



POLICE COMMISSIONER

Working For Merseyside



Police and Crime Commissioner
for Merseyside

MERSEYSIDE POLICE AND CRIME PLAN 2017-2021



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1 Introduction from Merseyside's Police and Crime Commissioner

I am pleased to present the Police and Crime Plan for Merseyside which will run until 2021.

When I was elected I promised to work very hard to do the best job I could for Merseyside, for the police and all the communities they serve. The increase in turnout for the elections last year, and the stronger mandate you gave me shows that you have confidence in me to continue doing this work for a further four years.

It is also an important endorsement of what Merseyside Police continue to achieve. It is evidence that you, the public of Merseyside, support the priorities I set and the progress we are making to deliver them. This informed my decision to consult on the existing priorities and ask you - the people that matter most - if you are content for these priorities to continue. A total of 1,200 people responded to my consultation and your answers were very clear. You overwhelmingly support the existing priorities, but also my suggestion that I add an additional priority focussing on road safety.

This new plan will carry us forward, set the strategic direction for Merseyside Police for the next four years and add the challenge of a new priority which tackles an issue which obviously matters both to you and me - improving road safety here on Merseyside. It will also give you an overview of what I expect Merseyside Police to have achieved by the end of my second term.

The police cannot achieve all these goals alone. Working in partnership is crucial and I am committed to my role of strengthening partner relationships across the region to ensure we are all providing the best possible service to our communities. This is being done in the face of some of the most relentless and devastating budget cuts our public services have ever faced. Despite that we have made real progress, modernising the accommodation and re-equipping the police officers and staff. The Force has taken significant steps to review all of its functions, ensuring it is as effective and efficient as possible. We are working more openly and transparently and there is a clear focus on protecting and supporting the most vulnerable in our communities.



We all want to live in safe, happy and peaceful communities. That means we all have a part to play.

There is no doubt that there are major challenges ahead. With fewer resources, and new threats from crime, the Force needs to constantly evolve. I have encouraged a big push to make the best use of technology. This is enabling officers to spend more time in their communities, it is helping to reduce the number of complaints and is enabling justice to be delivered more swiftly.

The financial picture remains extremely challenging and there are increasing demands on the service, particularly from emerging crime trends, including child sexual exploitation and fraud. These modern, often cyber-enabled, crimes are less visible, but more complex and require lengthy, detailed investigations and a real focus on safeguarding victims. Thankfully, there is a growing awareness of these crime types, amongst the public, which means more and more people are reporting them, but it also requires a greater response from our police service.

A huge amount of police time and energy is also spent on issues which may never result in charges being laid or a criminal prosecution going ahead. Locating and returning missing people to their homes, finding vulnerable children, supporting and getting the right care for people who are experiencing mental health crisis and protecting people and businesses from repeat victimisation - these cases don't appear in the crime statistics but they all place a significant demand on the police.

Our officers and staff will never turn away someone who is in need, but it is a sad and worrying fact that more than 20% of all calls to the police are now related to mental ill health.

Merseyside Police is doing some first class work with its partners in the NHS to provide the right care in the right place at the right time for these vulnerable individuals, and in fact is leading the way nationally. It is also an example of how our police are often at the very frontline of care at times when no-one else is there to respond.

The police cannot do this work alone. They need the support of their partners and importantly the support of you, the people of Merseyside. We all want to live in safe, happy and peaceful communities. That means we all have a part to play.

I will continue to act as your spokesperson, locally, regionally and nationally, and I hope you can see that I have listened to you through the creation of this plan. I thank everyone who has shared their views and feedback with me over the last four years and I urge you to keep talking to me. Together, we can keep Merseyside a great and safe place to live, work and visit.

Right Honourable Jane Kennedy
Merseyside Police and Crime Commissioner



Image courtesy of NPAS (National Police Air Service)

2 Policing Merseyside at a Glance

Merseyside Police provides policing services to approximately 1.39m people across the metropolitan area of Merseyside in the North West of England.

Virtually all those people (99%) live in urban communities. Liverpool and Sefton together account for more than half of the entire population. The resident population is increased by a very large number of university students, and the region is also a lively tourist and visitor destination with high numbers of people coming here to socialise, work, travel and enjoy its attractions each year. Liverpool alone welcomes more than 700,000 visitors every weekend.

There are five Local Authorities within Merseyside; Knowsley, Liverpool, Sefton, St Helens and Wirral. Merseyside Fire and Rescue Service serves the entire county and the region falls within the boundaries of the North West Ambulance Service.

Unemployment rates for people of working age are high in Merseyside compared with England as a whole. Liverpool's rate, at 10.7%, is nearly twice the national figure. Rates in St. Helens, Knowsley and Wirral exceed the national average. However Sefton's unemployment rate is lower than national at 3.3%.

Merseyside is noticeably less ethnically diverse than the national average - approximately 95% of Merseyside's residents define their ethnicity as 'white' compared with 85.4% nationally. Liverpool is the most ethnically diverse amongst the five Local Authorities, with proportions of different ethnic groups that are more akin to the national picture.

The police force area covers 250 square miles with approximately 65 miles of coastline. The transport infrastructure includes major rail stations, an international airport and two international sea ports. The region boasts two Premiership football clubs as well as a National League club and plays host to a wide variety of other large sporting and cultural events.

The Force takes more than 1.2m calls every year, receiving between 500 and 700 emergency 999 calls every day and recording, on average, 1,234 incidents each day.



My Role

The Police Reform and Social Responsibility (PRSR) Act 2011 created the post of a directly elected PCC for Merseyside. I was first elected on 15th November 2012, taking office a week later. The second national elections for PCCs took place on the 5th May 2016, and I was proud and honoured that you - the people of Merseyside - re-elected me for a second term with 61.7% of the public vote. My second term of office runs until May 2020.

During this time, my aim is to continue to ensure the policing needs of the community are met effectively and to oversee how the police and other organisations are tackling crime in Merseyside. I am elected to represent the whole of Merseyside, and I have a statutory responsibility to monitor the whole criminal justice system in the region.

I am accountable for how crime and community safety issues are addressed throughout the region and I have responsibility for making sure the service provided by Merseyside Police is efficient and effective. I do this by:-

- Holding the Chief Constable to account for the delivery of local policing;
- Setting the strategic direction for policing in Merseyside;
- Publishing a Police and Crime Plan;
- Setting the force budget and precept;
- Commissioning services and awarding grants;
- Engaging with you and all the communities of Merseyside; and
- Appointing, and where necessary dismissing, the Chief Constable.

New Community Police Stations have now opened on the Wirral, a number of large stations are being extensively refurbished and work is now well underway on a new Operational Command Centre in Speke.

I am also responsible for the police estate - the stations, buildings and facilities from which the officers, PCSOs and staff of Merseyside Police work. During my first term, it very quickly became clear to me that Merseyside Police's estate was expensive, out-dated and unsustainable. Change was long overdue. That's why, following an in-depth public consultation, I am carrying out a major overhaul of the estate.

New Community Police Stations have now opened on the Wirral, a number of large stations are being extensively refurbished and work is now well underway on a new Operational Command Centre in Speke. I have also unveiled proposals for a new police headquarters on a key gateway into Liverpool on Scotland Road.

Over the life span of this plan, this 10-year strategy will continue to be implemented, with major improvements being made to modernise Merseyside Police's working environments, increasing efficiency and effectiveness and, in the long term, saving £2.5m on the annual running cost of the police estate.

