Welcome to my Annual Report for 2015/16.

The police continue to undergo major changes, with fewer people than ever before facing major challenges in the policing, crime and community justice landscape. This report will give you an overview of some of the great work that’s been done to keep Merseyside one of the safest places to live, work and visit. It also describes some of the projects and initiatives that are helping to protect some of the most vulnerable people in our communities.

When I delivered my Annual Report for 2014/15 we were immersed in a climate of Government austerity measures and budget cuts. The future looked bleak for our police service. We were facing the prospect of losing all of our Police Community Support Offices (PCSOs); ‘the sound of Saturday’ - our mounted section - was in serious jeopardy, in fact all areas of police work were facing job losses.

My voice was one of many urging the Government to urgently rethink its programme of cutbacks. I campaigned hard during 2015 to make ministers see sense. I was joined by the Chief Constable, MPs, councillors, many local partners and, most importantly, thousands of you.

More than 16,000 people added their signatures to my petition and this, in no small part, helped the Government make a dramatic U-turn on their planned cuts to the police budget.

This was a major success and lifted much of the pressure going into 2016.

We must remember however, that after six years of savage cuts Merseyside Police has lost more than 1,500 of its people from a total workforce of 7,350 in 2010.

Despite the Government claiming they would ‘protect the police budget’, the reality is unfortunately not quite as positive. A freeze to the police budget does not take into consideration the impact of rising staff costs, inflation, investment in the police estate and the requirement to increase our firearms capability.

All of this means we now estimate that, over the next 5 years, we are being forced to make further cuts of £25million. This is a major challenge and will shape many of our decisions over the coming years.

Her Majesty’s Inspectorate of Constabulary (HMIC) ranked Merseyside Police as one of the most efficient and effective police forces in the UK and the best performing metropolitan force. This is in spite of the scale of the cuts made and the jobs lost.
Significant changes are also in train to modernise the Force. I am playing my part too. This year saw the first steps in the implementation of a 10-year strategy to bring Merseyside Police’s buildings and facilities into the 21st century. Work is now underway on a state-of-the-art Operational Command Centre (OCC) in Speke and, following local consultation, in March I was proud to officially open the first new Community Police Station at a community centre in Hoylake. Read more about this on Page 9.

This year also saw the official launch of the Victim Care Merseyside service – a £1.5m package of care and support for Merseyside’s most vulnerable people. The service is designed to give victims the best possible help to cope and recover, from the first moment they report a crime to Merseyside Police right through to greater emotional support and increased counselling and therapeutic services. Find out more on Page 25.

I have also awarded nearly £240,000 in small grants throughout the year through my Crime Prevention Fund and Police Property Act Fund to projects which are working to cut crime and keep communities safe.

Holding the Force to account and engaging with the public has, as ever, been central to my work and this report details the way I’ve achieved this over the year.

It also demonstrates the progress Merseyside Police has made delivering the priorities that I set out for them to achieve for the benefit of us all.

Our focus, the Chief Constable and I, is always on keeping people safe. This report sets out how this has been delivered over the last 12 months, while looking forward to what more can be achieved this year.

This is also my final Annual Report covering my first term in office and an opportunity to reflect on three-and-a-half fascinating, challenging and exciting years. The role of PCC has evolved significantly over this initial period, our remit is now much wider and it continues to increase. I’ve enjoyed my time once again serving the public immensely and while I was openly reticent about the role I believe the increased turnout – so noticeable here on Merseyside – demonstrates a real increase in knowledge and awareness among the public, as well as greater support and understanding.

Right Honourable Jane Kennedy
Merseyside Police and Crime Commissioner
In June 2015 Cllr Ann O’Byrne took the decision to step down as my Deputy to focus on her new role as Deputy Mayor of Liverpool City Council. Ann was a real asset as Deputy and worked hard on driving forward the commissioning of victim support services and the development of the Victim Care Merseyside service. Now as then, I wish Ann every success.

Following Ann’s departure, I advertised for a new Deputy. Seven people applied for the position and, following shortlisting, I interviewed four people. The process was independently observed by the Chair of the Police and Crime Panel, Cllr Christina O’Hare, and later reviewed by the full Police and Crime Panel. The quality of candidates was very high and, in August, I was pleased to announce that St Helens Councillor Sue Murphy would be joining my small team. Sue stood out as having an exceptional track record and a real knowledge of community safety issues.

