

Office of the Police & Crime Commissioner

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N° 024/2018)

TITLE: PCC Annual Report 2017/2018

Executive Summary:

This report asks the Commissioner to approve his Annual Report for the period 1 April 2017 to 31st March 2018. This is an opportunity to report back to local people the work the Commissioner has undertaken, as well as fulfilling a statutory obligation. The format of the Annual Report has been chosen to be public-facing and it will be publicised following formal approval of this decision.

Recommendation:

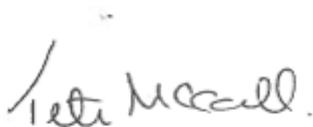
That the Commissioner approves the Annual Report 2017/2018

Police & Crime Commissioner

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

I hereby approve/~~do not approve~~ the recommendation above

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



Signature:

Date: 25th September 2018

PART 1 – NON CONFIDENTIAL FACTS AND ADVICE TO THE PCC

1. Introduction & Background

- 1.1. The Police Reform and Social Responsibility Act requires Police and Crime Commissioners to produce an Annual Report for each financial year. This report must cover how the Commissioner has carried out his statutory functions, such as setting the budget, developing a Police and Crime Plan and holding the Chief Constable to account.

2. Issues for Consideration

- 2.1. The Annual Report has been set out in a way, and to a level of detail, which is interesting and informative for the general public.
- 2.2. The Police and Crime Panel considered and approved the Annual Report at their meeting of 24 July 2018 meeting.
- 2.3. The Commissioner can publish the Annual Report in a format which he deems appropriate. It is proposed to publish the Report on the Commissioner's website and to print a limited number of copies which would be available on request and can be distributed at surgeries, events and to partners. This builds on the experience of what worked for the Police and Crime Plan and is felt to provide better value for money.

3. Implications

- 3.1. Financial
Costs of the design and printing of the Report are covered by existing budgets. Publishing the Annual Report on the Commissioner's website and providing a small number of copies at the Commissioner's events or on request is felt to provide the best balance between cost and providing information to interested members of the public
 - 3.2. Risk
In terms of the areas of performance identified as requiring improvement or further investigation in the Annual Report, the Commissioner regularly considers performance, which aims to reduce the risk that the service the police provide will fall below public expectations. The risk that the Commissioner will be challenged about whether he has met his statutory obligations in relation to the content of the Report is felt to be relatively low.
 - 3.3. HR / Equality
The option to obtain a translated version of the Annual Report will be made to enable non-English speakers to read it, and Braille and large print versions will also be offered. Printed copies will be sent on request to those not able to access it online.
4. Backgrounds / supporting papers

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

ORIGINATING OFFICER DECLARATION:

I confirm that this report has been considered by the Chief Officer Group and that relevant financial, legal and equalities advice has been taken into account in the preparation of this report. Signed: Linda McGinley Date: 19 September 2018
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OFFICER APPROVAL

Chief Executive / Deputy Chief Executive I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner / Chief Executive (delete as appropriate). Signature: Gill Shearer Date: 19 September 2018
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Media Strategy The decision taken by the Police & Crime Commissioner may require a press announcement or media strategy.
Will a press release be required following the decision being considered? YES / NO What is the proposed date of the press release: w/c Sept/October 2018 (To be confirmed)



ANNUAL REPORT

2017 - 2018

MAKING
CUMBRIA
EVEN SAFER



Peter McCall

www.cumbria-pcc.gov.uk

FOREWORD

by Peter McCall

"I am very pleased to present my **Annual Report** for **2017-2018**, and I hope you enjoy reading it."

I would like to begin by saying how proud I am of Cumbria Constabulary, its officers, PCSOs, police staff, and volunteers, for continuing to keep the county safe during what has been another challenging year in terms of finances and demands for service. **So, a big thank you to all.**



I would also like to take this opportunity to record my thanks to our many partners who also work with us in our communities, and without whom we would not be able to achieve what we have.

Since my last annual report, there have been changes in the Chief Officer team. In March this year we said farewell to Chief Constable Jerry Graham, when he retired after 32 years police service, the last nine of which were here in Cumbria. Then following a rigorous selection process, we warmly welcomed Mrs Michelle Skeer, formerly Deputy Chief Constable as his successor. Mrs Skeer has a wealth of valuable experience having been part of Cumbria Constabulary for more than 28 years. I very much look forward to working with Mrs Skeer and her Chief Officer team, and monitoring their progress on delivery of the Police and Crime Plan.

In this Report you can read about the progress I have made against the objectives of the Police and Crime Plan, including how we are tackling YOUR priorities. I also explain how I have held the Chief Constable to account, and met my statutory duties.

One particular highlight for me this year that I would like to mention here, is the mandate that I received through my public consultation in January 2018 to increase the council tax precept. I know that increasing council tax is never popular and it was a hard decision for me to make, but I believe strongly that your safety and security has to be my most important priority.

The additional money that we will receive through the 5.4% increase in council tax will contribute to the funding of an additional 25 police officers who will be visible and present in your local communities helping to tackle the issues that are important to you, including anti-social behaviour and road safety.

We will also be able to maintain our PCSO numbers and bolster our armed officer resource, and improve the protection of our children from abuse especially online grooming and exploitation. Greater protection for us all from new digital crime trends such as online crime and fraud is something else I will be able to provide resources for, thanks to the additional funds. Throughout the coming year I will provide regular updates to demonstrate what progress I am making in these areas.

Looking ahead, whilst our financial position will remain challenging, we will also start to reap the benefits from earlier investment in technology such as the improvements to the Communications Centre, the roll-out of body worn video cameras, and increased use of mobile technology. This will improve communication with the public and should help reduce waiting time on 101.

Finally, a great thing about writing my Annual Report is that it not only provides the perfect opportunity to explain to you how I am fulfilling my statutory duties, but I hope also it provides a good insight into the breadth and depth of how I have engaged with, and listened to, you the people of Cumbria. I hope too, that this Annual Report will illustrate what difference you have made in keeping your communities safe.

I often say that my vision is 'We - Not They', and I am really grateful that so many people have bought into this vision, we are really seeing this start to happen on the ground now and to see the positive effect – so thank you!

Peter McCall
Police and Crime Commissioner for Cumbria

FURTHER INFORMATION. You can find much more information about how I am carrying out my role on my website www.cumbria-pcc.gov.uk or you can also contact my office on **01768 217734** or email commissioner@cumbria-pcc.gov.uk



ACCOUNTABILITY AND STATUTORY DUTIES

INTERNAL AUDIT

I have an agreed Audit Plan in place with our Internal Auditors, who undertake an annual risk assessment and use it to prepare a risk-based audit plan, targeting resources at the areas identified as highest risk to myself and the Office of the Police and Crime Commissioner, and the Chief Constable. This then allows Internal Audit to give an overall opinion on systems of risk management, internal control and governance. Their core purpose is to provide Senior Management and the Joint Audit and Standards Committee with independent, objective assurance that their respective organisations have adequate and effective systems of risk management, internal control and governance. Further information and Internal Audit plans and reports can be seen on my website.

<https://cumbria-pcc.gov.uk/finance-governance/>

HOLDING THE CHIEF CONSTABLE TO ACCOUNT

A significant statutory part of my role as Police and Crime Commissioner is to hold the Chief Constable to account for policing services on behalf of the public of Cumbria. There are a number of ways that I do this. I hold regular Public Accountability Conferences which meet in public, where members of the public and media representatives are invited to attend. At these meetings I scrutinise the Constabulary's performance in all aspects of policing services. I also meet the Chief Constable weekly, to discuss any significant or emerging issues. This year, I have held 10 PACs.

You can read the Minutes and Papers from these meetings on my website.

<https://cumbria-pcc.gov.uk/your-pcc/public-meetings/>

POLICE AND CRIME PANEL

The Police and Crime Panel's role is to scrutinise the Police and Crime Commissioner and to see how I am carrying out my responsibilities. As well as questioning me on my progress on how I am delivering against my Police and Crime Plan and holding the Chief Constable to account, the Panel scrutinises my proposed council tax. The Panel is also a useful forum to hear alternative views and I am keen to work with the Panel using their mixed experience and expertise for the benefit of the public.

Further information is available on the Panel's website at <http://cumbriapcp.org.uk>

JOINT AUDIT AND STANDARDS COMMITTEE

The Joint Audit and Standards Committee was established to check that I have the right financial and governance systems and controls in place. You can find further information on my website.

<https://cumbria-pcc.gov.uk/finance-governance/budget-finance/joint-audit-and-standards-committee/>

EXTERNAL AUDITORS

The External Auditors, currently Grant Thornton, provide an independent 'opinion' of the Statement of Accounts based on their statutory audit. I am pleased to say that they issued an 'unqualified audit opinion' for the 2016-2017 accounts, and considered that the accounts had been properly prepared in accordance with the Code of Practice on Local Authority Accounting. They also commented that 'the PCC and Chief Constable have proper arrangements in place for ensuring they plan finances effectively to support its strategic functions and their arrangements for ensuring informed decision making'. They also concluded that we have proper arrangements in place for acting in the public interest through demonstrating and applying the principles of good governance.

ETHICS AND INTEGRITY PANEL

The Independent Ethics and Integrity Panel, formed jointly with the Chief Constable in 2015, continues to ensure high standards of integrity and ethical working within both the Office of the Police and Crime Commissioner and the Constabulary. A key aim of the Panel is that it will provide openness and accountability to the public. The Panel which comprises local, independent members report to the Public Accountability Conference on a quarterly basis, summarising the areas of activity they have undertaken, the recommendations they have made and the actions taken in response to those recommendations. You can read the meeting minutes and associated papers on my website.

<https://cumbria-pcc.gov.uk/what-we-do/ethics-integrity-panel/>



HER MAJESTY'S INSPECTORATE OF CONSTABULARY, FIRE AND RESCUE SERVICES (HMICFRS) INSPECTION REPORTS

I very much welcome the professional, independent scrutiny provided by HMICFRS, who decide on the areas of activity to be inspected based on their assessment of what is in the public interest. Their considerations include risks to the public, the integrity of policing, service quality and public concerns. The evidence they gather is used to drive improvements in the service provided to the public.

These thematic inspections consider subjects in depth, identifying problems and good practice, and providing detailed judgments in relation to specific aspects of policing. However, even when the findings of thematic inspections are viewed together, they cannot provide a rounded assessment of every aspect of what police forces do. To fill this gap, in 2015 HMIC started to undertake a broader type of inspection, known as Police Efficiency, Effectiveness and Legitimacy assessments (PEEL), alongside the thematic inspections described above.

One of the highlights for me this year was in February 2018 when we received a national report from HMICFRS on police leadership, in which Cumbria Constabulary are praised for best practice in a number of areas.

As part of its annual PEEL inspection, HMICFRS inspectors examined the degree to which leadership is understood within policing, how forces work to develop leadership, and how well leadership is displayed by a force. Leadership is inspected at all ranks and grades. This was excellent news and rewarding to know that the hard work and leadership of Cumbria Police has been recognised for best practice no less than three times in this national report covering all forces in England and Wales.

This latest report confirms previous ones in the last two years grading Cumbria Police as 'Good' across the board and highlights examples of excellent leadership in a number of areas, namely: Developing a focus on wellbeing; improving promotion selection processes; and most importantly understanding vulnerability and how to deal with this, including investigations.

Regarding 'Understanding Vulnerability', the Report uses the force as an example of good practice, stating they 'found senior leaders communicating their strategy of protecting vulnerable people in many ways', citing the recent 'Keep me Safe' project. The project has a multi-stranded approach to ensure that everyone, officers, staff, volunteers, know their responsibilities around safeguarding.

In terms of developing a focus on wellbeing, the Report highlights a number of positive examples, citing the regular Wellbeing Board chaired by the DCC, and the 'valuing individuals' group. Supervisors that the assessors spoke to said they were actively encouraged to do what they can to maintain a better work-life balance, for instance, ensuring they take their allocated rest day.

Whilst there is always more to be done and the Force can never afford to be complacent, it is absolutely right that they have credit and recognition where it is due. This report is produced by the experts who inspect every force in the country, it is therefore a great testimony to the hard work, dedication and professionalism of every member for Cumbria Constabulary to be recognised in these important areas.

All HMICFRS reports are published on their website: www.hmic.gov.uk and all of my responses to HMICFRS can be read on my website.

<https://cumbria-pcc.gov.uk/your-pcc/hmic-reports/>

SETTING THE POLICING BUDGET

I set a balanced budget for 2017-2018, and approved the police precept with the welcome support of the Police and Crime Panel. I agreed revenue funding of £111.5m for the Chief Constable. Details of the revenue and capital budget and the advice I received from my Chief Finance Officer can be viewed in the reports set out on my website.

<https://cumbria-pcc.gov.uk/finance-governance/budget-finance/>



THE INDEPENDENT CUSTODY VISITING (ICV) SCHEME



"ANOTHER OF MY STATUTORY DUTIES IS TO ENSURE THAT AN INDEPENDENT CUSTODY VISITOR SCHEME RUNS PROPERLY AND I OVERSEE ITS OPERATION, HELPING TO ENSURE THAT DETAINEES IN POLICE CUSTODY ARE TREATED APPROPRIATELY. I BELIEVE IT ALSO PROVIDES REASSURANCE TO THE PUBLIC THAT THIS IS THE CASE."