You can find out more about all these developments on my **website**.



The Deputy Police and Crime Commissioner (DPCC)

In May 2014, following the announcement that the role of PCCs was to expand dramatically, with significant new responsibilities for the commissioning of victims' services and restorative justice and additional duties placed upon PCCs from the introduction of the Anti-Social, Crime and Policing Act 2014, I took the decision to create the post of Deputy PCC.

While I maintain oversight and responsibility for all functions, the role of the Deputy is to provide support, advice and assistance to me and, when necessary, deputise for me. This provides extra resilience if am on annual leave or absent through sickness.

The duties and responsibilities for my Deputy, Cllr Sue Murphy, include:

- Supporting me by taking responsibility for the commissioning of victims' and restorative justice services as required by legislation;
- Acting as a Victims' Champion and developing and monitoring the effect of on-going victim support services, ensuring victims' needs are met and delivering value for money;
- Supporting me by taking responsibility for the development and maintenance of community remedies as required by legislation;

- Leading on community safety issues;
- Liaising with elected members of parliament, councils and all other elected bodies on Merseyside and advise me;
- Assisting with effective communication between my office and the public of Merseyside;
- Increasing my capacity to provide a presence at local, regional and national meetings, thereby increasing the office's ability to engage in partnership working.

Statutory Roles

By law, I am required to have a Chief Executive and a Chief Finance Officer. These are statutory roles within my office, with the Chief Executive also acting as my monitoring officer. As chief of staff in my office, it is the Chief Executive's role to provide operational and strategic leadership. The Chief Executive helps me to develop and promote my vision, strategy and priorities and provides me with high quality guidance, advice and support.



The Chief Constable

My working relationship with the Chief Constable, Andy Cooke QPM, and Merseyside Police is governed by a Policing Protocol. This is statutory guidance produced by the Home Secretary to which the Chief Constable and I must have regard. The Policing Protocol states that our relationship should be based on “principles of goodwill, professionalism, openness and trust”. It also makes clear that I “must not fetter the operational independence of the police force and the Chief Constable who leads it”.

The Chief Constable is responsible for:

- **Maintaining the Queen’s Peace and the enforcement of the law;**
- **Directing and controlling the Force’s officers and staff;**
- **Day-to-day operational policing;**
- **Delivering the priorities I set through the Police and Crime Plan;**
- **Managing the Force’s resources and expenditure;**
- **Keeping the communities of Merseyside safe.**

The Police and Crime Panel

In order to promote openness and transparency, my work is scrutinised by the Police and Crime Panel. The Panel make sure I am holding the Chief Constable to account and performing my role effectively. They support me in the effective exercise of my functions and are responsible for addressing any complaints made against me. The roles and responsibilities of the Police and Crime Panel are set out in the Police Reform and Social Responsibility Act 2011.

The Panel comprises 10 elected members (representing each of the five Local Authorities in Merseyside) and two independent members. Knowsley Metropolitan Borough Council provides administration and support to the Panel. The Panel meets bi-monthly in public. You can find more information on the Panel [here](#).

Merseyside Police - 'A Day in the Life'

 **135,982 Twitter** followers

 **29,455 Facebook** followers

 **93,067 visitors** to the Force website

 Undertake **1 place of safety order** under Sec. 136 Mental Health Act

 Conduct **23 Stop and Search** of which 19 are drug related, 4 stop searches will result in arrests

 Conduct **22 Roadside Breath tests**

 Attend **6 RTC's** with casualties

 Deal with **110 ASB incidents**

Incoming Demand

On an average day for Merseyside Police

Population of Merseyside is **1.39 million** with **3,630 police officers**

 Attended **609 incidents**

 Make **62 arrests** of which 1.6 will be Sexual Offenders

292 Crimes recorded including: **19 Burglary Dwellings, 63 Thefts, 12 Theft from Motor Vehicles, 8 Theft of Motor Vehicles, 76 Violent Crimes, 4 Robberies, 2 Rapes and 7 Sexual Assaults**

 We receive **614 999** emergency calls

 We receive **667 101** Non-emergency calls

Ongoing Demand



Support **4,210** troubles families



Merseyside Police covers **250 square miles**





2 International Ports and 1 International Airport



Managing approximately **2,119 sexual and violent offenders** under **Multi-Agency Public Protection Arrangements**

 We receive **130 Emails** in main **Force Account**

 Our **contact centre** receives **2,494 calls**

 **413 visitors** to **General Enquiry Offices**

Issue **4 Cautions, 2 Penalty Notices for Disorder** and **1 Cannabis Warning**

Community First

In January this year, Merseyside Police moved to a new operating model which has removed existing boundaries between Local Authority areas and has centralised a number of resources.

The Community First operating model provides the Force with a structure which supports a common sense approach to decision making, placing the needs of communities at the heart of everything Merseyside Police do. Officers and staff are trusted and empowered to take decisions at all levels, based upon meeting the different needs of Merseyside's various communities, and the individual circumstances of every incident.

Mobile technology is provided to support officers and staff, enabling them to spend more time within the community.

The Chief Constable's Community First Vision and Strategy enables officers to understand their business and do the right thing for the communities of Merseyside, with a clear focus on identifying threat, harm and risk and supporting the most vulnerable in our society.

I am confident that the Force is now structured in the right way to deliver Community First Policing, enabling the delivery of a public service that is modern, efficient and capable of supporting victims and communities.



Police and Crime Priorities

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I've listened to what you have to say. I want to make a commitment to you that your views matter and make a difference.

Whether it is from face-to-face conversations with you, reading your emails and letters or feedback from public meetings.

Hearing your views and thoughts on what are the police and crime issues that affect you the most has been paramount to the development of this latest Police and Crime Plan for 2017-21.

Over recent weeks, I have met with or received feedback from 1,200 members of the community, charitable organisations and key partners. Your feedback has helped inform this new set of priorities through which I will hold Merseyside Police's Chief Constable to account on your behalf.

It's clear that the priorities that I set in my 2015-17 Police and Crime Plan are still what matters most to you.

Partnership Working

The police cannot achieve the goals in this section alone.

In the face of relentless cuts to the budgets of all public sector organisations, working in partnership is crucial and I am committed to my role of strengthening partner relationships across the region to ensure we are all providing the best possible services to our communities.

It is also essential that the Force work with partners to prevent rather than simply respond to and tackle crime.

Working in partnership with other agencies can be challenging, but is essential if the objectives I have set for the Force are to be achieved.



Prevent Crime & Antisocial Behaviour

98%* of people agree with this priority

It is clear that preventing crime and antisocial behaviour is a major priority for the people of Merseyside and it remains at the core of daily business for Merseyside Police.

This issue has been prioritised despite the progress made by Merseyside Police over recent years fighting crime and antisocial behaviour. During this time we have witnessed the implementation of new antisocial behaviour powers aimed at targeting the root causes of such behaviour as well as high-profile campaigns to remove dangerous scrambler bikes from our roads.

This progress has been delivered despite a reduced budget, resulting in Merseyside Police having to adapt their tactics and strengthen their partnership arrangements as well as encouraging greater public contributions of intelligence to help bring down crime.