Since her appointment in August, Sue has been a committed and enthusiastic Deputy, who has driven the support for victims and has led the Victim Care Merseyside service, improving the care on offer to some of the most vulnerable people in our communities. Detailed information is given on this in the Victim Care Merseyside section. Sue has also spearheaded many of my community safety initiatives and the use of restorative justice.

This year also saw the announcement that Sir Jon Murphy was to retire after six years leading Merseyside Police. Sir Jon has been a first class Chief Constable, who is rightly recognised as one of the country’s most respected and experienced Chiefs. We are fortunate to have benefitted from the services of a leader of such quality for so long and while I am sorry his time has come to leave us, I wish him every success.

Sir Jon will certainly be a tough act to follow, but following a rigorous assessment and interview process I was delighted to announce that the current Deputy Chief Constable, Andy Cooke, would be the person to take up the job.

Andy Cooke is an exceptional officer who has already served the people of Merseyside for more than 25 years. He has a wealth of operational experience and has demonstrated clear strategic leadership, both as Deputy Chief Constable and through this assessment process.

We are lucky to once again be in the position to have a born and bred Merseysider, who has served the Force at every rank, stepping forward for the top job.

There have also been significant changes in the Chief Officer team. I am delighted to see Nikki Holland return to the Force from South Wales as our new Assistant Chief Constable (ACC) leading on the Matrix Serious and Organised Crime portfolio. I would also like to welcome Ian Critchley from Lancashire Constabulary who will be the new ACC with responsibility for the Response and Resolution portfolio and congratulate Julie Cooke, who has been promoted from Chief Superintendent to ACC for Local Policing and Criminal Justice.
My Police and Crime Plan sets out the priorities for Merseyside and drives the way Merseyside Police focus their resources to continue to deliver excellent policing for the communities of Merseyside.

This year I took the decision to refresh the Plan to reflect the new policing landscape and to ensure our energy and resources are directed to the issues that I know matter most to people here on Merseyside.

My priorities for policing Merseyside are:
- Prevent crime and anti-social behaviour
- Provide a visible and accessible neighbourhood policing style
- Tackle serious and organised crime
- Support victims, protect vulnerable people and maintain public safety

These priorities are designed to tackle organised criminals and prevent the crime and anti-social behaviour they cause, whilst maintaining a police service on which the public can rely. Each priority was driven by public concern, informed by consultation and daily engagement and based on local needs and available resources. They each have the needs of vulnerable people and victims at their core and rely on constructive partnership-working and collaboration.

This section sets out the activities and achievements that have been made so far against these four new priorities during 2015/16.
When I refreshed my Police and Crime Plan in 2015, I set this as an objective for the Chief Constable because I wanted to ensure the Force’s good work in responding to anti-social behaviour and crime continues. In the Plan, I highlighted the difficulties facing the police in light of substantial cuts to funding. These cuts have led to a distinct focus on partnership work and prevention techniques, as is demonstrated by a selection of examples below:

Anti-Social Behaviour (ASB)

With the introduction of new powers in 2014, Merseyside Police changed the way in which it responded to ASB in the community. Using a mixture of Community Triggers, Community Remedies, Closure Orders and Public Space Protection Orders, Merseyside Police works closely with partners from housing, local authorities and health to identify appropriate solutions that are intended to solve the root causes of ASB problems and give victims a voice. For example, in 2015/16 Operation Highgate saw Merseyside Police successfully close 69 nuisance premises across Merseyside.

Following concerns raised by residents in Sefton, Police Officers worked in partnership with staff from Sefton Council to put in place a Public Space Protection Order. Using a mix of warnings and fines, the Police and Council applied the Public Space Protection Order to put an end to threatening behaviour, including the use of scrambler bikes, wearing hoods and letting dogs off leads.

The people of Merseyside have repeatedly told me of the misery caused by nuisance bikes. These bikes are not only noisy, threatening and anti-social, they are now being used to carry out serious crimes. Merseyside Police and I take this issue extremely seriously. In 2015, 170 stolen vehicles were seized and more than 120 offenders arrested as part of Operation Brookdale, the Force’s annual crackdown on nuisance bikes. I supported this three-month campaign and will do so again in 2016. I also launched an awareness-raising campaign with Crimestoppers, as detailed in the Campaigns chapter.
Night Time Economy & Violence

To make Liverpool city centre safer, especially at night time, Merseyside Police, Liverpool’s Public Health service and Liverpool City Council worked with bars and clubs to reduce the sale of alcohol to people who are already drunk. The aim of this partnership’s work was to prevent violent crime, including fights and attacks, which can often escalate when people have had too much to drink. To do this, partners spoke to bar staff and others from the licensing trade to ensure they know it is an offence to serve alcohol to a drunk person. The campaign also highlighted the dangers of excessive drinking, in terms of becoming a victim or offender, through radio adverts and other promotional material.