PETER MCCALL
POLICE AND CRIME COMMISSIONER FOR CUMBRIA

The **Independent Custody Visiting Scheme (ICV Scheme)** is made up of volunteers who live or work in Cumbria.

They make unannounced visits to Police Stations to check on the welfare and wellbeing of people in police custody. There are currently four panels of up to 12 volunteers each across Cumbria, in Barrow, Kendal, North Cumbria and West Cumbria.

As well as the ICV Scheme, we also run an Animal Welfare Scheme, although there is statutory requirement to do so. A panel, currently made up of eight volunteers drawn from the ranks of the ICV Scheme makes visits to the dog section at Police Headquarters.



IN 2017-18 THERE WERE 10,048 DETAINEES HELD IN CUSTODY IN CUMBRIA

796 DETAINEES WERE AVAILABLE TO BE SEEN

72% OF DETAINEES SEEN

573 WERE SEEN OR OBSERVED

240 CUSTODY VISITS WERE MADE

WEST - 62 VISITS

NORTH - 58 VISITS

KENDAL - 60 VISITS

BARROW - 60 VISITS

ICV SCHEME PANEL MEMBERSHIP

KENDAL 9

BARROW 9

WEST 8

NORTH 12

SOME OF THE GROUPS WE HAVE FUNDED SO FAR...



"**CHELSEA'S CHOICE** ALWAYS HAS A HUGE IMPACT ON OUR STUDENTS. IT IS A VERY WELL- WRITTEN, DYNAMIC PLAY AND IT IS ALWAYS WELL- DELIVERED. IT ISN'T PATRONISING OR DUMBED DOWN BUT GETS THE MESSAGE ACROSS VERY CLEARLY AND THAT IS OFTEN HARD TO ACHIEVE. IF PLAYS ARE OVER COMPLICATED THEN STUDENTS STOP CONCENTRATING. THIS IS NEVER THE CASE WITH THIS PRODUCTION. IT IS SHOCKING AT TIMES BUT IT NEEDS TO BE AND I TALKED TO A LARGE CROSS-SECTION OF STUDENTS IN THE DAYS AFTER THE PERFORMANCE AND THE FEEDBACK WAS ALL POSITIVE IN THAT THEY UNDERSTOOD WHAT CSE IS AND HOW THE GROOMING PROCESS WORKS. MORE PLEASE!"

DEPUTY HEADTEACHER, ULVERSTON HIGH SCHOOL



"**GOSFORTH AMATEUR DRAMATIC SOCIETY (GADS)** PERFORMS ONE OR TWO SERIOUS OR COMEDY PLAYS EACH YEAR, PLUS THE ANNUAL PANTOMIME. WE ARE ALSO GREAT BELIEVERS IN SUPPORTING OUR YOUNGER MEMBERS, AND TO THIS END WE RUN A WEEKLY YOUTH THEATRE GROUP AND A WEEK LONG SUMMER WORKSHOP. YOUNGSTERS ALSO MAKE UP OVER 50% OF OUR PANTOMIME CAST. THE STAGE LIGHTS ARE SUCH A VITAL PART OF ANY THEATRE GROUP OR AMATEUR DRAMATIC SOCIETY AND ARE OFTEN TAKEN FOR GRANTED, AND WE NEEDED TO RAISE £4,800. THIS VERY GENEROUS GRANT FROM THE POLICE PROPERTY FUND WILL GO A LONG WAY TOWARDS OUR TARGET. THE MANY GADS MEMBERS AND ESPECIALLY THE HUNDREDS OF PEOPLE WHO MAKE UP OUR AUDIENCES EACH YEAR WILL BE VERY GRATEFUL INDEED. THE SHOW MUST GO ON, AS WE SAY."

KAREN POLMEAR, CHAIR OF THE GADS EXECUTIVE COMMITTEE

"It was a great performance that was very emotional and it made the point very clear - you need to be safe online. Hearing the true stories of people our age, makes us all think and become conscious of the risks that we have. It is a very important thing to always keep in mind whenever using social media."

YEAR 10 PUPIL'S COMMENT ON 'CHELSEA'S CHOICE'.



"THE CHARITY IS VERY GRATEFUL FOR THE FUNDING AND FOR NEWS THAT THE PROGRAMME HAS BEEN EXTENDED FOR A FURTHER YEAR. SO FAR 28 GIRLS HAVE COMPLETED OUR 'BE SAVVY' COURSES. AS A RESULT OF THAT 82% SAID THEY WERE MORE ABLE TO RECOGNISE A HEALTHY RELATIONSHIP AND 88% FELT THEY HAD A GREATER ABILITY TO SORT OUT PROBLEMS THEY MIGHT FACE."

JACQUELINE WALLACE, BRATHAY'S CUMBRIA PROJECTS MANAGER, BRATHAY TRUST



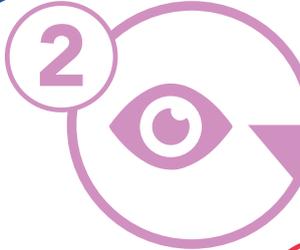
"RARELY HAVE THERE BEEN TIMES OF GREATER SOCIAL NEED IN THIS COUNTRY AND INDIVIDUALS NEEDING HELP. THIS PARTNERSHIP OFFERS A CHANCE TO ADDRESS NEEDS ON A LOCAL BASIS, WHICH CHURCHES ARE WELL EQUIPPED TO DO AS THEY SERVE THEIR LOCAL COMMUNITIES. I AM EXCITED ABOUT THE GOOD WORK THAT CAN BE STARTED BY THESE NEW MICRO-GRANTS AND LOOK FORWARD TO HEARING ABOUT THE PROJECTS THEY INSTIGATE AND THE PEOPLE WHOSE LIVES THEY TRANSFORM."

MATT BIRD FOUNDER OF CINNAMON NETWORK

POLICE AND CRIME PLAN OBJECTIVES



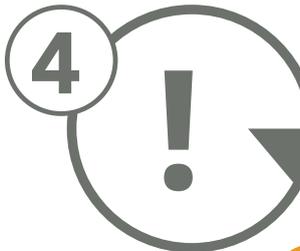
1
YOUR PRIORITIES FOR CUMBRIA



2
A VISIBLE AND EFFECTIVE POLICE PRESENCE



3
TACKLE CRIME AND ANTI-SOCIAL BEHAVIOUR



4
ENSURE OFFENDERS FACE A CONSEQUENCE FOR THEIR CRIME



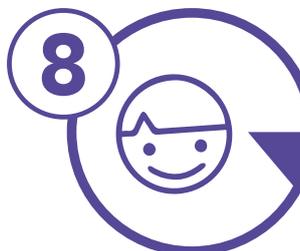
5
ALWAYS PUT VICTIMS FIRST



6
FOCUS OUR POLICE ON ONLINE AND SEXUAL CRIME



7
SPEND YOUR MONEY WISELY



8
SUPPORTING YOUNG PEOPLE



YOUR PRIORITIES FOR CUMBRIA

"THIS FIRST OBJECTIVE IN MY POLICE AND CRIME PLAN VERY MUCH DEMONSTRATES THE ETHOS OF THE POLICE AND CRIME COMMISSIONER ROLE. IT IS ABOUT PUBLIC ENGAGEMENT, AND LISTENING TO WHAT PEOPLE HAVE TO SAY, AND ACTING ON IT WHERE I CAN. IN OTHER WORDS – 'YOU SAID – WE DID'."

PETER MCCALL
POLICE AND CRIME COMMISSIONER FOR CUMBRIA

Working with the local community, the Police and partner agencies to:

- Get feedback from members of the public across the county to understand what they think the Police's priorities should be;
- Support and enable community groups to prevent and tackle crime and disorder in their area.

WHY DO I ENGAGE WITH THE PUBLIC OF CUMBRIA?

To provide a voice for the public in policing and to ensure that local people's views are considered in deciding on police priorities. (Objective 1 of Police and Crime Plan).

To seek the views of the public when determining the level of council tax precept.

Provide opportunities for people to raise issues, share views, and express their satisfaction or dissatisfaction with the police.

To raise public awareness and understanding of role of PCC.

To build and develop relationships between the PCC, public, partners, private sector, volunteers, third sector, and under-represented groups.

To recognise and respect the various cultures (protected characteristics) and diversity of communities and other factors that influence how different members of the public will engage.



**"YOU SAID,
WE DID."**



SO, WHAT HAVE I DONE THIS YEAR?

- I have used the results of the public consultation on setting the council tax precept to influence and set the budget for financial year 2018-2019.
- I also reported back to the public on the progress of the Police and Crime Plan, through the publication of this Annual Report.
- Where people raise issues or concerns, they are logged as 'Quality of Service or Policing Issues' (QSPI). This is so that where action is required, cases can be tracked and trends can be identified.
- From the feedback received through various methods of engagement, four main recurring QSPI themes emerged: Concerns about police resources/visibility/level of service; Car parking/anti-social driving issues/speeding; Performance of non-emergency service 101; concerns around anti-social behaviour.

Below is a summary of the four themes, and the figures relate to how many instances that these concerns have been raised during the period of this Report.

TOP FOUR QSPI ISSUES (1 JAN 2017 – 31 MARCH 2018)	No
Police Resources / Police Service	73
Car Parking / Driving Issues	46
Performance of non-emergency 101	23
Anti-Social Behaviour	23



"WHERE PEOPLE RAISE ISSUES OR CONCERNS, THEY ARE LOGGED AS 'QUALITY OF SERVICE OR POLICING ISSUES' (QSPI). THIS IS SO THAT WHERE ACTION IS REQUIRED, CASES CAN BE TRACKED AND TRENDS CAN BE IDENTIFIED."

PETER MCCALL
POLICE AND CRIME COMMISSIONER FOR CUMBRIA



YOUR PRIORITIES FOR CUMBRIA

AND WHAT HAVE I DONE ABOUT THE THINGS YOU HAVE TOLD ME?

The table below summarises what action or activity has taken place in response to what the public have had to say, and what outcomes have been achieved.

YOU SAID...	HOW...	WHAT WE DID...
<p>What you considered the priorities for the police in Cumbria to be.</p>	<ul style="list-style-type: none"> • Survey • Surgeries • Correspondence 	<p>With my office, I developed the Police and Crime Plan following a large scale public consultation in June 2016. Each year, through my Annual Report, I summarise how I am fulfilling my duties and what progress is being made against the objectives and priorities in the Police and Crime Plan.</p> <p>I also provide regular updates to the Police and Crime Panel, setting out what progress is being made against the Police and Crime Plan.</p>
<p>What you would be willing to pay for police through the police precept.</p>	<ul style="list-style-type: none"> • Survey • Surgeries • Correspondence 	<p>I launched a public consultation on how much more residents would be prepared to pay for policing services in the county. I prefaced this by offering to fund more visible policing, increasing officer numbers and maintaining PCSO numbers.</p> <p>The public consultation resulted in 72% of those who took part in the survey (1500) being in favour of the proposal to increase council tax precept by 5.42%. This was subsequently ratified by the Police and Crime Panel on 23 January 2018, and the budget was agreed at the Commissioner's Public Accountability Conference on 14 February 2018.</p>
<p>You have concerns about police resources, visibility, level of service.</p>	<ul style="list-style-type: none"> • Correspondence • Surgeries • Public meetings • Local council meetings • Social media • Surveys 	<p>Police visibility and lack of resources is an area of concern that is raised with me most often, and as a result, I responded by pledging to increase officer numbers, and maintain PCSO numbers.</p> <p>In terms of concerns over the quality and level of service when members of the public have had contact with Cumbria Constabulary, my office regularly analyse the information it has received, enabling the identification of any trends or patterns. This process also enables the OPCC, Constabulary and Professional Standards Department, to identify and share any organisational learning from the cases.</p>

YOU SAID...

HOW...

WHAT WE DID...

You have concerns about car parking, anti-social driving, speeding.

- Surgeries
- Correspondence
- Telephone calls
- Local council meetings

In response to this, I have also pledged to put more resources into tackling anti-social driving and road safety. To that end, I am in regular contact with T/DCC Webster, who led the Constabulary's road safety week in November. I am currently in discussion with the force about providing more funding for road safety initiatives.

By sharing the information from the OPCC the Constabulary has been able to pinpoint areas of greatest concern to local communities and where necessary work with them and partner organisations to improve driving throughout Cumbria.

I was able to fund a number of 'speedwatch' initiatives, empowering local communities to help prevent speeding in their areas. I am now in the process of extending this further, with Neighbourhood Watch volunteers.

You have concerns around the performance of the non-emergency 101 service.

- Letters
- Telephone calls
- Surgeries
- Local council meetings
- Surveys

This was quite a high profile issue this year, and one that I raised at my one-to-one meetings with the Chief Constable. I am pleased to say that as a result, a number of improvements and processes were implemented. Including:

I now receives weekly performance updates from the Constabulary and in general terms the situation is improving and non-emergency calls are being answered within 3-5 minutes (on average).

Through improved external constabulary communications, the public have been made aware of other methods to report non-emergencies. The force also put out a regular update on performance times for emergency and non-emergency calls.

