumbria, a charge levied on offenders to make them pay for their crimes.

Often public organisations have concentrated on tackling offending and providing services to prevent reoffending, to stop more people becoming victims, but how the victims themselves are supported and treated has had less of a focus. A change of culture is needed and the victim services review has highlighted a range of areas where organisations can work to improve services further. A multi-agency action plan has been developed to address this and other areas identified in the victim services review.
In order to ensure the views of victims and those who work most directly with them are heard, the Victims and Witnesses Group has been established. This will see representatives of voluntary and public organisations which support victims coming together to drive the delivery of the multi-agency victim services action plan and to feed in views on how well victims are being supported in the county. This will inform the work of the Office of Victim Services.

There is huge potential to draw on currently untapped support in our communities, such as from voluntary and faith groups, to provide increased assistance to victims of crime. This will form part of the further development of services commissioned for victims. Such support will be in addition to specialist services to prevent and provide support to victims of abuse or the most serious crime delivered by the police and other agencies.

The quality of the service the Constabulary provides to members of the public, including victims and witnesses, must be high on every occasion, starting with the initial contact. People need to feel confident to come forward and report crimes so we must learn from the experience of those who have done so. I am committed to the right of everyone using or involved with a policing service to be treated with fairness, dignity and respect. It is therefore important to monitor who is using the police service, our employees and crime which affects particular groups in the community to help understand where we need to promote or improve equality.

Key activities will include:

- Continue to monitor activity of the Constabulary and other criminal justice organisations, including gaining feedback from victims, to embed the new Code of Practice for Victims of Crime and the Witness Charter. The progress will be documented on the Multi Agency action plan and monitored through both the Victims and Witnesses Group and Safer Cumbria.

- The Multi Agency Action plan is key in monitoring the continued development of a shared vision across agencies. This plan has been integral in identifying gaps in service delivery, as a result we are working with our partners to provide a perpetrator programme and using the Victims and Witnesses group as a platform to raise issues and share best practice. In 2014 we delivered county wideATE crime workshops and we are also working with Health partners to provide hospital based independent domestic and sexual violence advisors.

- 2015 will see the initiation of the Cumbria Victims Charitable Trust. The papers went to the Charities Commission at the end of 2014 and once registered, the Trust will be key in giving extra support to the voice and needs of victims of crime. The Constabulary having a greater focus on victims, ensuring they are taken seriously and receive a good quality of service across the board. It will implement this through its quality of service action plan and training.

- Through the Office of Victims Services, which has created a consultation group of victims and witnesses, continuing to listen to their views and experiences. Their opinions will be taken into account when developing policing and partnership strategy

- Chairing and supporting the Victims and Witnesses Group to oversee victims’ services in the county, listen to the experience of victims and drive improvements required.
Continuing to commission victim support services in line with assessed needs from 2014.

Continuing to make grants available for community initiatives targeted at providing support to victims of crime, through the Police and Crime Commissioner’s Community Fund.

With the Office of Public Engagement for the Police and Crime Commissioner, continue to obtain the views of victims of crime so the victim’s voice is heard. I have established a consultation group made up of individuals who have been victims of crime or effected by criminality. This group has already fed into consultation process around victim experience with the police, quality of service initiatives and community remedy and county precept, helping to form and improve service delivery and customer experience.

Consulting victims and the wider public on what actions to include in the Community Remedy document, which may involve repairing harm to the victim or wider community, or helping to address the offender’s behaviour. Victims of low-level crime and anti-social behaviour will then have a say in which of the actions from the Community Remedy are carried out by the offender where the case is dealt with out of court.

Opening discussions with appropriate bodies with the intention of harnessing the potential of faith and voluntary groups to provide assistance to victims by 2015.

In co-operation with the Chief Constable, continuing to review and drive improvement in the Constabulary’s Communications Centre to ensure calls are answered within national standard times, to provide the quality of service the public needs and to increase operational effectiveness.