Enhancing the Work of Merseyside Police through Education

To enhance the way in which police officers and staff prevent ASB and crime, 2015/16 saw my office and Merseyside Police embark on an innovative project with Liverpool John Moores University, the College of Policing and the Higher Education Funding Council to develop evidenced-based policing. This partnership seeks to provide police officers with research skills which will make them more effective in their decision making and problem solving. Ultimately, participating in this project could help to make the police more efficient, developing their tactics to prevent crime and ASB and saving resources and time with fewer crimes and victims.
provide a visible and accessible neighbourhood policing style

I am proud that throughout 2015/16, and despite the savage austerity measures imposed by the Government, the Force has continued to provide the visible and accessible neighbourhood policing style that I know the people of Merseyside truly value.

This is partly evidenced by the fact that victim satisfaction levels remained consistent throughout the force with victim satisfaction remaining at between 81% and 89% following the reporting of burglary, violence and aggregated offences.

I was horrified at the prospect of losing our fantastic PCSOs. The public of Merseyside regularly tell me what an important role they play in their communities. PCSOs are integral to public reassurance and first in the frontline of keeping us safe. They lead our support for victims and provide invaluable community intelligence. Merseyside Police would have been in a far poorer state without them. I’m delighted that, by campaigning to force the Government to do a U-turn on the cuts, I have been able to save their jobs.

The Mounted Section – the ‘sound of Saturday’ - is equally valuable. I am committed to preserving this unit to patrol our streets, our football matches and be on hand for incidents of public disorder.

Neighbourhood Policing

Neighbourhood teams continue to tackle priority issues for the community, identified either as a result of incidents of concern or through various community engagement events.

The priorities for each neighbourhood are listed on the Merseyside Police website and details of community events are contained within neighbourhood newsletters. Neighbourhood priorities are set and tackled on a quarterly basis. At the end of February 2016, Neighbourhood staff were actively tackling more than 30 priorities across the Force area. The Force is also in the process of developing a new crime prevention and problem solving training package for all staff, to improve knowledge and understanding of the tools available to tackle an array of community problems.

First new Community Police Station

I’m delighted that 2016 saw the opening of the first Community Police Station under the 10-year plan to transform and modernise the police estate. Hoylake is set to be the first of many new Community Police Stations and I have no doubt that, being based in the
heart of the communities they serve, these stations will help our PCSOs and officers further connect with the public.

Maintaining a visible and accessible neighbourhood policing style also contributes towards one of my other priorities - protecting vulnerable people. Identifying and tackling vulnerability remains a high priority of Neighbourhood staff. Local and force wide operations, such as the annual ‘Rogue Trader’ initiative, have proved successful in highlighting vulnerability, raising awareness and targeting offenders. Staff continue to receive education and training including how to identify vulnerable victims with the focus being on making sure those first contacts count.

200 new officers being recruited

In March, I was pleased to announce that, following some detailed financial planning, Merseyside Police were once again in a position to be able to open recruitment for 200 new officers. Due to austerity, many services had been stripped right back and this was placing an unnecessary strain on the men and women who were left serving the public. By recruiting new officers to the Merseyside Police family, the new Chief Constable will be able to relieve some of that strain and boost the service given to the communities of Merseyside.

Attendance to Emergency Calls

85% of 999 calls responded to in 10 minutes

Merseyside Police still holds a pledge to respond to 100% emergency calls within 10 minutes. This is far quicker than some other forces, including some of our neighbours. While there has been a slight decrease in performance compared to last year, attendance rates for emergency calls remain consistent at around 85%. I know that work is ongoing to maintain this rate of attendance.

Early Intervention

The Force continues to engage with partners to identify new approaches to early action as a method of harm reduction and crime prevention.

A number of funding sources have been secured to enable the Force to commit resources to specific schemes including:

- Troubled Families
- Community Adolescent Scheme
- Payes

Such schemes are designed to provide a multi-agency solution to identify and support vulnerable people, families and groups, through data sharing and agreed protocols. The Force intends to embed early action into the delivery of the new force operating model, with closer collaborative efforts between key partners to reduce demand.