The prevention and investigation of crime and antisocial behaviour must start with an awareness and understanding of the causes of criminal behaviour, as well as those circumstances that increase the

Merseyside Police will prioritise aspects of crime that present the greatest threat, risk and harm to vulnerable victims and locations.

vulnerability of victims such as persistently targeted groups and/or adverse social, economic or environmental factors.

It is important to understand that the police cannot prevent crime and antisocial behaviour in isolation. Knowledge and understanding of the factors that cause crime is improving daily, and it is only with the collaboration and support of partner agencies that Merseyside Police will continue to reduce repeat victimisation, protect and support victims, and disrupt and prosecute offenders, especially repeat offenders.

While this approach is applicable to all forms of criminality, Merseyside Police will prioritise aspects of crime that present the greatest threat, risk and harm to vulnerable victims and locations.



It is essential that we continue to encourage joint working with local people and partner agencies in order to address those social and economic factors, such as drug and alcohol abuse, that can influence and exacerbate criminal practice. As part of this, the Force will continue to focus on reducing the supply and harm caused by illegal drugs. The combined use of Integrated Offender Management (IOM) and law enforcement aims to reduce illicit and harmful substance abuse and enable the rehabilitation of offenders.

It will also be a priority to work with schools, youth services, partners and local people to reduce the number of first time entrants into the criminal justice system, as we work together to move individuals away from 'low level' crime and anti-social behaviours and towards more positive futures. It is recognised, for example, that criminals involved in serious and organised crime also frequently engage in 'low level' crimes, thereby creating a climate of fear and mistrust within communities. It is these people that the Force continues to target and, working with partners, will disrupt their activities, and prevent them serving as inappropriate role models for some young people.

The Force must continue to monitor the changing nature of crime. Increased levels of cyber enabled and cyber dependent crime, including fraud, should be tackled.

By 2021, we will:

- Work with partners to reduce repeat victimisation and disrupt and prosecute offenders, especially repeat offenders
- Prioritise aspects of crime which present the greatest threat and risk of harm to vulnerable people and locations
- Work with local schools, youth services and other partners to reduce the number of first time entrants to the criminal justice system
- Enhance our understanding of complex new and changing crime types including cyber-crime and fraud

* Percentage taken from Commissioner's six-week public consultation on the priorities. This was conducted online and at public roadshow events. A total of 1,200 people responded.



Provide a Visible & Accessible Neighbourhood Policing Style

91%* of people agree with this priority

Although this priority becomes more difficult to deliver as budgets are reduced as a result of devastating Government spending cuts, delivering neighbourhood policing remains a focal point of this Plan. Over the years since my first election, the Chief Constable and I have worked together to deliver visible policing on the streets of Merseyside to help maintain that reassuring presence.

Towards the end of 2014, the Chief Constable and I launched a public consultation to introduce a 10-year investment plan to transform the police estate here in Merseyside. Following the development of an Estate Strategy – a review of police buildings, their use and location – the proposals focused on ‘taking the right steps’ to ensure the provision of accessible policing, with neighbourhood police teams to be based at the heart of every community.

* Percentage taken from Commissioner’s six-week public consultation on the priorities. This was conducted online and at public roadshow events. A total of 1,200 people responded.

Despite ongoing austerity measures and budget cuts imposed by the Government, I am committed to meeting the ever-changing needs of our communities by focusing our valuable police resources on maintaining a real and dynamic police presence right on people’s doorsteps.



This will include co-locating police teams with partner or community services, which will generate opportunities to extend collaborative working, make our service more cost-effective and enable us to keep Bobbies on the beat. In addition, the development of Community Police Stations will give police officers and police community support officers (PCSOs) a real base in each community where they can meet the public, remain visible and operate more effectively.

To identify local areas of concern, the Force, supported by my team, will continue to meet with local people within their own communities and provide feedback on how the Force is addressing the issues raised. By listening to local communities, I can support the Force in working to deliver an improved service to the public, particularly in those areas that matter most to local people. This includes ensuring that the police remain accessible in every sense, and the Force remains committed to answering calls and responding to emergency incidents as an utmost priority.

The changes to the structure of the Force, which embed the concept of 'local policing' will provide locally based community policing teams led by community Inspectors, supported by targeted policing resources, Special Constables and other volunteers that will be placed in the heart of local communities, providing a visible, accessible and responsive policing presence.

It is important that the public can easily contact the Force and for the Force to distribute messages to the public. Merseyside Police will continue to use social media and the new 'MerseyNow' facility to communicate with the public and will ensure that both 999 and 101 calls are answered in a timely manner

By 2021, we will:

- Increase the number of Community Police Stations, which are regularly open to the public and based at the heart of communities
- Meet with local people within their own communities and provide feedback on how the Force is addressing the issues which matter to them
- Ensure that the new local policing structures operate effectively
- Use social media and new technology to communicate with the public as effectively as possible

Tackling Serious & Organised Crime

97%* of people agree with this priority

A significant proportion of all crime can be attributed to organised crime. Organised crime affects real people in real communities and manifests itself in a number of ways, all of them serious and harmful to individuals and communities. It is a complex and expensive problem, estimated to cost the UK in excess of £24 billion a year.

Within its Serious and Organised Crime Strategy, published in October 2013, the Government outlines its strategic ambition to pursue, prevent, protect and prepare in relation to organised crime. This includes the proposal of strategies for the prosecution and disruption of criminals, preventing people from engaging in serious and organised criminal activity, increasing protection for the public against serious and organised crime, and reducing the impact of serious and organised crime upon communities and the country as a whole.

In Merseyside, serious and organised crime manifests itself, in particular, as gun crime and drug-related offences. However the term may also describe other, often inter-related organised criminal behaviour such as the destructive activities of gangs, aggravated robbery and burglary, child sexual exploitation, fraud and cyber-crime.

Those involved in serious crime have the ability to destroy local communities and aim to destabilise communities by creating a persistent downward spiral of fear, intimidation and economic decline. In addition, the most vulnerable members of society are often the victims - from young people drawn into the world of drugs and gang violence, to the elderly who provide easy prey for fraudsters.

Together with partners, Merseyside Police adopts a combination of investigative, legislative and disruptive actions to ensure that Merseyside as a whole, as well as its individual communities, establishes itself as a hostile environment for organised criminal activity.



To do this, the Force acts in compliance with the national strategy via a robust, locally developed strategy that mirrors the four national strands of Pursue, Prevent, Protect and Prepare.

Delivery of the strategy is supported by partners and involves an integrated response to ensure that targeted individuals are accurately identified and prioritised, operations and actions are scrutinised and best practice shared. Organised Crime Group mapping supports a governance structure to ensure that each organised crime group receives an appropriate operational response. In this way, resources are deployed in accordance with an assessment of the threat, risk and harm posed by individuals and the need to protect communities from harm. This approach is complemented through the work of the North West Regional Organised Crime Unit (Titan), which ensures a coordinated approach to tackling organised crime groups across the region.

The Proceeds of Crime Act is used to confiscate assets gained through criminal activity and assists the police and partners to target, disrupt and dismantle the activities of those involved in serious and organised crime.