In recognition that this aspect of police service is of concern to the public, I also pledged that through the increased police precept funding that I want to support the constabulary in finding 'smarter' ways of reporting crimes etc.

In this respect, I am pleased to report that work has commenced on a new integrated communications system that will replace several systems currently used with a single software application, and bring many improvements and benefits to the public. New systems will start to come on line from spring 2019.

You have concerns about anti-social behaviour in your communities.

- Surgeries
- Local council meetings
- Public meetings
- Correspondence
- Telephone calls

I have put a lot of effort this year into speaking to the public about such issues, and have attended a number of local meetings in response to a spike in reports of anti-social behaviour in various areas of the county.

Both myself and local officers have attended these meetings to demonstrate commitment to finding resolutions and improving relationships, and provide reassurance. Where specific incidents were raised, these were passed to the Constabulary, via the Chief Constable's office for the matter to be dealt with.

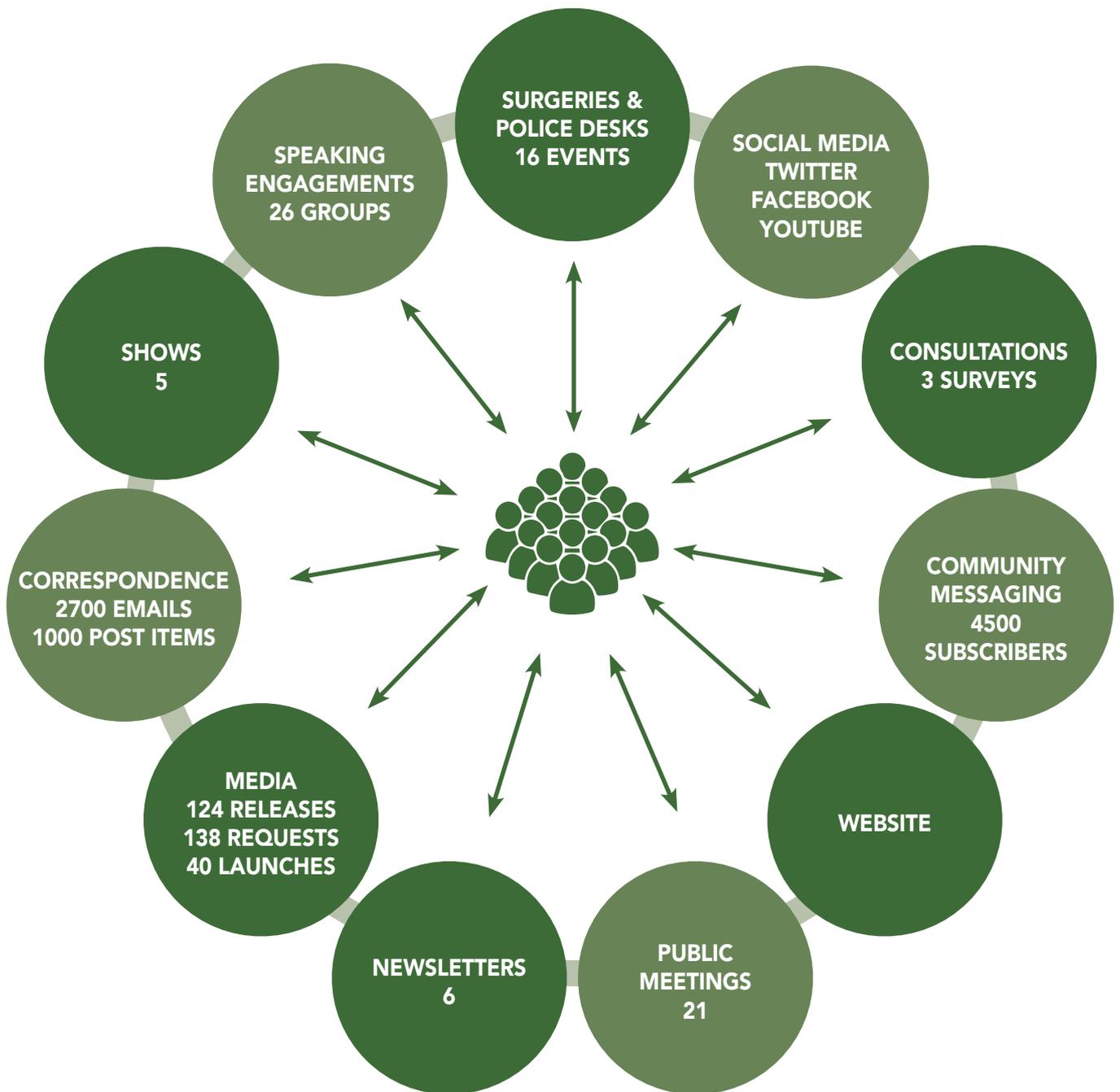
For instance, an issue with anti-social behaviour was identified within Wigton and specific measures implemented to deal with matters was put in place. There was a targeted operation for six weeks with oversight from the policing area Superintendent. Another approach has been for me to promote my vision of 'we – not they', and empower local communities to find solutions themselves. To this end I have funded numerous community projects through my Community and Property funds to help prevent anti-social behaviour, more of which you can read about in this Annual Report.

I also funded additional police inspector posts within the territorial policing areas via my Community Fund. This has enabled a restructuring of the local policing teams and the areas they cover, allowing better coverage and monitoring of many issues including anti-social behaviour.



YOUR PRIORITIES FOR CUMBRIA

HOW HAVE I ENGAGED WITH THE PUBLIC?





SUPPORTING COMMUNITIES: MAKING A REAL DIFFERENCE

I have continued to empower local communities to help tackle the issues in their local areas. I'm always impressed with the dedication and drive of the people who want to champion their causes and projects, and again this year have provided funding of over £180,000 for various projects from my Community Fund and Property Fund. Both funds have a fairly strict set of criteria based on what the project will deliver in terms of addressing priorities in our Police and Crime Plan, and applicants need to be able to demonstrate how they will achieve this.

Here is a selection of what I funded this year, and you can read more about some of these projects throughout this Report.

COMMUNITY FUND

Phoenix Youth Project	£9,545
Our Place Youth Club	£4,500
Youth Engagement Service	£3,998
Summer Splash	£9,500
West Cumbria Domestic Violence Support	£9,375
Garden Life	£10,000
Skelton Brownies	£9,085
Cowran Care	£9,980
Greenwich Leisure	£10,000

PROPERTY FUND

Estuary Youth	£1,722
Kirkby Thore School	£2,500
Drop Zone Youth Projects	£2,500
1st Windermere Sea Scout Group	£1,500
Impact Housing	£900
Netherhall Rugby Football Club	£2,500
Pride in North Cumbria	£2,500
Highfield Community Centre	£1,380
People First	£2,500
Urban Extreme	£1,866
Country Watch Eden/NFU	£2,000
Allerdale Girls Football Club	£2,500
1st Wigton Baden Powell Scouts	£2,500
1127 (Kendal) Squadron RAF Air Cadets	£2,500
Whicham Parish Council	£500
Cockermouth Titan's Rugby League Youth Team	£1,500
Borough Parish Council	£2,500

"SUPPORT AND ENABLE COMMUNITY GROUPS TO PREVENT AND TACKLE CRIME AND DISORDER IN THEIR AREA' – 'WE – NOT THEY.'"

PETER MCCALL
POLICE AND CRIME COMMISSIONER FOR CUMBRIA

VISIT:

A full list of the funds available and what grants have been awarded can be found on my website at:
<https://cumbria-pcc.gov.uk/what-we-do/funding/>

2



A VISIBLE AND EFFECTIVE POLICE PRESENCE



Working with the local community, the Police and partner agencies to:

- Look at how we provide visible uniformed policing in our communities;
- Make sure the Police are engaged in our local communities to understand local issues;
- Make sure the Police understand and are tackling the types of crimes which are affecting people today;
- Collaborate with other forces and agencies in specialist areas;
- Make improvements in the areas which recent inspections of the Police found could be done better;
- Make sure the Police are ready to deal with threats which develop in or affect a wider area than Cumbria, including civil emergencies, natural disasters, terrorism, cyber attacks, organised crime and public order.

"A SIGNIFICANT PART OF MY STATUTORY ROLE IS TO OVERSEE THE PERFORMANCE OF CUMBRIA CONSTABULARY, AND HOLDING THE CHIEF CONSTABLE TO ACCOUNT FOR THE DELIVERY OF EFFECTIVE POLICING IN THE COUNTY ON BEHALF OF THE PUBLIC.

I HAVE DEMONSTRATED THIS OVER THE LAST YEAR, IN A NUMBER OF WAYS."

PETER MCCALL
POLICE AND CRIME COMMISSIONER FOR CUMBRIA

LOOK AT HOW WE PROVIDE VISIBLE UNIFORMED POLICING IN OUR COMMUNITIES.

Wherever I go in the county – a very strong message I receive from the public is that they want more visible policing in their communities. So, I am really pleased to be able to report good progress in this area. With the support of the public through my public consultation on the police precept, I have been able to pledge to recruit an additional 25 police officers during 2018-2019 – who will be deployed across the county to enhance the neighbourhood policing teams. Coupled with my promise to retain the level of Police Community Support Officers (PCSO) at 95, I feel this will really bolster police visibility.

In addition to this, I am very proud to report that we have now have our own 'Mini Police' force in Cumbria. Mini Police aims to increase trust and confidence within both the young people and communities.

This was launched in the spring of 2017, and over the summer, 28 Cumbrian schools will work with the police to run the programme, which will be delivered by their local PCSOs.



This will involve structured lessons – the first being on water safety, ahead of the school holidays – progressing on to community engagement activities, such as speed watch, visiting local care homes, and improving run down play areas.

It's a great way to increase engagement, not just with the children themselves, but experience in other areas show that this naturally leads to engagement with their parents and carers, which will in turn indirectly allow for greater engagement with the wider community.

The children I have met so far have impressed me with their enthusiasm and I am looking forward to seeing the scheme develop in the county.

And to complete the picture, we have also launched a volunteer Police Cadet scheme, which will provide another invaluable scheme which aims to:

- To promote a practical understanding of policing amongst all young people
- To encourage the spirit of adventure and good citizenship
- To support local policing priorities through volunteering and give young people a chance to be heard
- To inspire young people to participate positively in their communities

I'm really looking forward to seeing this develop further over this next year.

MAKE SURE THE POLICE ARE ENGAGED IN OUR LOCAL COMMUNITIES TO UNDERSTAND LOCAL ISSUES.

This is a very important area of work, because if we don't know what the local issues are, then we will not be able to address them. Through my Public Accountability Conference, the Force are able to explain to me how they go about engaging with their communities, for instance, through holding regular drop-in sessions, attending local events, involving local people in operations and schemes such as Farm Watch, Shop Watch etc.

In order to test out how effective this is, I welcome the fact that the Force carry out an annual consultation – jointly with my office – which asks questions around what the local concerns are, as well as feelings of safety, level of confidence and satisfaction with the Police. The Force then report back to me to discuss the results and any follow up actions.

I also get assurance in this area through reports from HMICFRS, who regularly assess all aspects of policing, including public perceptions, satisfaction levels, police efficiency, effectiveness and legitimacy.

MAKE SURE THE POLICE UNDERSTAND AND ARE TACKLING THE TYPES OF CRIMES WHICH ARE AFFECTING PEOPLE TODAY.

I have continued to examine crime levels and public satisfaction regularly, as well as monitoring police performance in a range of areas; regular performance reviews at Public Accountability Conferences, alongside audits and visits to departments, have allowed me to scrutinise whether the Constabulary is operating effectively, efficiently, with integrity and promoting equal opportunities, both in engaging the public and as an employer.

In terms of crime levels this year, crime has increased by 12% over the last 12 months to 31 March 2018. This equates to 3,144 more crimes being recorded, at a time when anti-social behaviour has dropped by 8.5%.

In particular, two categories that have seen significant increases:

- Violence against the person rose by 28%, a proportion of this relates to domestic abuse
- Sexual Offences (rape and other sexual offences) rose by 32%

These are areas that we have all worked incredibly hard to give victims the confidence to come forward and report, and I take from this that the message is being heard by victims and vulnerable people.

Of course, any rise in crime is naturally a concern but on this occasion the increase of 12% in reported crimes is neither a surprise or unwelcome. Nationally, there has been an increasing trend in reported crime increasing.

More accurate reporting of offences has also contributed to many of the rises, and again, this is to be welcomed. That said, I am not complacent and do not just accept that all rises in crime can be accounted for in this way. We must look to identify and tackle the underlying issues. This is what I expect from the Force, and I regularly challenge them to provide me with reassurance about this.



A VISIBLE AND EFFECTIVE POLICE PRESENCE

COLLABORATE WITH OTHER FORCES AND AGENCIES IN SPECIALIST AREAS.



I continue to take advantage of opportunities to collaborate with others. For example, this year I co-funded the North West Regional Co-ordinator for Crimestoppers, and since then, statistical data for 2017-2018 has indicated there has been a 19.1% increase in the number of calls received by Crimestoppers for Cumbria. And from this, actionable information has increased by 8.1%, goods recovered for this period equated to £1,100 and drug seized equated to £22,160.