Extended Police Family

140 volunteers, 320 specials and 87 new cadets this year

Another method that enables the Force to provide a visible and accessible neighbourhood policing style is to extend the police family to include members of the community.

The Force retains 140 volunteers who perform a number of different roles across the force. Between October and December 2014, volunteers contributed 1,387 hours to the organisation. This increased to 1,751 hours during the same period in 2015.

The Force’s Volunteer Police Cadet Scheme has continued to develop throughout 2015/16. The number of hours contributed by Cadets has increased from 108 in the latter quarter of 2014, to 743 for the same period in 2015. The 2016 programme has attracted 87 new cadets from a variety of communities within Merseyside.

During 2015/16, Merseyside’s Neighbourhood Watch scheme has been re-launched (please see the Campaigns section) and the Force has continued to strengthen its relationship with those running the almost 2,000 schemes in the region, as well as hosting regular coordination meetings. It’s also been boosted by the launch of MerseyNow, a great new community messaging service, detailed again in the Campaigns section of this report.

The Force is also writing a new Digital and Social Media Strategy with the aim of improving engagement, information sharing and ease of contact between the communities of Merseyside and Merseyside Police.
When I re-launched my Police and Crime Plan in 2015, tackling serious and organised crime was specifically included as an objective for Merseyside Police in recognition of the significant impact of these criminals. I also wanted to acknowledge the substantial harm and distress that serious and organised crime can cause to individuals and communities.

From drug dealing to domestic burglary - serious and organised crime can manifest itself in a range of activities. This type of crime has also seen children drawn into gangs and exploited by experienced criminals with no regard to the danger and lost opportunity or the damage to local communities.

In order to successfully tackle these issues an intelligent, multi-agency approach is essential. This approach must recognise the geographical reach that serious and organised crime can have, be it local, regional, national or international. It is important to understand that the police cannot successfully take on this fight alone. Modern techniques are required to bring offenders to justice and disrupt organised crime groups.

At a local level, Merseyside Police have successfully conducted a number of operations to disrupt and prevent serious and organised crime. Examples from this past year include:

- **Operation Kala** - focusing on groups operating in and around Fairfield and Kensington in Liverpool following an increase in violence. A number of key subjects have been arrested and convicted receiving a cumulative total of 136 years imprisonment.

- **Operation Gimlett** - resulted in the disruption of an Organised Crime Group that were involved in drug dealing in Huyton that was linked to high levels of violence, including the use of guns. This operation concluded with over 60 years worth of prison sentences and a reduction in firearms discharges within Knowsley.

- **Operation Banger** - a joint operation with Merseyside Fire and Rescue Service and Trading Standards targeting the illegal supply of fireworks. Four premises were targeted and large quantities of fireworks were seized due to a lack of licence.

- **Operation Lester** - working in partnership with William Hill bookmakers this operation led to disruption of local organised crime groups utilising the betting offices to launder money.

In recognition of their hard work and efforts during 2015/2016, Merseyside Police received an ‘outstanding’ grade from Her Majesty’s Inspectorate of Constabulary for their approach to tackling serious and organised crime.

To complement Merseyside Police’s outstanding work, I have once again provided funding from my office for the Terriers play. This hard-hitting drama helps to raise awareness of the dangers of guns and gangs by talking to young people in a language they understand about real scenarios they may face. Terriers has been seen by more than 150,000 young people on Merseyside. The feedback has been fantastic and I believe it can continue to play a powerful role in preventing young people from joining gangs across Merseyside.
In 2015/16, I also distributed funds to seven community projects via my Crime Prevention Fund with the aim of cutting crime and reducing re-offending. You can find out more about the successful initiatives here (www.merseysidepcc.info/home/down-to-business/crime-prevention-fund-2015.aspx). The activities these groups provide can help divert young people away from a life of crime and potentially from joining a serious and organised crime group.

Police forces across the North West and North Wales are working together to tackle serious and organised crime through a Regional Organised Crime Unit called TITAN. This year TITAN enjoyed some major successes:

- **Operation Prion** and **Operation Kervella** involved a unique partnership between TITAN and Police Scotland and resulted in a 12 year sentence increase for a convicted drug dealer, who had continued to control a multi-million pound trafficking operation between Merseyside and Scotland from his prison cell.