After consultation by the Office of Victim Services and the Victims and Witnesses Group the website Cumbria Together has been developed and will be launched early in 2015. This will be a one stop hub of information and support services for victims across a wide range of crime types.
Resources and Grants

My overall budget for 2014/15 provides £128 million resources for policing and crime. This is set within the context of reducing funding from Government at the same time as costs increasing. The same level of funding is not expected to be available by 2017/18, meaning that over £10.4m savings will be needed to offset rising costs over the next 4 years (of which £5.9 million has been identified). I have made a commitment, in consultation with the Chief Constable, to seek to maintain current levels of police officer and PCSO numbers. Whilst a significant proportion of this cost reduction will come from police staff and supplies and services costs, a reduction in police officer posts will be needed between 2015 and 2016.

Funding for Cumbria Constabulary to deliver this Police and Crime Plan is provided within my budget and this is developed in close consultation with the Chief Constable. The amount of funding to be provided to the Constabulary is set out in the Funding Agreement, a document which also explains the terms on which the funding is provided and the information I will require to monitor effective spend of that budget.

The budget also makes provision for commissioned services. This funding will be used to commission activity and investment projects from the Constabulary and wider partners which support priorities, as well as providing crime and disorder grants. The priority areas which will be supported by commissioning are set out in more detail in my Commissioning Strategy. This funding will be based on an assessment of need, a clear business case and demonstration of how the activity will contribute to achieving the objectives in this Police and Crime Plan. A range of organisations have a role in preventing crime and dealing with its consequences so funding will be available to support initiatives and activities which involve a partnership approach and where resources are contributed by partners. This may include pilot schemes, which test out a new approach which can then be evaluated and rolled out across the county if it proves effective. This research, commissioning and evaluation process will help evidence base development and sharing of good practice for the county.

A number of funding streams will remain as part of this in relation to a range of priorities, some of which will be provided in the form of grants:

**Constabulary Commissioned Services**

In addition to the resources provided to the Chief Constable, as mentioned above, I will provide up to £150,000 of funding for a number of specific areas, to enable the development of services. The Constabulary is working on a number of mobile and flexible working investment initiatives, subject to business case approval, that aim to improve efficiency and prepare for a downsizing of staff resources. Details are provided in the Funding Agreement with the Constabulary.

**Victims’ Services Fund**

I took on responsibility for commissioning support services for victims of crime in October 2014, I receive funding for this, as well as for the services themselves. This includes a small amount of funding which will be used to help expand the use of restorative justice. I am also providing a grant to contribute to the provision of the Independent Domestic Violence Advocacy and Support Service, which works with victims who are at high risk of harm.
Closed Circuit Television (CCTV)
Following the work carried out by the Constabulary and my office working with district councils to develop a unified CCTV system for the county, I will provide funding for the capital costs of replacing outdated CCTV equipment at priority locations across the county. District Councils will make a contribution to the monitoring costs of this new system for 2014-15 and the scheme is set to be running centrally in 2015.

Partnership Fund
The partnership fund recognises that our partners are uniquely placed through their links to local communities and the services they deliver to act as the lead agency to commission and deliver local services across areas of shared responsibility. The fund will focus on initiatives that deliver a stepped improvement in services to victims of domestic and sexual violence and support tackling community safety and anti-social behaviour at a very local level in our communities. It will secure the continued provision of financial support to county wide services for youth offending and community-based domestic violence advisors. Through it, I will provide funding to Community Safety Partnerships, which are made up of a range of partner organisations involved in combating crime and disorder in their local area. This will contribute to identified initiatives which address priority community safety issues locally and within the Police and Crime Plan, as well as support for the co-ordination of the partnerships.

Prevention Fund
The fund will be used to develop a three-year preventative commissioning plan that will include a range of perpetrator and education programmes alongside restorative justice provision and interventions to tackle youth offending and improve outcomes for young people at risk of offending. The programme will seek to heavily engage the skills and experience of the voluntary, charitable and community sectors to support interventions at a local level.