In terms of prevention, the Force continues to work in partnership with local Community Safety Partnerships and other agencies to promote and deliver the use of education programmes and youth diversionary schemes. These programmes are designed to influence the decisions of young people and to deter involvement in gun and gang crime, using tools such



I am fully committed to working closely with the Force and partners, supporting them to share information effectively and efficiently in order to identify, target and remove criminals, confiscate their assets, seize their weapons, and ensure they live in fear of prosecution.

as the anti-gun and gang play 'Terriers'. In addition, other multi-agency diversionary initiatives, such as DISARM in Liverpool, Sefton and Knowsley, are well-established and achieving positive results in local areas within Merseyside. As Commissioner, my team and I will continue to actively engage with and assist police and partners as they develop and promote effective diversionary programmes.

Part of my commitment to the public in Merseyside involves supporting the police and partners to counter all forms of terrorism, both on a local and national level. This includes enabling the police to identify and tackle emerging threats such as cyber-crime and supporting the police to respond to threats robustly and with the necessary knowledge and resources. This will remain one of my top priorities as we continue to address emerging threats to our local, national and international community safety.

To counter the threat posed by terrorism and domestic extremism, the Force supports CONTEST, the Government's counter terrorism strategy. CONTEST is delivered through a combination of resources, including neighbourhood policing, effective partnership arrangements and engagement with local communities. This approach enables the anticipation, intervention and prevention of terrorism and the potential threat from domestic extremism and the radicalisation of individuals. **The confidential anti-terrorist hotline can be used to report any relevant information on 0800 789 321.**

By 2021, we will:

- Ensure that technology and tactical innovation underpin the Force's pursuit of serious and organised criminals
- Target iconic criminals and remove their wealth and assets
- Identify and remove negative role models within Merseyside's communities
- Relentlessly pursue and identify gun crime offenders and the root causes of gun crime
- Build stronger communities that are resistant to serious and organised crime through the development and maintenance of locally focused partnership collaborations
- Ensure the protection of vulnerable people and the support of those who assist the Force and their partners in the disruption and dismantling of organised criminality

* Percentage taken from Commissioner's six-week public consultation on the priorities. This was conducted online and at public roadshow events. A total of 1,200 people responded.



Support Victims, Protect Vulnerable People & Maintain Public Safety

96%* of people agree with this priority

I am committed to ensuring that victims of crime remain at the heart of my priorities. This commitment includes the identification, protection and support of those people who are at the greatest risk of becoming victims of crime. Gaining an understanding of the factors that increase vulnerability is fundamental to the prevention of harm, as is a collective awareness of those people in communities who may be more at risk of crimes such as domestic abuse, hate crime, sexual offences, Child Sexual Exploitation and Child Criminal Exploitation, amongst others.

It is recognised that crimes such as domestic violence and hate crime are among the most harmful and damaging in terms of their effects on individuals as both victims and witnesses (often children and young people), as well as the destructive effect of these crimes on communities. In addition, it is acknowledged that crimes of violence and abuse are often committed 'behind closed doors' and, by their nature, may be hidden from view. I am committed to working with the police, partners and local communities to continue to develop

our understanding of these crimes further. This includes improving our knowledge of what works to help empower victims to speak out against abuse and violence, as well as providing effective and accessible specialist support services, and supporting partnership working with perpetrators to enhance our understanding of those factors that drive violent offenders.

It is only by using a true partnership approach that authorities can work together to engage effectively with those people who are most at risk of criminality (either as victims or perpetrators). This is done using tools such as Multi-Agency Public Protection Arrangements (MAPPA) and, specifically for the identification and safety of high-risk domestic abuse victims, Multi-Agency Risk Assessment Conferences (MARACs). Using these tools, local agencies including the police are able to exchange information in a secure environment, in order to develop individual plans that aim to protect and support victims, as well as ensuring that the voice of the victim is heard throughout.



Every person living and working in Merseyside has the right to feel safe and protected by the law, particularly within their home, their street and their local community.

From April 2015 Police and Crime Commissioners have new responsibilities to provide victims with support services under the Anti-social Behaviour, Crime and Policing Act 2014. To this end, an extensive programme of research and public consultation on victims' experiences has taken place and, as has been the case every year since responsibility was given to me, I will use this knowledge to ensure that victims are fully guided and supported through the criminal justice process, and to provide effective support services that really make a difference in helping victims to cope and recover.

Satisfaction and dissatisfaction with the service provided by the police to victims of crime will also be monitored closely to ensure that high levels of satisfaction continue to improve and that where problems are identified, they can be addressed quickly and effectively.

This right also extends to those who come to the region as visitors. It is therefore one of my priorities to work with the Force to ensure that there is sufficient capacity and capability to provide effective and sustainable protective services. This includes maintaining a high level of public order, safety and security, including the appropriate management of major incidents, emergencies and events. Counter-terrorism, domestic extremism, major crime, firearms and critical incidents also form part of protective services and the Force, with the support of myself and partners, remains wholly committed to the preservation of effective and competent policing in this area.

By 2021, we will:

- Commission effective services to support victims of crime
- Ensure a high level of victim satisfaction
- Work with partners to improve understanding of the factors that increase vulnerability and build a collective awareness of those people in communities who may be more at risk of crimes such as domestic abuse, hate crime, sexual offences, Modern Day Slavery, Child Sexual Exploitation and Child Criminal Exploitation
- Ensure that there is sufficient capacity and capability to provide effective and sustainable protective services

* Percentage taken from Commissioner's six-week public consultation on the priorities. This was conducted online and at public roadshow events. A total of 1,200 people responded.



Work in Partnership to Improve Road Safety

89%* of people agree with this priority

Since 2010 Merseyside has witnessed a 12% increase in the number of people killed or seriously injured on its roads. Furthermore, looking at recent data every 12 months more than 500 people are tragically killed or suffer serious injuries.

Pedestrians, cyclists, older road users (60+) and motor cyclists are most frequently the victims of these terrible incidences. In comparison with Greater Manchester, cyclists and older road users (60+) are almost twice as likely to become casualties on Merseyside as in Greater Manchester, whilst pedestrians are around 30% more likely to be injured on Merseyside.

This has to stop and we can no longer allow these figures to climb. This is why I have listened to your views and included a specific priority for Merseyside Police to work in partnership to improve road safety. However, this priority will only be achievable by working in partnership closely with local authorities, Merseyside Fire and Rescue Service, the education sector, dedicated road safety partnerships and support services as well as the public to raise awareness and improve safety.



It is my intention, and I have the support of the Chief Constable, that by working together and targeting resources towards specific areas of danger or groups of people who lack awareness we can help bring down these figures and make Merseyside a safer place for pedestrians and road users alike.

By 2021 we will:

- Have stronger, more effective working relationships with road safety partners
- Influence the use of engineering to drive down the number of people killed or seriously injured on our roads
- Use enforcement strategically to change attitudes, encouraging people to drive in a safer way
- Work with partners to improve education and awareness surrounding road safety issues.

* Percentage taken from Commissioner's six-week public consultation on the priorities. This was conducted online and at public roadshow events. A total of 1,200 people responded.



Strategic Policing Requirement

Nationally, the Home Secretary has identified a number of priorities that all police forces must deliver in the interests of national security. These priorities are issues that know no boundaries and can affect the entire country. The threats identified by the Home Office under the Strategic Policing Requirement include:

- Terrorism
- Serious & Organised Crime
- A National Cyber Security Incident
- Threats to Public Order or Public Safety
- Civil Emergencies
- Child Sexual Abuse
- Child Sexual Exploitation

I have a duty to the public to ensure Merseyside Police's Chief Constable is effectively addressing these national issues.