- In October, officers from TITAN made one of their largest ever drug seizures when they uncovered 150kg of amphetamine and methadone in a flat in Garston and 1kg of cocaine in Huyton worth £25million.

- **Operation Orlando** - in July TITAN became the first police unit in the country to use new, enhanced Proceeds of Crime Act powers to seize goods on the spot following warrants at suspected criminals’ homes and quickly apply to the courts to sell them.

- **Operation Maple** - a major milestone was reached when more than 2,000 years of prison sentences were handed down to criminals put before the courts by TITAN. This landmark was reached when Paul White from Manchester was jailed for nine years. White was arrested and charged following ‘Operation Maple’, the largest police operation to date against the sale of so-called ‘legal highs’.

During 14 simultaneous search warrants in Merseyside, Cheshire, Greater Manchester and South Wales assets such as jet skis, BMWs and 4X4 trucks were seized and 11 people were arrested for drugs offences.

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Police officers and staff from Merseyside have also been working to tackle serious and organised crime at an international level. For example, **Project EAW** focussed on foreign nationals wanted in their home countries. The project has so far resulted in 45 fugitives arrested and extradited this year.

I also united with the Force and the campaign group ‘Stop the Traffik’ to raise awareness of the issue of modern-day slavery and human trafficking with the help of a UN Gift Box. A giant walk-in art installation, the gift box represents the false promises made to people lured from their home countries by traffickers. It was displayed for a time at Liverpool John Lennon Airport.
This priority was set to reflect the importance I place on protecting vulnerable people, including people suffering from mental health illnesses, victims of domestic abuse, hate crime and child sexual exploitation.

This priority also seeks to ensure there is appropriate support for victims, if and when required.

Importantly this priority ensures the Chief Constable will maintain public safety through managing critical incidents and major events professionally.

Protecting vulnerable people helps to prevent crime, especially serious crimes such as domestic abuse, sexual offences and child sexual exploitation. It is essential that Merseyside Police make every effort to effectively identify victims who are vulnerable.

Over the past year Merseyside Police were inspected by Her Majesty’s Inspectorate of Constabulary on how effectively they identified vulnerability, specifically in relation to missing children and victims of domestic abuse. The results of this independent inspection were positive and Merseyside Police was one of only 12 Forces nationwide to receive a grading of ‘good’.

To help maintain this high standard of identifying vulnerability, Merseyside Police has developed a specialist training programme for staff and officers. A PCSO has been appointed to each of the known children’s care homes across Merseyside in order to strengthen communication concerning at risk children.

Through Operation Encompass, the Force has also ensured that over the last year more than 4,000 young people who were present when a domestic abuse incident took place have received additional support. This Operation ensures teachers are informed when children are affected by a domestic incident and potentially need additional support at school.

Over the past 12 months links have been made with NHS England to ensure Merseyside Police receives reports from health services in relation to victims of female genital mutilation (FGM). My staff have facilitated the development of a strategic multi-agency group to effectively tackle harmful practices (FGM, honour based violence and forced marriage). This group has brought together partners from clinical, medical, criminal justice and community agencies. I have funded, via various streams, several awareness campaigns and supported community activities to tackle these crimes and offer protection to victims.
I was also pleased by the steps taken by Merseyside Police to protect people from domestic abuse through the Domestic Violence Disclosure Scheme. This scheme introduces a procedure for disclosing information which enables a new partner of a previously violent individual to make informed decisions about their continued relationship. The scheme provides two avenues of disclosure, ‘The Right to Ask’ and ‘The Right to Know’. From March 2014, there have been 637 applications have been made of which 299 led to disclosures.

The Force also uses Domestic Violence Protection Notices to effectively “ban” perpetrators from returning to a residence or having contact with their victim in the aftermath of an incident. This gives the victim some breathing space, to consider their options and get the support they need. More than 800 have been issued since May 2014. Of those, 85% were granted as Domestic Violence Protection Orders by the courts. I have supported and encouraged the new specialist Domestic Violence court at the Queen Elizabeth II court in Liverpool.

Merseyside Police has also acknowledged that vulnerable people can be both victims and perpetrators of crime. For instance, for those people identified as having a mental health condition, a memorandum of understanding has been developed with HMP Liverpool to ensure that mentally ill patients are not released without a designated plan being in place with the relevant health service provider.