The Regional Manager has worked closely with Titan on a North West pilot campaign for 'County Lines' and delivered a campaign in West Cumbria which reached over 35,000 people and resulted in Cumbria Police seeing a significant increase in community intelligence from the area.

This year has seen developments in the area of 'blue light collaboration' - you can read about this in the section '**How We Will Work – Working in Partnership**' further on in this Report.





MAKE IMPROVEMENTS IN THE AREAS WHICH RECENT INSPECTIONS OF THE POLICE FOUND COULD BE DONE BETTER.

I also oversee areas that have been identified by Her Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) as requiring improvement. Following each inspection, HMICFRS produce a report that summarises their assessment of Cumbria Constabulary, and specifies any recommendations or areas for improvement.

This year, as part of its annual PEEL inspection, HMICFRS's Efficiency programme, inspectors assessed Cumbria Constabulary's performance in the following areas: Preventing crime and tackling anti-social behaviour; investigating crime and reducing re-offending; protecting vulnerable people; tackling serious and organised crime.

I am delighted to report that they were deemed as 'good' in all four key areas. This is a great achievement, and a resoundingly positive testament to all officers, staff and volunteers for their efforts. These reports are important as they enable me to be assured on behalf of the people of Cumbria that our Police Force is performing well, as judged by the independent national inspectorate.

Whilst there is always more to be done and the force can never afford to be complacent, it is absolutely right that they have credit and recognition where it is due. This report is produced by HMICFRS, the experts who inspect every force in the country, it is therefore a great testimony to the hard work, dedication and professionalism of every member for Cumbria Constabulary to be recognised in these important areas.

"WHILST THERE IS ALWAYS MORE TO BE DONE AND THE FORCE CAN NEVER AFFORD TO BE COMPLACENT, IT IS ABSOLUTELY RIGHT THAT THEY HAVE CREDIT AND RECOGNITION WHERE IT IS DUE."

PETER MCCALL
POLICE AND CRIME COMMISSIONER FOR CUMBRIA

MAKE SURE THE POLICE ARE READY TO DEAL WITH THREATS WHICH DEVELOP IN OR AFFECT A WIDER AREA THAN CUMBRIA, INCLUDING CIVIL EMERGENCIES, NATURAL DISASTERS, TERRORISM, CYBER-ATTACKS, ORGANISED CRIME AND PUBLIC ORDER.

Regrettably we are in a climate of an increase in threats to our safety from many sources, and we need to have a police force that is equipped to deal not just with existing threats, but those that are emerging, such as an increase in cyber-attacks. In recognition of this, and to provide reassurance to the public that I take this seriously, I have pledged to increase the number of armed officers available to protect and respond to any potential terror threat or dangerous individuals in Cumbria.

This is very important, as I know that in the summer of 2017 when additional armed officers were deployed in the county in response to the terror attacks in the UK and abroad, feedback from the public was that they felt reassured by this.

In terms of my assurance that the Force are able to manage civil emergencies and natural disasters, I saw this first hand earlier this year. As some of you may know, in March 2018 Cumbria was hit fairly hard by 'The Beast from the East', with heavy snowfall – up to twelve feet in some areas, affecting many parts of the county, leaving some residents in more rural areas isolated and in need of supplies and medical assistance. I cannot praise Cumbria Police, staff and volunteers more highly for their excellent response. The Force, along with other emergency services, the Army, Royal Air Force, and other partners, worked tirelessly to help keep the county going and keep people safe.

I am not just talking about front line officers either, but the 'back-office' staff and volunteers too, who used innovative communications tools to keep the public informed as the situation developed.

With many staff not able to get in to the office, the mobile technology that was rolled-out over the last year came into its own, and most were able to operate on a 'business as usual' basis.

3



TACKLE CRIME AND ANTI-SOCIAL BEHAVIOUR

Working with the local community, the Police and partner agencies to:

- Tackle domestic abuse early on to stop people suffering;
- Address hate-crime and make it clear it will not be tolerated;
- Address crime which affects people in rural parts of the county;
- Be proactive in tackling anti-social behaviour;
- Make it easy and effective to report crime and anti-social behaviour;
- Tackle alcohol and substance misuse, including new psychoactive substances;
- Focus on serious and organised crime;
- Target speeding and dangerous driving;
- Protect the vulnerable and elderly from crime, such as online crime.

TACKLE DOMESTIC ABUSE EARLY ON TO STOP PEOPLE SUFFERING.

This year we have made good progress in raising awareness and tackling the issue of domestic abuse. I have funded a number of projects specifically to address this, for example:

Turning the Spotlight on Domestic Abuse (Victim Support)

Turning the Spotlight is an innovative programme that takes a preventative and holistic approach to working with perpetrators, victims and their families, using restorative principals to prevent and reduce incidents of domestic abuse. The project has received 351 referrals since its implementation in 2015.

Following the success of this programme, in October 2017 I decided to commit further funding of £585,878 over two and a half years, to support a further tranche, and Victim Support were selected to deliver the programme following a competitive procurement exercise.



Victim Support have worked in partnership with Craft, a specialist consultancy organisation to develop a Healthy Relationships, Parenting and Partner Support course that will be offered alongside one to one support for those who are experiencing issues within their relationship.

Since then, 48 perpetrators and 25 partners have attended Healthy Relationships' courses, along with 33 attending the parenting sessions.

I have seen for myself what a difference this Programme can make. In November 2017 I attended one of Victim Support and Craft's training sessions, aimed at staff and volunteers in preparation for the delivery of courses and interventions for families affected by domestic abuse. Whilst there I met a couple who had been supporting through the Turning the Spotlight programme, and they talked about what a difference it had made to what had been a previously.

The man, who was 30 years old, had a long list of previous convictions for alcohol-related disorder, drink-driving and even domestic violence. He told me that although he wasn't addicted to alcohol, he was a binge-drinker - and it was this excessive drinking that brought out the worst in him. But now, after recognising he had a problem and seeking help, he has turned his life - and his relationship - around. He said:

"Thanks to the Turning the Spotlight course, this Christmas will be the first time in 10 years I haven't had a court case hanging over me."

Step-Up Programme

This aspect of the Turning the Spotlight Programme concerns domestic abuse by a child on their parent/guardian/sibling.

Between April 2017 and March 2018, 72 referrals were received by the Step-up programme.

In terms of Project evaluation, my office carried out a dip sample on a cohort of 25 participants who had engaged in the project, and Police crime data was analysed 6 months prior to and 6 months after intervention. 86% had been involved in police call-outs prior to intervention, after engaging in the Step-up programme only 14% had been involved in an incident that required police call-out.

Petals Programme – Women's Community Matters

The Petals Programme was launched in April 2017. The 8-week one-to-one support package works with women who have both experienced and perpetrated abuse and those at risk of offending. During the financial year 2017-2018, 49 women have been referred on to the Petals Programme and 45 have completed the programme. During this period, six women have been referred to Multi Agency Risk Assessment Conference, as high risk victims of domestic abuse.

Petals Programme Case Study - Client A

Client A was referred by the Police on 28th May 2017. Contact was made on 29th May and she attended on 6th June 2017, based on her availability. She had been in a volatile relationship for seventeen years, and she recognised the risk of her being arrested was escalating with type of interaction she was having with her ex-partner. They had separated twelve weeks prior to the referral and Client A was the head of a single parent household of six children. In addition to these events, she was also facing a tribunal process to establish whether she could or could not return to work.

Our work with this client involved supporting her to access the food bank and then addressing the safety of her and the children. We put a safety plan into place with her and provided alarms and door jammers. We supported her to access the National Centre for Domestic Violence who worked with her to put a non-molestation order into place. At the same time we carried out one to one sessions that addressed thinking and behaviour patterns. These primarily focused on processing negative emotional reactions differently to avoid negative consequences. This women effected positive changes in her own life for the benefit of her and her children.

Client A engaged with WCM until 25th July 2017, at which point she reported that the non-molestation order was in place and appeared to be working. She also reported that the outcome of the tribunal was in her favour and that she had returned to work. In February 2018, Client A presented herself at Women's Community Matters, requesting assistance as she had had a reduction in benefits due to her having to take time away from work as one of her children had been ill. This had caused a stoppage in her housing benefit due to rules around working and Universal Credit, which in turn had triggered the stoppage. We were able to help with food bank vouchers, phone calls to DWP and to assist in lodging a housing benefit review. Client A reported she had everything back in place within four weeks. When re-engaging with the service in February 2018, she stated, 'This time I knew where to come to for help.'

Age UK

I funded Age UK to deliver awareness raising workshops around Elder Abuse. Feedback has been that all participants who engaged in the workshops said that they would feel more able to spot the signs of elder abuse, had better understanding of how difficult it is for an older person to leave and abusive relationship and a better understanding of what to do about elder abuse and where to go for help should they need to. Among the quotes from participants are:

"Some of the statistics were unexpected."

"Grueiling but interesting."

"Interesting talk. Learned quite a lot from this."



TACKLE CRIME AND ANTI-SOCIAL BEHAVIOUR

"THE SUPPORT I HAVE RECEIVED OFF THE FREEDOM PROJECT HAS COMPLETELY CHANGED MINE AND MY CHILDREN'S LIVES. I AM NOW WEANING MYSELF OFF ANTI-DEPRESSANTS AFTER 18 MONTHS OF BEING ON THEM AND IT IS NOT CAUSING ANY ISSUES WITH MY MOOD.

I HAVE BEEN ABLE TO BE MORE OPEN WITH MY DOCTOR ABOUT THIS BOTH MENTALLY AND PHYSICALLY. I AM VERY POSITIVE ABOUT MYSELF NOW THOUGH I STILL HAVE SOME WAY TO GO BUT I NO LONGER CONSIDER MYSELF WORTHLESS, A BURDEN OR A NUISANCE. MY ANXIETY LEVELS ARE MINIMAL COMPARED TO WHEN I WAS IN THE ABUSIVE RELATIONSHIP. I AM NOT SCARED TO GO HOME, AND I AM NO LONGER ANXIOUS ABOUT THE HARM THAT HE MIGHT DO TO MY SON IN OUR HOUSE. I FEEL VERY SAFE AT HOME NOW.

THE FREEDOM PROJECT ENCOURAGED ME TO SEEK HELP FROM THE POLICE WHEN MY EX WAS TRYING TO SCARE ME. MY HOME IS NOW A PLACE I FEEL SAFE IN RATHER THAN ONE I AM SCARED AND ANXIOUS ABOUT. THIS HAS HELPED BOTH MYSELF AND THE CHILDREN FEEL LIKE WE ARE GETTING ON WITH REBUILDING OUT LIVES IN A POSITIVE, HAPPY MANNER."

FREEDOM PROJECT
CASE STUDY:
H'S FEEDBACK

TACKLE DOMESTIC ABUSE EARLY ON TO STOP PEOPLE SUFFERING (CONTINUED).

Freedom Project

This group was awarded funding through my Community Fund to deliver in-depth therapeutic support to address the long term issues of rebuilding the lives of victims of domestic abuse. The results so far are very encouraging, with 100% of those who engaged in the project reported positive improvements in their home and work lives, 80% reported decreases in anxiety and 80% reported they now live in a safer environment. Some of the feedback from participants include:

"It has helped me to go for my dream (nursing)."

"I no longer experience the sadness. I feel I have grieved enough to let go of that chapter of my life."

"Never, ever will I let anybody treat me and my children like that again, I now feel like I can recognise the warning signs of an abusive partner."



ADDRESS HATE CRIME AND MAKE IT CLEAR IT WILL NOT BE TOLERATED.

I am committed to doing more to encourage people to come forward and report hate crime, although I know in some circumstances how difficult this can be. By spreading the message I am hopeful that awareness will be raised and I encourage all victims to have the confidence to come forward so that we can help.

To that end, I funded and commissioned a number of projects. For instance, I funded the not-for-profit production company, **Alter Ego**, to deliver an educational play called 'Feel the Hate' in secondary schools across Cumbria.

I went to see the play in October 2017 at the Furness Academy, and I must say that I found the performance immensely powerful and hard hitting. Judging by the reactions of the young people watching, I am confident that the messages hit home.

I funded **Carlisle MENCAP** to design, produce and deliver a DVD on 'Mate Crime', which was officially launched on 20th March 2018. The film produced by 'Independence Studio', an animation and art studio run by Carlisle MENCAP is designed to empower disabled people to come forward and report if they have been a victim of, or witnessed incidents of hate crime.

I was really keen to support this project, as they do such vital work in our community to raise awareness of issues like Mate Crime. This is one of the cruellest forms of crime and one which people with learning disabilities are particularly vulnerable to. We want people to know how to avoid being caught up in it and how to report it, and this film will help do that.

I also funded the 'Triple A Project' to design, produce and deliver a DVD on Autism Awareness. The DVD - 'All About Autism' - is a training film for police, which aims to raise awareness and promote understanding of autism, and was the result of a successful partnership project with Cumbria Police, produced by University of Cumbria. The funding also enabled Triple A Project to reinstate the Autism Alert Card.

Triple A Project's application for funding highlighted to me that there is a high degree of vulnerability within the autistic community, particularly young adults, who as well as being susceptible to becoming victims of exploitation and hate-crime, are also at higher risk of becoming perpetrators of criminal and anti-social behaviour.