You can find out more about these priorities by visiting www.gov.uk



4 Governance and Performance Monitoring

My scrutiny and decision making framework summarises the arrangements I have in place for exercising my duties and the mechanisms by which Merseyside Police will be subject to scrutiny. This provides the public with an assurance that I am fully undertaking my duties.

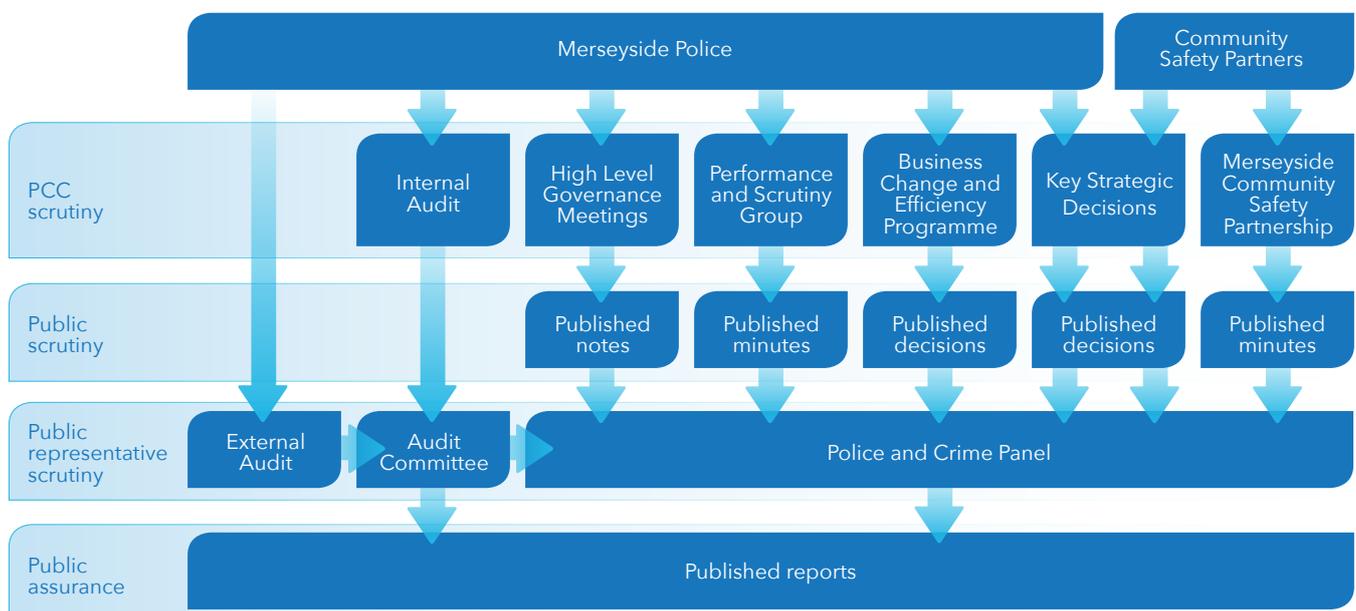
There are six mechanisms by which I scrutinise actions and decisions by Merseyside Police, ensuring that effective arrangements are in place.

All of these processes result in the publication of minutes or reports on my website.

The six scrutiny mechanisms are

1. My high-level one-to-one meetings with the Chief Constable
2. Performance & Scrutiny Group meetings
3. The Business Change programme
4. Key decisions
5. Audit, encompassing Internal and External Audit and the Shared Audit Committee
6. Merseyside Community Safety Partnership.

PCC scrutiny and decision making framework



Taking informed and transparent decisions which are subject to effective scrutiny and risk management arrangements is essential.

To achieve this, I have taken the following steps:

- developed a decision making protocol which sets out principles behind how decisions will be taken by the Chief Constable and me, and the standards to be adopted
- approved a scheme of governance which highlights the parameters for decision making, including the delegations, consents, financial limits for specific matters and standing orders for contracts
- approved a risk management strategy which establishes how risk is embedded throughout the various elements of corporate governance of the corporations sole, whether operating solely or jointly
- approved a communication and engagement strategy to demonstrate how the Chief Constable and I will ensure that local people are involved in decision making
- developed an information scheme to ensure that information relating to decisions will be made readily available to local people, with those of greater public interest receiving the highest level of transparency, except where operational and legal constraints exist
- put in place a forward plan of decisions, which brings together the business planning cycles for the police and crime plan, the office of the police and crime commissioner and the force integrated business management process. This will ensure proper governance by bringing together the right information at the right time, e.g. needs assessments, costs, budgets.

I will continue with the above throughout the life of this plan.

To make sure the Chief Constable makes progress towards achieving the priorities I have set my office up accordingly to work with officers and staff.





Engaging with you

An essential part of my role is to ensure that I effectively engage with the communities across Merseyside. In order to achieve this, I have created a Community Engagement team within my office to enable the views of both the public and partners to be fully considered when setting my strategic priorities, commissioning services and ensuring compliance with statutory requirements.

My Community Engagement Officers and I work alongside local partners and stakeholders to ensure that there is a constant dialogue around my commissioning priorities and how we can provide the most effective service for the communities of Merseyside. This also provides a channel by which I can directly address issues raised by those representing different sectors and use their feedback to inform my decisions.

The team support and assist me to engage with all the communities of Merseyside, developing specialist methods such as online surveys, focus groups and road-shows to ensure I consult with as many people as possible. I have also created opportunities for young people whose voices may not always be heard within the decision making process to engage via my Youth Advisory Group; a group which consists of young people from across the county who advise me on issues around commissioning and community safety.

In order to ensure the best use of diminishing resources and avoid unnecessary duplication, I complete the vast majority of my public engagement alongside partner agencies, “piggy backing” where possible on existing engagement provision. This ensures the widest possible section of the Merseyside community is reached, including minority groups, who may be the most vulnerable members of our society. It also allows for a ‘one stop shop’ approach, so that the public is able to access a number of different services at the same time.

I have recently carried out a number of high profile consultations on issues that impact on the public of Merseyside in order to gauge public opinion. These include:

- Introducing my strategy to transform and modernise police buildings;
- Raising awareness around the budget cuts facing Merseyside Police;
- Asking the public for their views on increasing council tax to help protect police resources; and
- Consulting on the priorities outlined in this plan.

Feedback from these consultations plays a vital role in the decision making process and I am committed to continuing this approach moving forward.

Partnership Working

I attend a number of partnership meetings including the **Merseyside Community Safety Partnership** and the **Merseyside Criminal Justice Board** both of which I chair. These partnerships provide me with direct access to individuals with responsibility for making key decisions that affect community safety – including support for domestic abuse victims, services for people with addictions and youth diversion initiatives – as well as access to agencies from the criminal justice sector including prisons, probation services, courts and youth offending teams.

This access will be key to promoting the priorities captured within this plan, especially those priorities where the police cannot work alone and greatly need the support of partners. The meetings also represent opportunities for me to fulfil my legal duty to provide an efficient and effective criminal justice system by allowing partners to share with me any issues they need support with and help foster collaborative approaches.



Performance Monitoring

The information I receive from my Community Engagement Team and my partnership arrangements is then addressed at my Performance Scrutiny Group meeting, a meeting dedicated to performance monitoring. Reports and further information is available **here**. At these meetings I receive information and reports from senior officers and staff on the latest progress against priorities as well as information around emerging threats.