The introduction of a mental health triage car across Merseyside, supported by the health authorities, has also reduced the demand on the police by steering vulnerable people with mental health requirements away from custody and onto more appropriate health facilities. This has been a major success, most importantly for the person in need of mental health care.

Supporting Victims – In 2015 I was delighted to launch Victim Care Merseyside – a package of care and support for the most vulnerable people in our community. As part of this new range of specialist support services, I wanted Merseyside Police to prioritise the way it treats victims of crime and play a part in making victims aware of the dedicated and specialist services I have commissioned to help them cope and recover from what are often traumatic experiences.
This has included the creation of a new victims’ referral system delivered by the Force, which ensures people affected by crime are directed straight to the best placed teams to support them, whilst also increasing the number of face-to-face visits to those affected by crime. Through the new referral system, as soon as a victim reports a crime, Merseyside Police’s trained call handers will carry out a rapid vulnerability assessment, to identify their needs. They will then use this information to direct the person straight to the dedicated teams who are best placed to help them. This ranges from the existing multi-agency safeguarding teams staffed by the police and a range of partner agencies for the most vulnerable victims, to the Force’s specialist teams such as the anti-hate crime SIMGA unit, the sexual offences UNITY team or the Neighbourhood teams.

By making these changes, I have also agreed funds to pay for five dedicated risk assessors who will focus on ensuring the most vulnerable people get the protection and care they need and 12 PCSOs who will strengthen the Neighbourhood teams and visit more victims. These officers will then help victims get all the additional support they need, either by signposting them to external charities and organisations, arranging on-going visits or providing crime prevention advice and tips.

Merseyside Police has also co-operated with my office to deliver a wide-ranging service for potential victims of child sexual exploitation across Merseyside through the charity Catch22. To ensure this service is working, a co-ordinator has been appointed to assess the effectiveness of all the services involved with these young people. My Youth Advisory Group provided advice from their perspective about the multi-agency Listen to My Story campaign and my Community Engagement Team continue to develop strong links with grass roots organisations dealing with Child Sexual Exploitation (CSE) and harmful practices as part of their core work.

As a commissioner of victims’ services, I have tasked my Deputy Police and Crime Commissioner with monitoring the work of service providers and, specifically, on how Merseyside Police makes effective referrals to these services. To maintain oversight of this work, my Deputy PCC has regular meetings with Merseyside Police through a Victims Programme Board. Throughout the year my staff have worked alongside service providers and the police to develop a referral process that provides victims of crime with the opportunity to access a range of support services.
Maintaining public safety is something that is often taken for granted. Here on Merseyside we are fortunate to host a number of major public, sporting and cultural events which attract thousands of people into our region.

In 2015/16, Merseyside Police were instrumental in the smooth running of events including Liverpool’s fantastic ‘One Magnificent City’ celebrations which saw Cunard’s flagship cruise liners, the three ‘Ocean Queens’, enter the Mersey together, as well as the Grand National, Europe’s largest free music event Liverpool International Music Festival (LIMF) and high-profile football matches at the city’s premiership clubs.

Such events require careful planning and policing to ensure public safety.

Just as importantly, this priority aims to ensure Merseyside’s roads are safe for drivers, cyclists and pedestrians too. A few key initiatives from 2015/16 include:

- **Operation Nemesis** (June and December) - Targeting drink and drug drivers. In June 2015 alone, this operation saw over 6,700 drivers tested with 167 arrests - 105 for drink and a further 62 for drugs. Following this campaign, additional equipment was purchased in order to make Merseyside’s roads safer.

  This additional equipment has led to further arrests, with traces of drugs found present in 98% of specimens submitted by the police. Over 70% of these cases resulted in prosecution.

- **Engage** - Targeted at new drivers, this award-winning scheme seeks to develop the independence of learners who struggle to drive confidently on their own. Evidence shows one in five new, young drivers is involved in a crash in their first 12 months. Many instructors merely teach people to pass a test as opposed to giving them the skills and knowledge to develop post-test. The Police operate this scheme along with partners from local authorities, fire service and driving schools in Merseyside and it has now been adopted by other forces and road safety partnerships.

- **The Drive Safer for Longer scheme** was launched in February 2016 with the aim of keeping drivers aged 65 and over driving safely. The free two-hour course, delivered by approved instructors helps drivers to enhance their practical skills.