I have also commissioned Cumbria and Lancashire Community Rehabilitation Company for twelve months to deliver two interventions. Rights and Responsibilities, is a skills based intervention for perpetrators of hate crime. Values, Attitudes and Behaviour aims to prompt insight and behaviour change and is intended for those who exhibit hate-based behaviours and attitudes.



ADDRESS CRIME WHICH AFFECTS PEOPLE IN RURAL PARTS OF THE COUNTY.

Cumbria is defined by HMICFRS as '98% rural and mountainous, with 150 miles of coastline, geographically isolated and with a sparse population.' Given this, 'rural crime' is clearly an important area to tackle, and I am pleased to have been able to fund a number of community projects that aim to address local issues.

I believe this is not something the police alone can tackle, so it is good to see joint initiatives such as 'Country Watch West' which was set up between Cumbria Constabulary and the National Farmers Union. The scheme uses social media to appeal for information, raise awareness and provide alerts to farmers. It is good to see new and innovative ways to prevent and tackle crime, and this is a great example of how we can work together for the benefit of the community. Building on the success of this, there are now similar schemes in other areas of the county.

However, 'rural crime' is not only about sheep worrying, farm machinery theft and deer poaching, it is any crime or anti-social behaviour experienced by people living in sparsely populated areas. This is why I am so keen to extend visible neighbourhood policing right across the county - in both urban and rural areas.

What I regularly hear when I visit the smaller villages in the county, is that there are feelings of vulnerability often due to the distances that would need to be covered in the event of an emergency. Whilst the volume of crime in rural areas is very often lower than in urban locations, its consequences can be equally impactful and profoundly undermine feelings of personal safety.

Providing services across large, sparsely populated geographical areas can also be more costly than in urban areas, and as resources come under even greater pressure, this is becoming even more challenging. It is vital that the voice of the countryside is heard and the personal, social and economic costs of crime and anti-social behaviour are fully understood and acted upon. This is why I signed up to the National Rural Crime Network, who are doing a lot of research in this area, and have just launched a new survey. It is now three years since the last National Rural Crime Survey revealed the huge cost of crime to rural communities - both financial, at £800 million per year, and fear, with chronic under-reporting, anger and frustration at the police and government.



TACKLE CRIME AND ANTI-SOCIAL BEHAVIOUR



BE PROACTIVE IN TACKLING ANTI-SOCIAL BEHAVIOUR. MAKE IT EASY AND EFFECTIVE TO REPORT CRIME AND ANTI-SOCIAL BEHAVIOUR.

Hate-Crime in all its forms simply will not be tolerated. Although this year's crime statistics suggest that anti-social behaviour is down by 8.5%, with youth anti-social behaviour down by 9.5%, it does not mean we are complacent and I have continued to invest in schemes which provide diversionary, positive and healthy activities for younger people. In fact this year I have provided funding of approximately £200,000 to youth projects. For example:

I funded Phoenix Youth Project to provide youth work sessions in the deprived areas of Cleator Moor, Frizington and Moor Row. 520 young people aged 8 to 19 have engaged in the sessions. The project included the delivery of awareness raising workshops including drugs and alcohol abuse, sex and relationships, anti-social behaviour and risk taking behaviours. The project also involved young people getting involved in community tasks including helping to run community fun days, garden projects and litter picks. I have had some great feedback, for instance:

"I have learnt to work with others and gaining a new ASDAN qualification will help my CV."

"It has given me more confidence, I will be able to talk to more people."

I am very encouraged by the statistics that indicate that for the period of April 2017 to March 2018, youth anti-social behaviour has decreased by 25% in the Copeland area when compared to the previous year. When comparing a 3 year average there has been a 15% decrease since my commitment to fund youth-based provision in the Copeland area.

Experience shows that there is often a link between alcohol/drugs and those committing anti-social behavior, so I was keen to fund the Youth Engagement Service (South Lakeland) CIC, to deliver 22 New Psychoactive Substances workshops during the summer 2017. The workshops were delivered to 350 young people. The outcomes of the project included young people gaining an understanding of the difference between drugs and different substances, their effects and the dangers associated with them. Feedback from young people was encouraging and included:

'I didn't know that there were that many drugs.'

'I learnt that smoking cannabis when I am a teenager can lead to problems when I am older.'

"I KNOW HOW TO BE INSPIRED BY DIFFERENT PEOPLE AND KNOW I CAN DO ANYTHING WHEN I PUT MY MIND TO IT."

YOUNG PERSON ENGAGED IN THE PHOENIX YOUTH PROJECT



FOCUS ON SERIOUS AND ORGANISED CRIME.

I was pleased to read the results of HMICFR Effectiveness Inspection of Cumbria Constabulary in 2017, in that it concluded that the Force is effective at tackling serious and organised crime. It has a good understanding of both local and national threats from organised crime, including newer threats such as modern slavery and cyber-crime. The Inspectors also found that the Force has made progress in the way it manages organised crime groups. However, the Force is not complacent, and continues to work hard to prevent serious and organised crime, and to deter people who are at risk of being drawn into organised criminal activity.

I was reassured of this at a recent Public Accountability Conference, when I was provided with a detailed presentation on what steps the Force are taking to tackle this area.

I heard that in regard to Organised Crime Groups (OCG) there were currently 54 groups with 19 classified as active and 35 as archived; usually due to police intervention or disruption. In the North West region Cumbria represented less than 3% of OCG's in the region. The Constabulary used a tiered response to OCG's using the regions response group TITAN.

I welcome the fact that there had recently been a number of successful prosecutions within the south of the county seeing a total of 150 years imprisonment for many drugs gangs. This relates to a total of 51 offenders, with sentences ranging from a few months to 7 years 6 months.

Overall I was reassured that the Force are taking a very proactive stance regarding serious and organised crime, and are making good progress.

TARGET SPEEDING AND DANGEROUS DRIVING.

This is an issue that came through strongly as one of the top four concerns of the public, and as explained under 'Objective 1', I am committed to do what I can in terms of providing funding and resources to tackle this.

For example I have agreed to fund three new speed laser devices to increase and support the existing Neighbourhood Watch Scheme county-wide. Example of the success of the projects can be evidenced in the Carlisle area where 15 Community Speed Watch Schemes have been launched in the city and the surrounding area. 768 initial warning letters and 58 final warning letters have been issued by police since its inception.

PROTECT THE VULNERABLE AND ELDERLY FROM CRIME, SUCH AS ONLINE CRIME.

Increasingly people live their lives online whether it be through their mobile phone, tablet or computer. This is changing the way that criminals target people. This is why I am committed to help people stay safe online, as cyber-crime is a key threat to individuals, businesses and our communities alike.

In June 2017 I funded and launched a three-year cyber-proficiency programme, with 'Get Safe Online' who are specialists in the field of cyber security. They will work with the three Community Safety Partnerships to deliver the programme across the county.

You can read more about this under 'Objective 6', but suffice to say that so far more than 400 people have engaged in the cyber-proficiency sessions held throughout the county. Having attended one myself, I can say with authority how good the sessions are, and can echo the positive feedback we have had from some of the participants:

'Well worth doing.'

'An enjoyable, professional and well-presented session.'

'Surprised at how much I learnt, I thought I was relatively 'tech-savvy.'

'Brilliant, I was so unaware of loads of stuff.'

'Learnt a lot.'

'Hugely informative.'

'Excellent information, brilliant presentation.'

'Excellent presentation, easy to understand.'

"EXTREMELY INFORMATIVE, LEARNED HOW EASY IT IS TO BECOME A VICTIM."

PARTICIPANT AT A CYBER-PROFICIENCY SESSION



ENSURE OFFENDERS FACE A CONSEQUENCE FOR THEIR CRIME

"I FEEL SO FORTUNATE, FORTUNATE TO BE HERE AND TO HAVE MY FAMILY BACK IN MY LIFE. THREE MONTHS AGO MY SON HATED ME AND WOULDN'T TALK TO BE. HE COULDN'T EVEN LOOK AT ME. NOW HE RUNS AND HUGS ME EACH TIME HE VISITS ON FAMILY NIGHT. ALL MY KIDS DO! I'M SO BLESSED."

DAVID G, WHO HAS BEEN SUPPORTED BY THE WELL.

Working with the local community, the Police and partner agencies to:

- Manage offenders in the community after release from prison or a court sentence;
- Give victims the chance to meet with or write to the person who committed the crime so they can explain the impact it has had (restorative justice);
- Make sure the Police give victims the opportunity to say how an offender should make amends for lower level crime (Community Remedy).

MANAGE OFFENDERS IN THE COMMUNITY AFTER RELEASE FROM PRISON OR A COURT SENTENCE.

Through the Public Accountability Conferences I am kept fully and regularly briefed by the Force on how offenders are managed in the community. Effective Integrated Offender Management is key, and is a shared responsibility amongst partners and other agencies within the county. The vision for offender management in Cumbria is to proactively manage any locally identified offender, who is problematic to any community or section of a community, through a multi-agency partnership approach. This approach involves engaging with offenders to take responsibility and ownership of their behaviour and the impact it has on the community.

One great example of this is a project I have funded in Barrow-in-Furness, known as The Well. So far, more than 700 people have been supported indirectly and 300 ex-offenders through The Well's Mutual Aid Facilitation project. The project uses community recovery champions to work with people to aid recovery from addiction. Levels of drug use are high amongst offenders, with the highest levels found amongst the most prolific offenders. 47% of adults are reconvicted within one year of release. For those serving sentences of less than 12 months this increases to 58%. The project aimed to reduce the risk of offenders re-offending by targeting their drug and alcohol abuse issues.





GIVE VICTIMS THE CHANCE TO MEET WITH OR WRITE TO THE PERSON WHO COMMITTED THE CRIME SO THEY CAN EXPLAIN THE IMPACT IT HAS HAD (RESTORATIVE JUSTICE).

What I hear when I am out and about is that many of you would like to see more use of restorative processes involving victims and offenders, to give victims a voice in the way the police deal with lower level offences and anti-social behaviour. The restorative justice process can provide victims with a degree of closure which they have had direct control over and have helped to facilitate. Going through the restorative justice meeting has also been proven to have more impact on some offenders than a prison sentence or a court punishment alone. The offender can see the consequences of their actions, leading them to make changes in their future behaviour.

This year I am encouraged to report that we have had over 80 referrals into the Restorative Justice Hub which is commissioned through my office and is run by not-for-profit company, 'Remedi'. Of these, 45 victim and offender conferences were held, and 44 indirect interventions were carried out.

These referrals came from police, Probation, National Offender Managers, and Victim Support. Of these, 96% of victims who received the service indicated they felt safer and/or at least satisfied with the service they have received.

By offering Restorative Justice those that have been affected by crime will feel that they have a voice in the criminal justice process and as a result feel that they have been empowered to take control of the situation. They are able to ask questions and gain answers from the person who committed the crime that they otherwise might never have had the opportunity to do. The Restorative Justice process can be a great way of dealing with offences to the benefit of both the victim and the community. It also provides police officers with the flexibility to deal with a variety of offences effectively.

Restorative Justice is not a 'soft option'. Indeed it can be very challenging for perpetrators to face up to their crime. It is only used with full support of victims and is not an alternative to due process.

MAKE SURE THE POLICE GIVE VICTIMS THE OPPORTUNITY TO SAY HOW AN OFFENDER SHOULD MAKE AMENDS FOR LOWER LEVEL CRIME (COMMUNITY REMEDY).

The use of Community Remedy by officers is now embedded within the force. Offering and discussing the Community Remedy with a victim is not optional, it is mandatory and now forms part of their decision making process when considering any 'out of court disposal.'

Officers have a 'menu' of options that are discussed with the victim:

REPARATION

1. The offender can be requested to pay for or repair damage or clean graffiti - non enforceable, voluntary, therefore to utilise the perpetrator must be willing.

RESTORATIVE

1. Facilitated face to face meeting between victim and offender.

2. A written or verbal communication and apology from the offender to the victim.

REHABILITATION

1. Referral to an intervention programme (Youth Triage).

2. Referral to an outreach programme (Alcohol Misuse).

3. Other programmes that may be commissioned by the OPCC.

So that I am able to have visibility of how this is used in practice, we have an '**Out of Court Disposal Scrutiny Panel**' established in 2013 and chaired by my Office.

The aim of the Panel is to independently review a selection of anonymised cases that have been resolved by use of an out of court disposal, to assess how appropriate and consistent with policy it has been used.

"WE HAVE THROUGHOUT THE DURATION OF THE PROJECT TRIED TO INSPIRE THE BELIEF THAT RECOVERY FROM OFFENDING AND SUBSTANCE/ALCOHOL MISUSE IS POSSIBLE."

DAVE HIGHAM, CEO THE WELL

5



ALWAYS PUT VICIMS FIRST

"THE POLICE HAVE NOW GOT A MEANS FOR GETTING INFORMATION THAT THEY COULDN'T PREVIOUSLY GET SO... THAT INFORMS DECISIONS, SO WE'RE GETTING BETTER AT DECISION MAKING."