I also receive independent assurance about police efficiency, effectiveness, leadership and legitimacy issues from **Her Majesty's Inspectorate of Constabulary**. The Inspectorate will conduct inspections, often unannounced, on a range of

thematic issues such as data integrity, custody and domestic abuse. Following each inspection a public report is published that provides an indication of how well Merseyside Police are performing. Individual reports and my responses can be viewed on my website **here**.

Alongside these performance arrangements, I meet regularly with the Chief Constable and senior officers. These meetings provide me with an opportunity to raise any urgent concerns with Merseyside Police on your behalf, but also to identify areas where the Chief Constable requires support from partners or from the Government.



5

Finance and Resources

I am the recipient of all funding relating to policing and crime reduction, including Government grants and the Council Tax precept. All funding for the Force must come via me. How this money is allocated is a matter for me in consultation with the Chief Constable.

In addition, I have a statutory responsibility to produce an annual balanced budget, including setting the Council Tax precept for Merseyside. This process has to be completed before 1st March every year.

Since 2010 Merseyside has faced significant financial challenges due to reductions in funding from central government, along with cost pressures and continual changes in the demand for policing. As a consequence of these challenges, between 2011/12 and 2016/17 the Police budget has been reduced by £84m, resulting in a reduction of over 1,500 Police Officers and Staff. These financial challenges are expected to continue until at least 2021/22.



Revenue Budget

In 2017/18 I was able to set a balanced budget by increasing the Council Tax precept by 1.95%, along with the Force making £6.858m recurring savings, the utilisation of £0.945m of Reserves and by raising £59.835m through the Council Tax requirement. The decision to increase the Council Tax precept followed consideration of the impact on local residents, the loss of ongoing revenue, and the impact on local policing services. The Police and Crime Panel also formally endorsed the decision to increase the precept. The Band D Council Tax in 2017/18

is £165.97, an annual increase of £3.17, or 6 pence per week, over the 2016/17 rate. It remains below the national average for police precepts and will provide sufficient resources to enable the Chief Constable to achieve the priorities set out in my Police and Crime plan.

The total net budget for 2017/18 amounts to £308.440m, within this amount £302.645m (98%) has been allocated to the Chief Constable to fund day to day operational policing activities. The following tables show where the money comes from and how it is to be spent.

Where Our Resources Come From

	2017/18 £m	
Police General Grant	(232.019)	75.2%
Legacy Council Tax Freeze Grants	(15.641)	5.1%
Collection Fund Surplus	(0.795)	0.3%
Contribution from Reserves	(0.150)	0.0%
Precept Requirement	(59.835)	19.4%
Total Resources	(308.440)	100.0%

How Our Resources are Spent

	2017/18 £m	
Police Officers Pay	153.771	49.9%
Support Staff Pay	68.909	22.3%
Police Pensions	40.290	13.1%
Other	45.470	14.7%
Total Net Expenditure	308.440	100.0%

PCC Controlled Expenditure

I have a budget for my office, as well as the funding for the Crime Prevention and Victim Support Strategies. A high level analysis of my office's budget and the strategies is provided below.

Office of the Police and Crime Commissioner (£1.210m)

The budget for my office is £1.210m (0.4% of the overall funding) this covers the cost associated with me carrying out my statutory functions and support costs.

Crime Prevention Strategy

In 2017/18 I approved the continuation of the Crime Prevention Strategy with the aim of supporting initiatives that contributed to my Police and Crime Plan priorities, particularly focusing on the prevention of crime and anti-social behaviour. The section below details how I plan to utilise this funding. In order to support the strategy I have established the following funding streams:-



(i) Crime and Disorder Reduction Grants (£2.797m)

I have set aside £2.797m to enable me to continue awarded grants to the Force, Local Authorities, Community Safety Partnerships and the Voluntary Sector that will secure, or contribute to securing, crime and disorder reduction on Merseyside. The funding will be used by the partners to fund community safety initiatives to reduce domestic violence, hate crime, youth crime and substance abuse, as well as support drug intervention programmes, offender management schemes and positive futures initiatives. Each organisation receiving a grant will be required to deliver a set of agreed outcomes which contribute towards me achieving the priorities set out in this Plan. The performance against these agreed outcomes will be reviewed and monitored during the course of the year, as well as reported on my website.

(ii) Crime Prevention Fund (£0.150m)

I have established a Crime Prevention Fund that enables me to support other initiatives that will help prevent crime and anti-social behaviour. Grants of between £5,000 and £25,000 are available to organisations that can demonstrate that their initiatives would contribute to the achievement of my Police and Crime Plan objectives. Information on how to apply for this funding will be published on the website.

(iii) Police Property Act Fund (£0.045m)

The monies in the Police Property Act Fund are generated by the disposal of property. Under the terms of the Police (Disposal of Property) Regulations 1975, I am able to dispose of these funds, to make payments to charitable organisations across Merseyside of up to £5,000, and also to meet the expenses incurred in the conveyance, storage, safe custody and sale of the property. This year I will be opening up the fund to support initiatives that help reduce crime and anti-social behaviour around bonfire and mischief nights. Information on how to apply for this funding will be published on the website.

Victim Services and Restorative Justice Strategy (£1.639m)

As Commissioner I also receive specific grant funding from the Ministry of Justice to fund the provision and commissioning of Victim Services and Restorative Services on Merseyside. The total funding available in 2017/18 amounts to £1.639m.

Capital Programme

In addition to revenue spending on day-to-day operational activities, I have approved a five-year capital programme covering 2017/18 to 2021/22. Capital expenditure is expenditure on the acquisition of a fixed asset, or expenditure that adds to the value, or extends the useful life of an existing asset, such as

improvements to the police estate, together with the purchase of vehicles and Information Communication Technology systems. Capital expenditure is normally funded by loans, grants, external contribution or capital receipts. The table below shows the capital programme for 2017/18 and how it is to be funded.

Capital Programme for 2017/18

	£m	%
IT and Technical Strategy	3.695	4.6
Estates	74.043	92.7
Vehicle Replacement Programme	2.154	2.7
Total Capital Expenditure	79.892	100.0
Financed By:-		
Grant Funding	1.359	1.7
Capital Receipts	2.300	2.9
Reserves	1.800	2.2
Internal Borrowing	0.790	1.0
Prudential Borrowing	73.643	92.2
Total Funding	79.892	100.0

Medium Term Financial Strategy

In 2017/18 I was able to set a balanced budget, with the delivery of £6.9m of savings by the Force. However, the latest Medium Term Financial Strategy (MTFS) forecasts that the Force will be required to identify £6.384m of savings in 2018/19, with a further £11.617m in future years, giving an anticipated overall savings requirement of £18.001m over the MTFS period. Consequently, the Force and I face significant financial and policing challenges in the years ahead.

The Chief Constable has established a Community First programme to ensure that the Force is appropriately structured to meet the needs of the community over the next 3-5 years. The Chief Constable's Community First restructuring project seeks to find the most appropriate operating model for the Force that will allow it to be responsive to mine and the local community's priorities as well as threat, harm and risk, with fewer resources. This model has been designed to deliver the best policing service possible with the resources available.