Community Fund
This fund exists to provide grants specifically to the local community, third sector and voluntary groups within Cumbria to support initiatives within those communities impacting on the following Police and Crime Plan priorities:

- Antisocial Behaviour - including Alcohol-Related Offending
- Youth Justice
- Rural Crime
- Domestic Abuse
- Sexual Violence
- Support for Victims
- Preventing Re-offending
- Veterans
- Hate Crime

The objective is to support groups to deliver a change within their community which benefits members of that community and supports the Police and Crime Plan.
The fund will be used to award grants following a funding application. Grants will be awarded for amounts between £1,000 and £10,000 from a total pot of £100,000. Further details are available at [http://www.cumbria-pcc.gov.uk/working-for-you/community-fund.aspx](http://www.cumbria-pcc.gov.uk/working-for-you/community-fund.aspx)

**Innovation Fund**
This fund is specifically targeted at providing grants to support innovative projects to pilot new ways of working with at-risk groups, to reduce offending and re-offending. It is focused on tackling antisocial behaviour, alcohol-related crime, rural crime, domestic abuse and sexual violence; addressing youth justice and supporting veterans in line with this Plan.

The fund consists of a total amount of £400,000 over the four years of our Commissioning Strategy. The grants will be awarded on an annual basis from a fund of £100,000 per year. Further details are available at [http://www.cumbria-pcc.gov.uk/working-for-you/innovation-fund.aspx](http://www.cumbria-pcc.gov.uk/working-for-you/innovation-fund.aspx)

In addition, I also provide the following grants:

**Police and Crime Property Fund**
The Police and Crime Commissioner has the power to distribute funds accumulated in the Police Property Fund as a result of the disposal of property coming into the possession of the police by the Police (Property) Act 1897 and The Powers of Criminal Courts Act 1973. This fund is used to support community activities which impact upon community safety and crime reduction by:

- Helping to keep children and young people active and safe.
- Improving the support for vulnerable people to help them feel safer such as the elderly, victims of crime (e.g. abuse or discrimination), and also antisocial behaviour.
- Bringing together parts of the community that find it difficult to talk to or access each other.

Applications are put forward by a police officer, police community support officer, police staff or Office of the Police and Crime Commissioner staff member. Grants of up to £1000 are available on a quarterly basis. Further details are available at: [http://www.cumbria-pcc.gov.uk/working-for-you/property-fund.aspx](http://www.cumbria-pcc.gov.uk/working-for-you/property-fund.aspx)
Accountability

I have established a monthly Executive Board meeting, to which members of the public are invited, where I work with my Chief Executive and Chief Finance Officer, the Chief Constable and Assistant/Deputy Chief Constables to develop strategy and consider key crime and disorder issues affecting the public of Cumbria. It is at this Board that I hold the Chief Constable to account for delivering the objectives and activities for policing in the Plan, through him providing regular reports on his performance against an agreed framework, shown on the following pages. This will include reviewing the delivery of priority areas within this Plan by the Constabulary in more detail, through regular reporting on priority areas for development during the year, as well as thematic reviews.

Achieving value for money means delivering the best policing services with the resources available. In the current economic environment, it is more imperative than ever that the Constabulary and, indeed, all organisations make the best use of those resources that are available. I will hold the Chief Constable to account for a range of different aspects of value for money, not only costs and use of resources but also the benefits of the service for the public. This will include crime levels, the quality of service provided to victims, staffing levels, complaints, sickness and overtime, amongst other areas. I will also challenge the Chief Constable where costs are high compared to other areas to ensure we understand why they are higher and that there is a plan to reduce them, where appropriate.

In addition to this, I have a range of other processes for checking that the public is receiving the high quality service they expect. In addition to the Office of Public Engagement, I brought in Professional Leads from partner organisations to conduct independent reviews of priority areas in this plan, which provided me with a detailed view of what is working well and areas for improvement. A Victims and Witnesses Group has been established as a result to ensure regular feedback is received from agencies working directly with victims and provide a check on whether improvements are having an effect.

Feedback received from the public by the Office of Public Engagement, be it through events, emails, letters or quality of service complaints, is a vital source of information on areas of concern and I will hold the Chief Constable to account for themes emerging from this. I also oversee the specific complaints received by the Constabulary and dip sample them, to ensure that the correct procedures are followed in dealing with them. Checking that the Constabulary continues to maintain integrity in its relationships with the media and business contacts and that it has effective procedures to stop corruption will be an important part of my role. My audit plan sets out how our internal audit services will check on the systems of internal control and the quality of data within the Constabulary. Audits of the financial accounts are also carried out by external auditors. The Joint Audit and Standards Committee provides an independent assurance function in respect of the arrangements for governance, including on financial and non-financial performance where there is an implication for exposure to risk or where there may be a weakening of the internal control environment. I also operate an Independent Custody Visiting Scheme, where volunteers check on the welfare of people held in police custody, and an animal welfare scheme to look at how police dogs are treated.
I publish a range of information on how I am carrying out my role and organising my Office. This is available on my website www.cumbria-pcc.gov.uk and full details of the information I publish is set out in my Publication Scheme. In addition, I hold Executive Board meetings in public to provide transparency in decision making and accountability of the Chief Constable, wherever possible. The Police and Crime Panel will scrutinise how I am delivering this Plan and I will provide them with a regular report on progress, as well as publishing an annual report which is available to the public.
Accountability Framework 2015-16