FEEDBACK ON MACAS
FROM OFFICERS AND PROFESSIONALS

Working with the local community, the Police and partner agencies to:

- Support and give funds, where possible, to organisations offering help and support services to victims of crime, including enhanced services for more serious crimes and vulnerable victims;
- Listen to and stand up for the rights of victims;
- Make sure that agencies who work with victims of crime meet national standards (the national Code of Practice for Victims of Crime);
- Make it quicker and easier to get people who are having a mental health crisis to be taken to a place of safety and a suitable service so they get help quickly and police officers do not have to spend as much time doing this.





SUPPORT AND GIVE FUNDS, WHERE POSSIBLE, TO ORGANISATIONS OFFERING HELP AND SUPPORT SERVICES TO VICTIMS OF CRIME, INCLUDING ENHANCED SERVICES FOR MORE SERIOUS CRIMES AND VULNERABLE VICTIMS.

Putting victims first is at the heart of my role, and I have a significant, statutory responsibility for commissioning local support services for victims of crime, as well as a wider responsibility for victim's referral and assessment services.

To facilitate this, I receive a grant from the Ministry of Justice. In 2017/2018 this grant was £583,761.

To help understand where there may be any gaps in services, or to know what areas I should be targeting, my Victims Advocate consults with victims and other stakeholders to get their feedback which shapes and supports the commissioning of services for victims.

Taking account of this, this year I have commissioned Victim Support to deliver a Victim Referral Service in Cumbria. The aim of the service is to ensure that all victims of crime (regardless of crime type) are offered support in compliance with the Victims Code of Practice. The service provides a Victim Support line with access to emotional support, emergency information and referral onward to local services.

Through the Accountability and Performance Management Framework I commissioned the Force to develop a modern day slavery problem profile. The findings showed that labour exploitation in car washes was frequently reported and that sexual exploitation had increased. The need to raise awareness and knowledge was evident in order to address the issue in Cumbria, which is why I funded a Multi-Agency 'Modern Day Slavery' event on the 25th May 2017. The conference highlighted the risks of slavery, people trafficking and forced labour to local businesses and professionals as well as explaining the signs to look for.

The outcome from the event raised a number of further considerations that partners need to respond to. Namely:

- Education and awareness of all partners
- Ensuring our statutory obligations are adhered to under the Modern Slavery Act 2015
- Draw on the resources and specialist experience of third sector members in tackling the issue head on
- Assist in the preparation and coordination of reactive operations ensuring partners are fully prepared to fulfil our obligations

LISTEN TO AND STAND UP FOR THE RIGHTS OF VICTIMS.

This last year, my Victim's Advocate has continued to champion the cause for victims, and importantly, help drive up standards.

A number of areas for improvement were identified and will be taken forward by the Safer Cumbria Victims and Witnesses Group:

- To improve the recording of Victim Personal Statements
- Ensure robust needs assessments are completed
- Provide timely updates to victims on the progress of their case
- Improve consistency with onward referral to support services

"IT'S ACTUALLY CREATED A FAR SMOOTHER PATHWAY FOR THE POLICE THAT MEANS YES YOU CAN STILL RESORT TO YOUR 136 POWERS BUT THERE ARE ALTERNATIVES AVAILABLE."

FEEDBACK ON MACAS FROM OFFICERS AND PROFESSIONALS



ALWAYS PUT VICIMS FIRST

MAKE SURE THAT AGENCIES WHO WORK WITH VICTIMS OF CRIME MEET NATIONAL STANDARDS (THE NATIONAL CODE OF PRACTICE FOR VICTIMS OF CRIME).

This is a really important objective, as sadly, too often in the past we have heard about the poor service some victims and witnesses have received, and in Cumbria we wanted to do what we could to mitigate against this.

As a result, I am pleased to report that last year saw the introduction of the Victims Quality Assessment Framework (QAF), which was developed with support from my office, Safer Cumbria and Victim Support. The QAF provides a tool to evaluate compliance with the Victims' Code in Cumbria with the aim of continually driving improvements in the way criminal justice agencies meet their obligations under the Code.

The first audit has now been completed and showed encouraging results: nine of the ten entitlements measured are between 90% and 100% compliant.

The benefits identified from the development of the framework were:

- Greater understanding of victim experiences
- Highlighted gaps within current service delivery
- Provided a vehicle for driving change and improvements in services for victims

I also ensure that the Force is meeting its statutory duties under the Victims Code by holding the Chief Constable to account through the Accountability and Performance Management Frameworks.

During the first quarter of 2017/2018, I held the Force to account through a Public Accountability Conference focused on victims of crime.

"BEING ABLE TO PUT CONCRETE PLANS IN PLACE SO YOU CAN GIVE THAT BIT MORE REASSURANCE TO THE PATIENT THAT ACTUALLY THIS IS WHAT THE PLAN IS AND THIS IS WHAT WE'RE GOING TO DO... IT DOES HELP THEM. A GOOD OUTCOME FOR THE PATIENT."

FEEDBACK ON MACAS FROM OFFICERS AND PROFESSIONALS





MAKE IT QUICKER AND EASIER TO GET PEOPLE WHO ARE HAVING A MENTAL HEALTH CRISIS TO BE TAKEN TO A PLACE OF SAFETY AND A SUITABLE SERVICE SO THEY GET HELP QUICKLY AND POLICE OFFICERS DO NOT HAVE TO SPEND AS MUCH TIME DOING THIS.

This is such an important objective because sadly, poor mental health affects a significant number of people within our county. In Cumbria, one in six people have a common mental health disorder, with around 70,770 people aged 16+ year with a common mental health disorder. Rates of suicide in Cumbria are higher than the national average, and self-harming in both men and women has doubled since 2007. Coupled with this are the changes in community mental health services and crisis support, leading to the situation where the police are increasingly likely to be the first point of contact when someone is unable to cope. In order to help tackle this, my office along with partners from Cumbria Constabulary, NHS Cumbria Clinical Commissioning Group, Cumbria NHS Foundation Trust and Cumbria County Council, put together a bid to the Home Office to develop and embed a Multi-Agency Crisis Assessment Centre (MACAS) that would improve the pathway for people experiencing a mental health crisis.

The MACAS provides a 24/7 single point of access telephone line (SPA) for the benefit of emergency services and the public, and through the Lighthouse Hub it provides a 72 hour assessment and support for people experiencing a mental health related crisis and/or requiring use of the Mental Health Act to protect people from harm so that they get the help needed in a timely manner.

I am really pleased to report that this service is proving invaluable, with the following statistics demonstrating this:

- Between 1 Jan 2018 to 31 March 2018, 6519 calls were received
- 71% of calls required action (4628)
- Majority of calls were handled between 0 to 15 seconds (57.3%) only 6% were handled over 10 minutes
- There were 944 referrals in total, 52.0% were crisis referrals, 26.2% were liaison referrals, and 21.8% were home treatment referrals
- MACAS has successfully evolved over time and felt to have many benefits for a wide range of stakeholders
- The programme offered a more therapeutic intervention, backed up by effective inter-agency relations and systems
- 28% reduction in the use of Custody as a place of safety
- Cases dealt with after implementation of MACAS were significantly more likely to take less than 4 hours (69.4%) when compared to the period prior to the implementation of MACAS (35.4%)

Importantly, the feedback from officers and professionals around the service has been positive, for instance:

Police Officers have highlighted the 24 hour access as 'invaluable', including the SPA team's access to information and the ability to make arrangements over the phone was also highlighted as a positive and valuable service.

The service has also provided good engagement between police and other partners, who see this as bridging the gap between officers and mental health professionals, this multi-agency approach was considered to reduce the demand on police officers.

The ability to share information between agencies was acknowledged as having multiple benefits and the service was praised for its prompt service.

6



FOCUS OUR POLICE ON ONLINE AND SEXUAL CRIME

Working with the local community, the Police and partner agencies to:

- Help members of the public to be aware of the risk of online crimes and keep themselves safe online;
- Prevent grooming, child sexual exploitation and sexual abuse;
- Make sure the Police have up-to-date information on crimes committed using a computer or computer network and that they are able to deal with this;
- Support services for victims of sexual crime, including child sexual exploitation and encourage more people to come forward.

HELP MEMBERS OF THE PUBLIC TO BE AWARE OF THE RISK OF ONLINE CRIMES AND KEEP THEMSELVES SAFE ONLINE.

In my Annual Report last year I told you about the cyber-proficiency programme I have funded for three years. I commissioned 'Get Safe Online', who are specialists in the field of cyber security, to work with the Police and Community Safety Partnerships (CSP) to deliver this initiative across the county.

The cyber-proficiency programme provides a range of resources such as materials for a monthly campaign targeting a different subject area each month. For instance: staying safe on social media, advice to parents on how to protect their children from cyber bullies and online sexual exploitation, protecting your devices, how to avoid holiday-fraud, ticket-fraud and auto-fraud. There will also be campaigns aimed at businesses, and advice on best practice for using emails.

As well as the monthly campaigns, which will be run jointly between the Constabulary and my Office, there will also be cyber-proficiency training sessions throughout the county, the delivery of which will be coordinated through the three Community Safety Partnerships and focusing on vulnerable groups. There will also be two 'live' events a year, and a business-orientated event each year too.

Between September 2017 and March 2018 I can report that 477 people have attended the training sessions. In addition, we have held two community events and one business focused event. We have had some excellent feedback on the training events.





PREVENT GROOMING, CHILD SEXUAL EXPLOITATION AND SEXUAL ABUSE.

Keeping our young people safe is of paramount importance, and I will continue to invest in schemes aimed at safeguarding our youngsters from sexual crime. This is why I have funded for the third year running, the powerful production of 'Chelsea's Choice', delivered by not-for-profit organisation AlterEgo Creative Solutions. Whenever I have seen it I am struck by how impactful it is, and the youngsters in the audience are almost spell-bound by the excellent story telling of the dangers of falling prey to grooming online.

During this last year, the play was delivered in schools across the county and had an extremely positive impact. More than 5,400 students saw the play, and of those surveyed, almost 99% said they had a far better understanding of the issues involved, and what was involved in the 'grooming process'. That is reassuring to hear, and demonstrates the need to get these messages out there. In addition to that, almost 98% said that they now understood that boys, as well as girls, can be victims of grooming and sexual exploitation too.

I have also funded the Brathay Trust to deliver a 6-month intervention programme with weekly group sessions for participants aged between 12 to 17 years who have been assessed as being vulnerable to child sexual exploitation. The programme aims to improve understanding of what a healthy non-coercive relationship looks like; how to decrease the risk of being vulnerable to child sexual exploitation and knowledge about where to go if they need help. 82% of those who engaged in the programme reported they were more able to recognize a healthy relationship and 88% felt they had a greater ability to sort out problems they might face.

I met some of the youngsters during a visit in February 2018, and was really impressed with those I met at Brathay Hall, and very interested to hear about the programme and what it is achieving for them. As I have said before, tackling CSE is high up on my list of priorities, which is why I was happy to provide funding for this innovative programme. Any initiative that helps our youngsters to stay safe is to be welcomed.

Another project I was pleased to support was for Skelton Brownies in partnership with Barnardos, to deliver CSE awareness raising sessions to Girl Guides, Brownies and Scout leaders across Cumbria. I went along to one of their training events, and was impressed by the content of the sessions which aimed to increase awareness and knowledge around the risk of CSE in young people, grooming techniques and educating young people around the difference between healthy relationships and those that seek to exploit them.

So far the training has enabled these groups to engage with in excess of 4000 girls and boys aged 8 to 15 years from diverse socio-economic backgrounds.

MAKE SURE THE POLICE HAVE UP-TO-DATE INFORMATION ON CRIMES COMMITTED USING A COMPUTER OR COMPUTER NETWORK AND THAT THEY ARE ABLE TO DEAL WITH THIS.

As part of my Accountability Performance Management Framework I am able to monitor how the Constabulary are managing online crime.

In recognition of this growing area of crime, I also pledged as part of my council tax consultation, that additional funding would allow me to provide the Force with the resources to enable greater protection for us all from new digital crime trends.

SUPPORT SERVICES FOR VICTIMS OF SEXUAL CRIME, INCLUDING CHILD SEXUAL EXPLOITATION AND ENCOURAGE MORE PEOPLE TO COME FORWARD.

In terms of providing services for victims of sexual crime, I continue to fund, with partners, the Bridgeway Sexual Assault Support Services.

During its first year more than 400 people used the service. The dedicated 24/7 support service aims to help men, women and children in Cumbria who have been raped or sexually assaulted either recently or in the past.

Between January 2017 - December 2017 The Bridgeway service supported a total of 259 people who accessed the service during this time, with the break down as follows:

- 39% of clients were under 18 years of age
- 57% of clients were referred by the Police
- 153 examinations were offered to clients

Clients were referred to a multitude of agencies for follow-on support. These included the sexual health service, mental health services, domestic violence agencies, the client's GP, and hospital for further care.

I have worked with Cumbria County Council to commission Victim Support to deliver an Integrated Independent Domestic and Sexual Abuse Crisis Support Service to operate across the county providing support to high risk victims of domestic abuse and victims of rape and serious sexual assault. The new service, which commences on 1 May 2018, will also have a 24 hour-a-day support line meaning that people affected by domestic or sexual abuse will always be able to get in touch for support or information. The service will include specialist support for children and young people who are victims of serious sexual assaults. The service will work as part of the network of services provided through The Bridgeway for sexual assault victims.