General Balances, Provisions and Reserves

As PCC I maintain General Balances, Earmarked Reserves and Provisions in order to ensure that adequate financial resilience is maintained. It is estimated that by the 31st March 2017 General Balances will be at £12.204m, earmarked Reserves will total £17.497m and Provisions £5.912m. In order to ensure that the level of the General Balances are robust and prudent, my Chief Finance Officer and the Chief Constable have undertaken a review of the level of these balances, taking account of the risks included within my office's and the Force risk registers.

The risk based review undertaken concluded that by the end of 2017/18 General Balances should be held at the current level. The level of General Balances will be reviewed during 2017/18 in order to assess whether any of balances held can be released to support the budget over the medium term.

Further detail regarding the PCC Budget for 2017/18 and the Medium Term Financial Strategy for 2017/18 to 2021/22 can be found on my website.



Value for money

In recent years the Force has embarked upon a structured programme of reviews to critically examine the way in which it provides its policing services. This has been driven by the need to make significant savings as a result of reduced Government funding whilst providing excellent policing for the communities of Merseyside. Underpinning this is an ongoing commitment to maximise frontline policing services.

In these circumstances, it is even more important that resources are managed and deployed effectively to strike the necessary balance between the demands for policing services and the management of risk. Excellent policing services need to be delivered in a cost effective and efficient manner and in a way that provides value for money.

To achieve this, the Force through the Community First will continue to review its structures, staffing levels, working arrangements and key processes with a view to continuously improving the services it provides to the community.

The ongoing programme of reviews will cover all aspects of policing, from frontline services through to critical support and back office functions. Key processes will be streamlined and, where it is appropriate, supported by increased use of technology. Using continuous improvement methods, a focus on reducing or eliminating unnecessary bureaucracy will also be maintained.

Opportunities to provide more efficient and effective policing services by working in collaboration with others will continue to be explored. The Force already participates in a number of such arrangements with regard to procurement at both a regional and national level, and is engaged with national initiatives to achieve greater IT convergence within the police service to support significant improvements in business processes. In addition, the Force has a number of collaborative arrangements in place with other forces in the region to deliver support functions in a more cost effective and efficient manner.



Commissioned Services, Grants and Funds

6

Victims' Services Commissioning

In 2014 I was handed responsibility for the local commissioning of support services for victims of crime in Merseyside. This is a role that I have taken very seriously. I feel an obligation to ensure that those that have the misfortune of becoming a crime victim in Merseyside are provided with the highest prospect of receiving excellent support to help them cope and recover from their experience. This gave me the opportunity to work with the best service providers operating in Merseyside and to improve the care that victims receive, whatever their need may be. As such I developed 'Victim Care Merseyside'. This is a package of care for victims that ensures that a victim's care remains a key element of the criminal justice system.

My office produced an extensive Victim Needs Assessment. The aim of that work was to identify gaps in the care provision for victims that was being delivered at that time, and to tailor care for victims to the issues that were impacting upon them most, wherever that may be across the Merseyside region. This was shaped by evidence reviews and consultation with victims of crime and the communities of Merseyside, who told my office of their experiences of being a victim.

I have commissioned services based upon the public consultation that was conducted, and my office has monitored the outcomes from that work. The victims' services that have been delivered during that time have made a positive impact throughout Merseyside, and my office has worked closely with service providers during that time to continually improve the care that has been delivered to make sure that I continue to deliver the very best services possible to people in need.

2017/18 Year

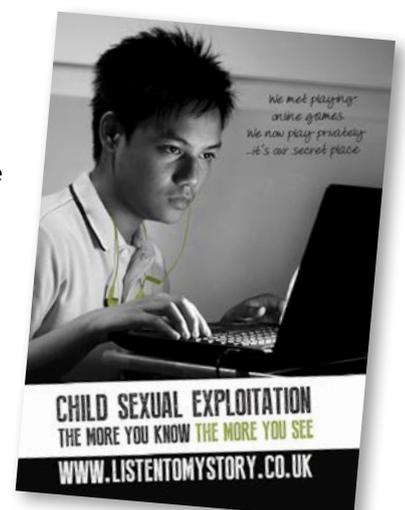
In January 2017 the Ministry of Justice announced that funding for victims' services will continue to be allocated to PCCs, and that for the next year, April 2017 through to the end of March 2018, to £1.639m has been provided to Merseyside. This is a small reduction on the funds provided in 2016/17.

This funding will support the victim services that my Deputy and I intend to commission in April 2017.



The service strands that I intend to support are as follows;

- A service to provide counselling and therapeutic support for young people that are subjected to or live in an environment where they are at risk of witnessing Domestic Abuse
- A support service for vulnerable victims of crime, including support to victims of anti-social behaviour, theft, fraud, burglary, assault or robberies
- Sexual assault support services, for those subject to rape or other serious sexual offences
- A third-party Hate Crime reporting service, this will assist the provision of a separate Hate Crime support service for those that have reported such incidents occurring
- Restorative Justice services, to provide victims with alternative options to rehabilitate from their experience
- A service to support vulnerable repeat victims of crime
- A service intended to raise awareness of child exploitation, to prevent young people from being exploited in the first place, to recognise the risk of temptations that exploiters use to ensnare young people, and to help



those already exploited to learn and recover from their experience. In previous years this has been a sexual exploitation programme, but in recognition of a growing trend of child exploitation for other criminal related activities, I have extended this service to include all types of child exploitation for 2017.

In addition I intend to provide Merseyside Police with funding to enable enhanced support to victims, and this will provide the following resources;

- Additional Police Community Support Officers across each Local Authority area to support the delivery of the Victim Care Merseyside process
- One Multi Agency Safeguarding Hub risk assessor per MASH unit, to identify vulnerable victims of domestic abuse and other types of familial abuse at the earliest stage, referring those cases to appropriate support services
- One member of staff to coordinate the vital work that is taking place to respond to individuals that are reported missing from home or absent from care
- A research officer to ensure that the Victim Care Merseyside programme operates as effectively as possible.



All of the services that have been delivered are underpinned by the Victim Care Merseyside website, www.victimcaremerseyside.org

This allows victims to find a service that is suitable for their needs, whether they have reported a crime to the police or not. My office will continue to develop the website over the coming year.

Finally, during 2017 I will be reviewing the commissioned services that have been delivered since 2014, this will be the third year of delivering support for victims of crime, and it is my intention to ensure that victims continue to receive a first class service. I originally envisaged that this would be a three year programme for the victim care package, and in 2017 I will be refreshing the Victim Needs Assessment that was conducted at the start of this programme to ensure that I continue to provide care for those that most need it at the time that they need it. I look forward to allowing the communities of Merseyside to have their say on the way that services will be delivered from April 2018 onwards.



Community Safety Funding

I established a three year Crime Prevention Strategy in 2014/15 with the aim of supporting initiatives that contribute to the achievement of the Police and Crime Plan priorities, particularly focusing on the prevention of crime and anti-social behaviour, as well as helping support victims of crime. 2016/17 was the final year of the strategy.

In order to continue to support the strategy in 2017/18, I have retained the following funding streams:

- the Community Safety Partnership Fund
- the Crime Prevention Fund
- the Police Property Act Fund.

The Community Safety Fund (£2.797m)

I award Crime and Disorder Reduction grants to Merseyside Police, Community Safety Partnerships and the Voluntary Sector that secure, or contribute to securing, crime and disorder reduction on Merseyside. This funding comes from the General Police Grant (£2.797m).

Table 1 identifies the proposed allocation of the Community Safety Partnership Funding in 2017/18.