Aims

This framework aims to:

- Provide the PCC with a robust system for holding the Chief Constable to account for the services delivered by the Constabulary.
- Focus on the priority developments for 2015-16, whilst still maintaining oversight of key outcomes and day-to-day policing.
- Provide information to the public on performance in delivering policing and the Police and Crime Plan.
- Provide a balance between the 3 aspects of delivery below and avoid a pure focus on crime performance measures:

**Crime and Justice Outcomes and Quality of Service**

These will be monitored through:

1. A report on a ‘top’ list of priority activities from the Police and Crime Plan, reported on every 2, 3, 4 or 6 months, depending on the level of focus and time taken to develop work in this area. These areas are listed below and the update would focus on progress against agreed actions or, where in place, actions plans.

- Quality of service for victims and compliance with the Victims’ Code of Practice
- Sexual violence and a sustained focus on child sexual exploitation
- Expanding the use of restorative justice and community remedy.
- Focusing on domestic abuse
- Exception reports in any topic area as necessary
- Delivering the Change Programme (provided via the quarterly Change Programme update)
- Continued improvements in data quality/integrity
- Continuing to promote integrity and ethics
- Finalising and beginning to deliver a Rural Crime Strategy
- Delivering the CCTV project (provided via the Business Plan update)

The months for reporting and detail of the reports will be agreed between the OPCC and Constabulary.
For oversight of day-to-day policing and ensuring information is available on value for money:

2. A statistical based framework of performance indicators covering the Police and Crime Plan objectives to look at crime trends over time, positive outcomes and quality of service. This would be reported every 2 months, with more detail (e.g. on problem crime types or hotspots) by exception for those measures moving outside of agreed control limits. The proposed measures are set out below.

3. Thematic reports on important areas of day-to-day policing in the Police and Crime Plan, including key crime data. Road safety; Crime Command (covering organised crime, terrorism, fraud investigation, public protection, management of offenders including Integrated Offender Management); antisocial behaviour; young people and youth justice; hate crime and equality objectives; stop and search. Most will be annual, some six-monthly (Crime Command).


5. Reports on use of out of court disposals from the Out of Court Disposal Scrutiny Panel will be provided every six months.

6. The Funding Agreement will set out data required by the OPCC to support main reports. The Commissioner may also request staff to conduct ‘mini-reviews’, involving dip sample/reality checking and his own victim engagement, in areas of interest and as a result of an issue arising nationally or as a result of public feedback. The OPCC may request data or information to understand this further, as happens at present. This will require the continued support of the Constabulary for these processes. The OPCC is represented on various groups, such as the Change Programme Reference Group, which will also provide useful information and avoid it needing to be provided directly.

Value for Money

7. Themed reports covering different organisational areas will be provided, backed up by provision of data. The format of some reports will be reviewed to make them more focused on key issues. These will be:

<table>
<thead>
<tr>
<th>Area for reporting</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Support (Estates Strategy, Business Plan delivery)</td>
<td>Quarterly or every six months</td>
</tr>
<tr>
<td>Integrity (complaints, anti-corruption, discipline, grievances)</td>
<td></td>
</tr>
<tr>
<td>HR (office numbers, Workforce Plan, absence, overtime)</td>
<td></td>
</tr>
<tr>
<td>Financial updates</td>
<td></td>
</tr>
<tr>
<td>Value for Money Strategy</td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td></td>
</tr>
<tr>
<td>Health and safety</td>
<td></td>
</tr>
<tr>
<td>Civil claims</td>
<td></td>
</tr>
</tbody>
</table>

The framework will be kept under review and formally reviewed after 6 months.
**Data Report**

To be verified once March data is available. Using control limits calculated based on the previous 12 months’ totals, unless otherwise stated.