SPEND YOUR MONEY WISELY

Working with the local community, the Police and partner agencies to:

- Fight hard to protect the budget for policing Cumbria;
- Stand up for Cumbria having its own police force;
- Represent what Cumbria needs with national Government;
- Make sure the Police are working as efficiently as possible;
- Look at how we can work with the Fire Service to make services better.



FIGHT HARD TO PROTECT THE BUDGET FOR POLICING CUMBRIA.

This year, our financial position remains challenging. However, in February the budget was set, and aims to provide the Chief Constable with an expenditure budget of £121.636m. This provides for 1145 police officers which represents an increase of 25 compared to 2017-2018, and 95 PCSO's, which represents maintenance of the number of the established posts compared to 2017-2018.

This is made possible due to an increase in the council tax police precept of 5.42%, which amounts to an increase of £11.97 per annum for a band D property and takes the total police element of the precept at band D up to £232.74. The decision to do this was taken after a county-wide public consultation, and feedback from the Chief Constable and the Police and Crime Panel.

I also looked to my own office to see what efficiencies could be made, and in September 2017 I took the opportunity to restructure my senior team on the retirement of my Chief Executive. Therefore, as an interim arrangement the statutory role of Chief Executive and Monitoring Officer has been shared by two existing members of staff saving approximately £81,000 over the next 12 months to September 2018.

This saving is on top of the saving that I made in April 2017 with combining the role of the Chief Finance Officer for my Office with the Constabulary. We now have a joint Chief Finance Officer.

STAND UP FOR CUMBRIA HAVING ITS OWN POLICE FORCE.

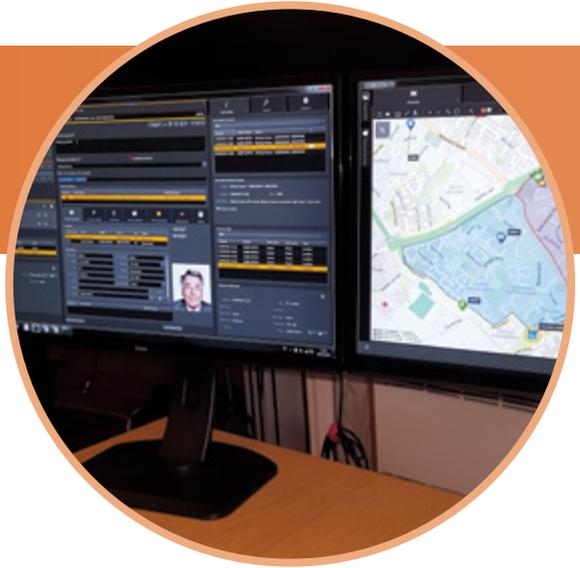
I have made no secret of the fact that I wish to ensure that Cumbria Constabulary remains an independent Force. That said, it does not mean that I will not consider collaboration with other forces where appropriate and where this is in the best interest for Cumbria.

For example this is already happening, in that we have a shared agreement with Lancashire Constabulary to provide learning and development packages and training for both forces. This collaboration can achieve savings of more than £300k for Cumbria per annum. These savings are achieved through reductions in management and training delivery, the removal of duplication of functions between two learning and development departments, achieving economies of scale and sharing of best practice.

REPRESENT WHAT CUMBRIA NEEDS WITH NATIONAL GOVERNMENT.

I continue to represent Cumbria at a regional and national level to fight for a fairer funding formula for rural forces.

I wrote and spoke with the Policing Minister about the challenges that the previous proposed funding formula changes would have meant for Cumbria, and urged him to take into account the complexities we face here for future reviews. I have also sought assurance that no force should be worse off on account of the revised formula.



MAKE SURE THE POLICE ARE WORKING AS EFFICIENTLY AS POSSIBLE.

As I mentioned earlier, when Cumbria Constabulary was assessed by HMICFRS their report dated 9 November 2017, on how efficient it is in keeping people safe and reducing crime, it was rated as Good overall, and specifically, in these areas:

- Its understanding of demand
- Its use of resources to manage demand
- Its planning for future demand

That said, we are not complacent, and I will continue to scrutinise the Force's performance.

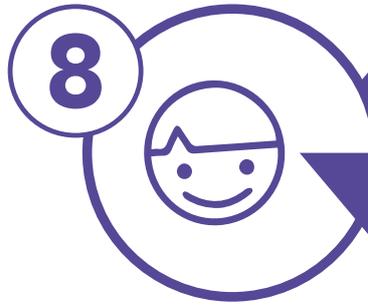
LOOK AT HOW WE CAN WORK WITH THE FIRE SERVICE TO MAKE SERVICES BETTER.

As part of a statutory requirement from the Home Office, I have been reviewing a number of options of working closer with fire and rescue service.

Following consultation in October 2017 with the Chief Constable, Leader of the County Council, Chief Fire Officer and members of the Police and Crime Panel, I am now going to move forward with voluntary collaboration.

I believe this is a very positive step, and I am looking forward to working with the fire and rescue service to deliver even greater efficiency for the residents of Cumbria. The overriding aim of the collaboration will be public safety and ensuring that our communities are kept safe and secure.

The collaboration model that we want to move forward to will be looking for greater interaction at the frontline and this could be across skills or resources. In conjunction with the key partners we will be setting a number of deliverable targets to improve services to the public and at the same time balancing the challenging financial situation.



SUPPORTING YOUNG PEOPLE

"THE GARDEN LIFE TEAM HAVE BEEN AN INVALUABLE HELP WITH GETTING OUR YOUNG PEOPLE TO OPEN UP, BECOME WILLING TO LEARN AND WORK OUTSIDE THEIR CURRENT ROUTINES."

SUPPORT WORKER, BARNARDOS



"GARDEN LIFE IS A ONE STOP SHOP FOR HELPING TROUBLED YOUNG PEOPLE PAY BACK TO THE COMMUNITY THEY HAVE WRONGED, TO LEARN NEW SKILLS, MAKE NEW FRIENDS AND GAIN IN VOCATIONAL CONFIDENCE."

YOUTH OFFENDING SERVICE

Working with the local community, the Police and partner agencies to:

- Set up a Youth Commission to get young people's feedback and engage them in helping to prevent and fight crime;
- Improve how the Police interact with young people;
- Support activities which provide positive opportunities for young people or which prevent young people from turning to a life of crime.

SET UP A YOUTH COMMISSION TO GET YOUNG PEOPLE'S FEEDBACK AND ENGAGE THEM IN HELPING TO PREVENT AND FIGHT CRIME.

IMPROVE HOW THE POLICE INTERACT WITH YOUNG PEOPLE.

Last year you may recall that I was really pleased to report that in March 2017 I achieved one of my key priorities, in that I launched the Cumbria Youth Commission (CYC). I have always said that I really believe in working with young people to prevent crime and I saw the development of a Youth Commission as a great way to achieve this.

The CYC provides young people in Cumbria with a unique opportunity to work alongside me and my officers, allowing them to jointly address issues important to them. This excellent and innovative programme enables the young people to be involved in producing and developing solutions they feel will best meet their needs. Additionally, through involvement the young people will have a springboard to develop interpersonal and life skills to enhance their future opportunities.

One year on and I am delighted to report some really good progress. I joined partners on Tuesday 19 December, to hear what the youth commissioners had found out during their first year, and what their recommendations were.

The event in December was their opportunity to let us know what their first year's findings were, and I must say I was really impressed by what I heard from them. They delivered a thoroughly professional presentation of their findings, and their passion to want to make a difference really shone through.



We heard some great, innovative ideas which make so much sense, in terms of helping to improve engagement and break down barriers between young people and the police and other public authorities and agencies. I am sure I speak on behalf of the many partners who were there, that there are many ideas which can be taken forward, and indeed, pledges were made across the board to look at implementing these. Here is a summary of what they plan to take forward from the issues identified:

UNDERAGE DRINKING: NEED TO DEVELOP ACCESSIBLE LOCAL SERVICES

The CYC will be working with CADAS to review and advise on the development of the CADAS website to ensure it is appropriate and accessible to young people who need information about drugs/alcohol services. This will support part of the recommendation to provide a strong online service. The CYC will also be advising and working with CADAS looking at the best means of communication and reaching young people, what information CADAS should be presenting to young people/students.

MENTAL HEALTH (WORKSHOPS)

The CYC are working on piloting Mental Health workshops with some schools. The plan is to conduct this piece of work as a pilot, gather feedback and establish if this is an effective method of addressing and raising awareness of mental health in young people with the potential to roll this out across the county.

BULLYING: UPDATE POLICE WEBSITE

Following Police attendance at the Multi-Agency Youth Commission Event in December 2017. Cumbria Constabulary has updated its website to reflect the recommendations made by the Youth Commission.

For this coming year, the CYC have identified these four themes to work on:

1. Drink driving
2. Abusive Relationships
3. Child Exploitation
4. New Psychoactive Substances

VISIT:

You can read their first report on my website at <https://cumbria-pcc.gov.uk/wp-content/uploads/2018/01/FINAL-report-Year-1.pdf>

SUPPORT ACTIVITIES WHICH PROVIDE POSITIVE OPPORTUNITIES FOR YOUNG PEOPLE OR WHICH PREVENT YOUNG PEOPLE FROM TURNING TO A LIFE OF CRIME.

For a second year, I have provided funding through my Community and Property Funds, to provide these positive opportunities. As examples, I have funded the following:

WIGTON YOUTH STATION: Funded £10,000 from the Community Fund for 'You Can't Catch Me' project. The programme is delivering twice weekly session and workshops to encourage dialogue and increase knowledge of the impacts of crime. The sessions to date have delivered awareness raising on drugs misuse, child sexual exploitation, knife-crime and gang culture. The young people are able to participate and express their concerns through group work, presentations and evaluating their learning journey.

Following a number of recent anti-social behaviour incidents in the town, representatives from the community invited me to visit the Youth Station and hear what the youngsters there had to say about the issues, and what they felt might be done to help tackle them. I was really keen to show that I took these concerns very seriously, and to reassure the public that I do listen to them. I was more than happy to accept an invitation to meet and listen to the youngsters at the Youth Station and demonstrate how I believe my mantra of '**we, not they**' can work in practice.

GARDEN LIFE: Funded £10,000 from Community Fund. This is a great project, teaching real skills and the discipline of the workplace. I went to visit a group in October last year and I was really impressed by the attitude of the participants on the project who are clearly well motivated by practical work and taking a great pride in what they are doing. The project is also making a real contribution to the local community by keeping what would otherwise be an eyesore patch of waste ground cultivated and tidy, and by passing their produce on to local foodbanks and hostels. Some of the young men were looking to establish their own gardening businesses and I have since heard that two small businesses have been set up by students with DWP support and students will be training towards City and Guilds Level commencing 2018.

So far there have been thirty-plus referrals received from Youth Offending Service, Children Services, Schools and Job Centre for 2017. The Community Centre can provide opportunities for up to 30 young people weekly giving 420 hours per week job training, making work ready and potentially employable by local companies or alternatively starting their own business.

SUMMER SPLASH: Funded £10,000 from the Community Fund. The main aim of the programme was to reduce anti-social behaviour, and when comparing April 2017 to March 2018 youth related anti-social behaviour decreased by -14%. The total attendance for the Summer Splash was 1401 children and young people from Upperby, Botcherby, Brampton, Raffles, Morton, Longtown and Petteiril Bank area of Carlisle. Following success of the project there are plans to expand the programme to cover more communities in Carlisle and the surrounding area. The eventual aim is to roll the programme out city wide, year on year, run and funded by an existing multi-agency partnership.



HOW WE WILL WORK

WORKING IN PARTNERSHIP

As I said in my foreword, we would not be able to do what we do, and achieve what we have, without effective partnership working. Therefore I need to support and influence a wide range of partners and stakeholders to focus on the issues that local people are telling me are important. For example, during the period of this report I have:

- Chaired Safer Cumbria Partnership;
- Lobbied government on future funding;
- Commissioned numerous projects across the county to support delivery of the Police and Crime Plan;
- Secured funding to support and ensure the sustainability of the Bridgeway Sexual Assault Referral Unit for the next 2 years;
- Established governance arrangements to take forward Blue Light collaboration;
- Commissioned an Integrated IDSVA crisis service with Cumbria County Council.

As Commissioner, I do not deliver services but support and try to influence others to focus on the issues which local people tell me are important. My partnership working has several key aims:

- PREVENTING CRIME AND ANTI-SOCIAL BEHAVIOUR;
- DEVELOPING JOINED-UP AND APPROPRIATE SUPPORT FOR VICTIMS;
- REDUCING REOFFENDING;
- IMPROVING VICTIMS' EXPERIENCE OF REPORTING TO THE POLICE AND THE COURT PROCESS;
- OVERSEEING CUMBRIA POLICE WORKING WITH OTHER FORCES IN THE NORTH WEST OF ENGLAND.

In terms of how I am delivering on this, there are a number of notable examples which I would like to share.

Community Safety Partnerships (CSP) continue to play a key role in helping us to deliver services and I continue to provide them with funding to support work which addresses crime and safety issues in their local areas, and helps tackle the priorities in the Police and Crime Plan.

This year I have provided funding for the first of a three-year package, including the funding for a Coordinator post, £20k for each of the three areas, and £15k for the Bar Watch/Best Bar None project.