The Crime Prevention Fund (£0.150m)

I award grants of between £5,000 and £25,000 to organisations that can demonstrate that their initiatives will contribute to the achievement of my Police and Crime Plan objectives. These grants are funded from the Crime Prevention Strategy Reserve.

Police Property Act Fund

I continue to provide funds via the Police Property Act Fund (PPA) for grassroots initiatives that help young people to make the right choices. I will continue to use this fund to help steer young people away from getting involved in criminal or dangerous behaviour during the summer holidays and the half term, particularly over Mischief and Bonfire Nights.

I have already awarded more than £200,000 through the PPA to organisations that are making a difference in their communities, with all the money being raised from the sale of unclaimed stolen goods or property recovered by the police.

By allocating the funding in this way, I can help local organisations prevent our young people from making mistakes they may regret in the future and play a part in making neighbourhoods across Merseyside safer.

Table 1: Allocation of Community Safety Partnership Fund 2017/18

Community Safety Partner	£m
Merseyside Police	0.746
Wirral MBC	0.359
Liverpool CC	0.889
St Helens MBC	0.182
Sefton MBC	0.346
Knowsley MBC	0.188
Positive Futures (North Liverpool Ltd)	0.060
Positive Futures (Everton in the Community)	0.027
Total	2.797



Appropriate Adults for Vulnerable Adults

In 2015 Merseyside Police reported their concerns to me surrounding care of vulnerable adults that were being held in police custody. Merseyside Police has a legal responsibility under the Police and Criminal Evidence Act (PACE) to ensure what are known as Appropriate Adults (AAs) are present to support young people or adults with a mental illness or other mental incapacity who are held in custody.

This is an important check and balance in the custody procedure that not only ensures the care of vulnerable offenders but also provides the best criminal justice outcomes for all. An AA has no legal background, but is there to ensure that vulnerable people are treated fairly and with dignity and respect during their custody period. Whilst the ownership of AA provision for young people is a legislated Local Authority responsibility, the provision for adults is not so clear,

leaving Merseyside Police in the position where in some cases they were unable to source an AA. In some cases this has had serious consequences for the criminal justice process.

In May 2016 I commissioned The Appropriate Adult Service (TAAS) to deliver an AA provision in Merseyside. Up to the end of January 2017, TAAS has responded to approximately 600 requests for attendance.

My office is working with the Home Office to bring long-term solutions to this issue, but this work is unlikely to conclude until early 2018, therefore I have taken the decision to re-commission an AA service for 12-months to operate from April 2017 onwards, when the current contract is due to end. This will allow the national initiative to conclude prior to making a further commissioning decision in 2018.



7 Equality and Diversity

I am committed to ensuring all Merseyside's communities receive a fair and equitable police service. This commitment is demonstrated by policies, processes and procedures that I have in place to promote equality and human rights and, more importantly, in my actions.

In order to carry out all of the functions my role and office demands I am required by law to have due regard to

- Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010;

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and to
- Foster good relations between such groups

I am committed to valuing diversity and promoting and implementing equality of opportunity in all my activities. This commitment is based on my belief that successfully promoting the social, economic and environmental wellbeing of the community depends upon everyone having a stake in the future of Merseyside.

I recognise I can reduce the disadvantages experienced by many people by making my activities more responsive to various individual and community needs making them accessible, relevant and meaningful to everyone.

Challenging Hate Crime

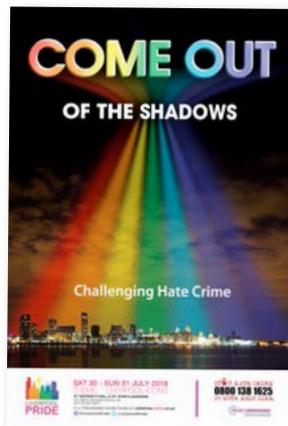


To ensure an equality of service, I am represented on all police equality, diversity and human rights boards. I can therefore independently monitor and scrutinise the work of Merseyside Police, ensuring compliance with equalities legislation.

Monitoring recruitment, retention and development of minority groups within the workforce forms part of this work. To continue to improve I will continue my support for the joint PCC/Police initiative, the Merseyside Phoenix Leadership Programme, the Police Cadet Scheme and the Springboard Women's Project and Navigator Programmes.

My Youth Advisory Group continues to grow and I commit to listening to the voice of our young people and acting on the issues that are important to them.

It is important for people throughout public bodies to be aware of the obligations set out in both the equality duty and within the Human Rights Act, 1998. To ensure that this happens within my office, training and awareness raising sessions are held for staff and Independent Custody Visitors.



The diversity makeup of the staff in my office is; 50% women, 25% identifying as having a disability. BRM staff account for 10% of the organisation and 10% are from Lesbian Gay and Bisexual communities.

I work with many organisations and have created innovative partnerships and bespoke services for vulnerable and underrepresented groups - to help to reduce crime, assist victims and manage offenders. I find it helpful to use the skills and experience of partners and organisations, which can assist in delivering a fair and inclusive police environment.

To this aim, my team of community engagement staff act as my 'eyes and ears' and engage with partners and communities. Each officer, as well as having a geographic responsibility, has a lead for a protected characteristic of the Equality Act 2010. This work has led to improvements in the work relating to mental health, LGB&T and Black and Racial Minority Communities and I am keen to see those develop further. I will continue to provide support to police and agencies by delivering seminars to help improve community safety for vulnerable people such as those with mental health issues.



8

Useful Contact Information



In an emergency always call 999

Call this number if:

- A crime is happening now
- Someone is injured
- You or someone else is in danger
- The person who has committed the offence is still there or is nearby



If it's not an emergency or for general enquiries call 101*



If you're calling from outside Merseyside you can call us on **0151 709 6010**.



Alternatively, non-urgent crimes and incidents can be reported using an online form **available here**.

Merseyside Police online



Visit the Merseyside Police website **www.merseyside.police.uk**



@MerseyPolice



/MerseyPolice



Crimestoppers - 0800 555 111

There may be times when you want to report an incident, or give the police information, but you don't want anyone to know who you are.

If this is the case you can call Crimestoppers. They are a UK charity, independent of the police, which means if you call them, you won't have to give your name. It also means you won't have to give evidence or go to court.



You can also report to Crimestoppers online using their **secure form**.



Stop Hate UK - 0800 138 1625

If you have been subjected to hate crime, but don't feel comfortable talking to the police, you can contact Stop Hate UK. They are a national UK charity, independent of the police, who are there to provide confidential help and support 24/7.





I will also be out and about across Merseyside talking to you and attending public meetings to hear your views about how we can best work together to keep Merseyside a safe place to work, live and visit.

Staying in touch

I want to keep you informed about the delivery of this plan and the progress that is made against these priorities. I also want to hear how you think we are doing.

You can find out more about this work or contact me in the following ways:



www.merseysidepcc.info



info@merseysidepcc.info



[@MerseysidePCC](https://twitter.com/MerseysidePCC)



[/MerseysidePoliceandCrimeCommissioner](https://www.facebook.com/MerseysidePoliceandCrimeCommissioner)



0151 777 5155

You can also sign up to receive a monthly newsletter with the headline news [here](#).



You can also write to me at:

**Jane Kennedy,
Merseyside Police and Crime Commissioner,
Allerton Police Station,
Rose Lane,
Liverpool,
L18 6JE**