<table>
<thead>
<tr>
<th>Area</th>
<th>Performance indicator</th>
<th>Performance aim</th>
<th>Direction of travel of exceptions which would trigger a review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall crime</td>
<td>Total number of all crimes</td>
<td>Maintain performance within control limits</td>
<td>Increase</td>
</tr>
<tr>
<td>Antisocial behaviour</td>
<td>Total number of ASB incidents</td>
<td>Maintain performance within control limits</td>
<td>Increase</td>
</tr>
<tr>
<td>Violent crime</td>
<td>Total number of violence against the person crimes</td>
<td>Maintain performance within control limits, Regular update report to be provided on recent developments and work to address violent crime.</td>
<td>Increase</td>
</tr>
<tr>
<td>Thefts</td>
<td>Total number of thefts</td>
<td>Maintain performance within control limits</td>
<td>Increase</td>
</tr>
<tr>
<td>Robbery</td>
<td>Total number of robberies</td>
<td>Maintain performance within control limits</td>
<td>Increase</td>
</tr>
<tr>
<td>Criminal damage</td>
<td>Total number of criminal damage crimes</td>
<td>Maintain performance within control limits</td>
<td>Increase</td>
</tr>
<tr>
<td>Road collisions</td>
<td>Total number of people killed or seriously injured</td>
<td>Reduce (to local target or below)</td>
<td>Off trajectory or increase</td>
</tr>
<tr>
<td>Hate crime</td>
<td>Total number of hate crimes recorded</td>
<td>Monitor within control limits with an aspiration to encourage more reporting</td>
<td>Outside of control limits</td>
</tr>
<tr>
<td>Positive outcomes</td>
<td>Percentage of all crimes resulting in a crime outcome as defined by new categorisations 1 –</td>
<td>Baseline year for new categories (available from July)</td>
<td>Reduced court and police disposals, increased no crimes due</td>
</tr>
<tr>
<td>Area</td>
<td>Performance indicator</td>
<td>Performance aim</td>
<td>Direction of travel of exceptions which would trigger a review</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>18, Crime under investigation and No crimes A - E.</td>
<td>Monitor within control limits for existing categories (control limits under development)</td>
<td>to recording issues</td>
</tr>
<tr>
<td></td>
<td>Public (user) satisfaction with police service</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Satisfaction with the whole experience for burglary, violent crime and vehicle crime victims</td>
<td>Monitor within control limits</td>
<td>Reduction</td>
</tr>
<tr>
<td></td>
<td>Satisfaction with the whole experience for antisocial behaviour victims (including Gold &amp; Silver victims identified from the ASB Risk Assessment)</td>
<td>Monitor within control limits</td>
<td>Reduction</td>
</tr>
<tr>
<td></td>
<td>Satisfaction with progress updates</td>
<td>Maintain at or increase above 2013-14 level</td>
<td>Reduction</td>
</tr>
<tr>
<td></td>
<td>Percentage of people surveyed who felt they were treated with respect</td>
<td>Monitor within control limits</td>
<td>Reduction</td>
</tr>
<tr>
<td>Domestic Abuse</td>
<td>Number of reported domestic abuse incidents</td>
<td>Monitor within control limits with an aspiration to encourage more reporting</td>
<td>Outside of control limits</td>
</tr>
<tr>
<td></td>
<td>Percentage of repeat victims of domestic abuse dealt with at MARAC</td>
<td>Monitor within control limits</td>
<td>Increase</td>
</tr>
<tr>
<td>Sexual violence</td>
<td>Number of sexual offences excluding rape</td>
<td>Monitor within control limits with an aspiration to encourage more reporting</td>
<td>Outside of control limits</td>
</tr>
<tr>
<td></td>
<td>Number of rapes and percentage of rapes resulting in a positive court or police outcome</td>
<td>Monitor within control limits with an aspiration to encourage more reporting and more positive outcomes</td>
<td>Outside of control limits Reduced police and court disposals</td>
</tr>
</tbody>
</table>
Contact Details

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