Other examples of effective partnership working include:

In last year's Annual Report, I talked about the work we are doing with **Project Nova**. This is a charity funded by the Forces Employment Charity 'RFEA' and 'Walking with the Wounded', and aims to reduce reoffending by HM Forces Veterans in crisis, through closely supported diversionary activities and guidance back into housing, employment or education as appropriate. Referral into Nova is by way of Custody embedded NHS Liaison and Diversion Teams.

Within the first 12 months of our involvement with the Project, 37 ex-forces personnel have been referred to the service, the majority of whom are male. Approximately two thirds of those that have been referred have engaged and gone on to access support from Project Nova.

The type of support provided has been across the county and has included:

- Help with finding employment or training to access employment;
- Support with family relationships;
- Help with access to alcohol and drug and mental health services;
- Support with accessing various schemes for ex-force personnel to build self-confidence.

In addition, eight training sessions have been held for custody staff, and cell stencils have been put in place in custody suites in Cumbria, to highlight the service.



HOW WE WILL WORK

COMMISSIONING AND FUNDING

With funds I receive from Government, I also commission services in support of my statutory duties and to support my Police and Crime Plan. This includes services which support victims, examples of which I have covered under **Objective 5: Always Put Victims First**. I also make funding available to partner agencies or the public to support the priorities in this Police and Crime Plan. In addition, I have three open grant schemes available at present:

PROPERTY FUND

Police and Crime Commissioner's Property Fund - This distributes funds accumulated in the Police Property Fund as a result of the disposal of property coming into the possession of the police. Police officers or staff must make the application on behalf of a community or local group for projects which support the Police and Crime Plan.

INNOVATION FUND

To support innovative projects to pilot new ways of working with at-risk groups to reduce offending and re-offending and address the issues of domestic and sexual abuse.

COMMUNITY FUND

For community, charitable and voluntary groups, to support them to deliver a change within their community which benefits local people and supports the Police and Crime Plan.

During the last year, I've been encouraged to see a good number of quality applications for all of the various grant schemes I have available, and would like to continue to encourage local groups to come forward as these projects make a real difference to people's lives. This is so important as it is local people who know what works best in their own communities and I want to work with and empower them to make a difference in their own neighbourhood where we can.

The total amounts I have paid out for each of the Funds during the financial year 2017-2018 is summarised below.

○ COMMUNITY FUND	£77,295
○ INNOVATION FUND	£117,407
○ PARTNERSHIP FUND	£744,961
○ VICTIM SERVICES FUND	£584,766
○ PREVENTION FUND	£18,164
○ MENTAL HEALTH ASSESSMENT CENTRE PROJECT	£682,700

Throughout this Annual Report there are many examples of the funding awards I have made. However, you can read the full breakdown of funds that have been awarded during financial year 2017/2018 on my website at:

<https://cumbria-pcc.gov.uk/what-we-do/funding/>



HOW WE WILL WORK

MONITORING THE POLICE AND CRIME PLAN

I said in my Plan that I would use a number of ways to check on how Cumbria Police is performing. Below I have set out what these methods are, and provided examples of how I have monitored the Plan.

HOW WILL I CHECK ON HOW CUMBRIA POLICE ARE PERFORMING? FOR EXAMPLE...

Regular meetings with the Chief Constable to discuss current issues and areas for improvement.

Most weeks I met the Chief Constable for a one-to-one to discuss any significant or emerging issues. In addition to that, I regularly receive briefings and updates on significant operational matters from other members of the Chief Officers team.

An update every three months from the Police on crime levels, satisfaction and other data and a focus on themes from this Plan at regular Public Accountability Conferences (PAC).

During the period of this report, I held PACs in April, May, June, July, August, October, November, December 2017, and February and March 2018.

In most cases, there have been representatives from the local media present, as well as members of the public.

You can read the papers on my website here: <https://cumbria-pcc.gov.uk/your-pcc/public-meetings/>

Speaking to local people and getting feedback on their experience of policing in Cumbria and issues that concern them.

This year, I have carried out extensive public engagement and spoke to many people at numerous events.

I have continued to hold public surgeries and drop-in events across a wide range of locations and venues in Cumbria. Specifically, I have held surgeries in Longtown, Cleator Moor, Windermere, Alston, Carlisle (Youth Zone), Dalston, Wigton, Ambleside, Keswick, Aspatria, Appleby, Cockermouth, Shap, Frizington and Carlisle.

HOW WILL I CHECK ON HOW CUMBRIA POLICE ARE PERFORMING? FOR EXAMPLE CONTINUED...

Continued... Speaking to local people and getting feedback on their experience of policing in Cumbria and issues that concern them.



I continue to receive many requests to speak to a diverse range of groups about my role, for example this year my speaking engagements have included the Penrith Probus club, Newton Rigg Society, Mungrisedale Church, Maryport Ladies Club, Westmorland WI, Carlisle businesses at a cyber-awareness event, Cumbria Neighbourhood Watch conference, Independent Custody Visitors Conference, Great Clifton Residents Association, Mencap Hate Crime Conference, Cockermouth Mountain Rescue, University of the 3rd Age in Ulverston.

I also took part in a number of events including a DVD launch at Triple A Project (autism awareness), Mencap (hate crime), Diverse Cumbria Awards.

I visited a number of schools for instance Cockermouth School on Internet Safety Day, Appleby Grammer for 'Chelsea's Choice, the Furness Academy for 'Feel the Hate'.

In terms of shows, this year I attended the Cumberland Show, Westmorland Show, Cumbria Pride event, Carlisle Unity Festival, Appleby Fair and the Skelton Show.

As in previous years, a joint consultation exercise with the Chief Constable was carried out over the summer to find out how safe the residents of Cumbria say they feel.

Considering public surveys to see what respondents feel about their safety and the police service.



Each year I carry out a joint consultation exercise with the Chief Constable to find out how safe the residents of Cumbria say they feel, and to help me understand what they think about their police force.

It is very reassuring that those who completed the survey say they continue to feel safe in their own home, their neighbourhood and their nearest town centre, particularly during the day. Respondents also continue to have high levels of confidence in Cumbria Police and believe it is doing an "excellent", "good" or "fair" job in the area where they live.

Speeding vehicles continues to be the top local concerns expressed by respondents, followed by "their home broken into" and "dangerous driving".

A Victims' Consultation Group, where the members from across the county talk about their experience of the criminal justice system and give views on new proposals.

The Victims Consultation Group continue to provide a valuable insight into various topics, for example during the period of this report they have discussed:

- Customer Journey mapping
- Victims Quality Assessment Framework
- Out of Court Disposals
- 101 Calls
- Victim Services

HOW WILL I CHECK ON HOW CUMBRIA POLICE ARE PERFORMING? FOR EXAMPLE CONTINUED...

Working with partners to understand what is and is not working well.

Partner meetings are held regularly to review contracts and outcomes, and deal with any areas that need attention.

I have met with HMICFRS inspectors a number of times throughout the last year, and have found the meetings informative and constructive. This year's reports were:

Meetings with HMIC after their inspections to understand what is working well and where the Police need to improve.

- State of Policing 24.4.17
- Police Efficiency and Legitimacy (2016) 18.4.17
- Child Protection 20.9.17
- Abuse of Power 5.10.17
- Modern Slavery 24.10.17
- PEEL Efficiency 9.11.17
- PEEL Legitimacy 12.12.17
- PEEL Police Leadership 9.2.18
- PEEL Efficiency Report 22.3.18

My response to all HMICFRS Reports can be read on my website here:

<https://cumbria-pcc.gov.uk/your-pcc/hmic-reports/>

REVIEWS BY:

Our Internal Audit service and external financial audits which give valuable feedback and make recommendations on governance and financial processes against an agreed audit plan;

The Joint Audit and Standards Committee, which provides independent assurance in respect of my own and the Police's organisational governance;

The Ethics Panel, which checks on how complaints are handled and how the Police are making sure they have high standards of behaviour and treat people fairly;

An Independent Custody Visitor Scheme, which involves volunteers checking on the welfare of people held in police custody through unannounced spot checks. The Animal Welfare Scheme looks at how police dogs are being treated.

All papers for these meetings and reports can be found at the relevant links below:

<https://cumbria-pcc.gov.uk/finance-governance/budget-finance/internal-audit/>

<https://cumbria-pcc.gov.uk/finance-governance/budget-finance/joint-audit-and-standards-committee/>

<https://cumbria-pcc.gov.uk/what-we-do/ethics-integrity-panel/>

<https://cumbria-pcc.gov.uk/what-we-do/custody-visiting/>



KEY EVENTS 2017 - 2018

APRIL 2017

- Independent Custody Visitors attend the ICV Annual Conference.
- Dignity in Dementia programme funded by PCC wins NHS Northern Lights Dementia Award.
- PCC launches Community Awards Scheme to recognise the outstanding work carried out by people within Cumbria from a voluntary or professional capacity.
- PCC awards 'Turning the Spotlight' on Domestic Abuse Intervention Project to Victim Support following a competitive tender exercise.
- 7 Projects are awarded funding from the PCC's Community Fund.

MAY 2017

- PCC attends the launch of the Cinnamon Network aimed at helping vulnerable people within Cumbria.
- PCC attends launch of the Triple A project 'All About Autism' the training film for police officer aims to raise awareness and promote an understanding of autism.
- Chelsea's Choice returns to Cumbria to raise awareness of child sexual exploitation.

JUNE 2017

- Get Safe Online project is launched, offering a comprehensive programme of cyber safety and awareness training over the next three years.
- Get Safe Online Community Event held during Cumberland Show.
- 14 projects are awarded funding from the PCC's Property Fund for June 2017.
- PCC attended the Pubwatch Star Awards highlighting the exceptional work being undertaken to address the issue of violence and ASB linked to night time economy.
- Cumbria Independent Custody Visitors join peers across the North West and take part in co-ordinated custody visits to mark Volunteers Week.

JULY 2017

- Recruitment begins for additional volunteers for PCC's Independent Custody Visitor Scheme.
- PCC announces the winners of the Community Awards for North, South and West Cumbria.

AUGUST 2017

- PCC holds 8 autumn public surgeries across the Cumbria.
- Get Safe Online Business Event was held aimed at raising awareness of the risks of cybercrime to businesses in Cumbria.

SEPTEMBER 2017

- PCC attends Cumbria Pride Event in Carlisle.
- PCC publishes his first Annual Report.
- Get Safe Online Community event held during the Westmorland Show.
- 5 projects are awarded funding from the PCC Property Fund for September 2017.
- PCC in partnership with Safer Cumbria held Domestic Abuse and Sexual Violence Support Service consultation.
- PCC reduces staff costs by combining existing roles of two senior members of staff to cover Chief Executive Post.

OCTOBER 2017

- Launch of Gateway 4 Women Centre in Carlisle offering a holistic approach to women's health and well-being.
- PCC funds theatre production 'Feel the Hate' aimed at raising awareness of hate crime.
- Funds North Cumbria Girlguides and Barnardo's to deliver a training programme aimed at preventing child sexual exploitation.
- PCC supports world Mental Health Day.
- PCC appoints BlueLight Collaboration Manager to coordinate the collaboration between Police and Fire Service.

NOVEMBER 2017

- PCC joins staff and volunteers in the second phase of training in preparation for the delivery of 'Turning the Spotlight' on Domestic Abuse programme.
- PCC visits Garden Life, the project funded through the Commissioners Community Fund aims to help reduce youth offender behaviour and youth re-offending.
- PCC attends Brathay Trust to support the OPCC funded 'Be SAVY' project to help safeguard youngsters who are at risk of being sexually exploited.
- PCC launches consultation on Council Tax Precept. PCC announces Grants are available from Cumbria Victims Charitable Trust.

DECEMBER 2017

- Cumbria Youth Commission presents their 1st year findings and recommendations to the PCC and Multi-Agency Forum.
- 5 Projects are awarded funding from the PCC's Property Fund for December 2017.

JANUARY 2018

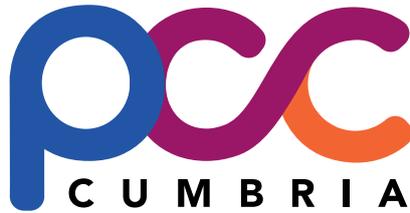
- PCC launches second consultation on Council Tax Precept.
- PCC in partnership with Young Cumbria announces recruitment drive to find additional young people to join the Cumbria Youth Commission.

FEBRUARY 2018

- Michele Skeer is appointed as new Chief Constable.
- PCC agrees Police Budget for 2018-19.
- PCC joins MENCAP to celebrate their 50th Anniversary.

MARCH 2018

- PCC and Cumbria Constabulary launch 'Mini Police'.
- MENCAP launches 'Mate Crime' DVD funded by PCC the DVD aims to raise awareness of this type of hate crime.
- 7 Projects are awarded funding from the PCC's Property Fund for March 2018.



Peter McCall

CONTACT THE POLICE & CRIME COMMISSIONER

You can find much more information about how I am carrying out my role on my website

www.cumbria-pcc.gov.uk

You can also contact my office on

01768 217734

or email

commissioner@cumbria-pcc.gov.uk

If you would like this information in Braille, audio, large print, easy read or in another language, please contact the Police and Crime Commissioner's office.