- A programme of enforcement and prevention has taken place at key times throughout the year in relation to illegal parking outside of schools, aimed at reducing the number of pedestrians killed or seriously injured on Merseyside’s roads.
engaging with you
It’s my role to be your voice
That’s why it’s vital that I listen to your views and hear your concerns. It’s my job to engage with all the communities of Merseyside to ensure I reflect your collective views. I spend time in every area of Merseyside meeting local people, voluntary groups and partners. This is so I can effectively champion your views and ultimately hold the police to account in delivering the priorities set out in my Police and Crime Plan. Engagement can take many forms and I hope this section provides a brief overview of the depth and variety of work that I carry out.

Community Engagement

Community engagement does exactly what it says and provides people with opportunities to have a greater say in how services are provided to them. It gives communities the chance to influence the services that they receive.

My Community Engagement team are successfully embedded into each of the five policing areas and corresponding local authorities. They are fully engaged with the public, with partner agencies and the police and have a clear view of the local picture in relation to crime reduction and community safety.

My team and I have used a wide range of methods to engage with the public as effectively and efficiently as possible. In order to ensure the best use of resources and avoid unnecessary duplication, the vast majority of my public engagement takes place with partner agencies, joining with them in scheduled events. This ensures the widest possible cross-section of the public is reached, including minority groups, who may be the most vulnerable members of our society. It can also ensure the appropriate partner agencies are present when necessary, such as registered social landlords and local authority services.

I am committed to involving all the communities of Merseyside in the decisions that are made in relation to crime reduction, community safety and the police services that are provided for them. I want to obtain the opinions of people from all sectors of our community on what issues they believe should be priorities for police.

Below are just a few examples of the work that’s been done over the last year:

**Precept Consultation**

1,500 people consulted
88% of people gave me their backing

I arranged consultation events in each of Merseyside’s local authority areas to gauge the support, or otherwise, for my proposal to raise the precept by 1.95% in order to balance the budget. More than 1,500 people took part in the consultation with 88.7% of people backing my plans to protect police funding in the face of the government’s devastating cuts.

**Youth Advisory Group**

50 young people share their views with me

My Youth Advisory Group (YAG) is made up of a diverse range of over 50 young people from a variety of backgrounds, between the ages of 14 and 25. Some represent organisations such as the Scouts or Schools’ Parliaments, while others are recruited through the community events attended by my Community Engagement Officers or via their local youth club. All areas of Merseyside are represented at the monthly, themed meetings. The members set the agenda and let me know which issues they want to discuss. This year they have taken part in a Child Sexual Exploitation discussion on Radio City and developed media tools that can be used in the future to tackle Child Criminal Exploitation. The group also took part in World Mental Health Day, raising awareness of hate crime.

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13,388

The number of people my team and I spoke to in 2015/16.

352

The number of public meetings my Deputy and I attended in 2015/16.
**Crimestoppers**

My office regularly joins in with Crimestoppers to ensure their resources and materials are targeted in the right areas. This year we also launched a Scrambler Bike Campaign, as detailed in the Campaigns section.

**Diversity**

Contacts with Stop Hate UK have nearly doubled
90+ independent hate crime reporting centres
340 people given mental health training

I have commissioned Stop Hate UK again this year to provide an independent helpline for all victims of hate crime. We have also recruited more than 90 venues to act as Third Party Reporting Centres across Merseyside to work alongside Stop Hate UK to improve the reporting of hate crime.

My team have organised seminars on personality disorders, suicide and self-harm bringing together more than 340 attendees who are frontline staff from the police, probation, fire service, and other criminal justice partners to raise awareness and understanding. I regularly receive updates on mental health provision and key initiatives within the Force, such as the mental health triage car and mental health nurse provision in our custody suites.

In addition, I am represented at the Police’s Equality and Diversity Programme Board to discuss concerns about all aspects of equality, such as Stop and Search, recruitment, retention, complaints and hate crime.

**Stronger together**

As Merseyside’s first Police and Crime Commissioner, I wanted to ensure Merseyside Police and community safety partners made the most of each and every opportunity to work together to tackle crime and anti-social behaviour.

This objective was my main consideration when establishing the Merseyside Community Safety Partnership (MCSP). Since its formation, the MCSP has evolved in membership to include health, travel and youth offending representatives. This expansion has empowered the partnership by providing an excellent forum for multi-agency approaches to common issues to be developed.

In 2015/16, the partnership has looked at issues covering the protection of vulnerable people; reviewing the effectiveness of anti-social behaviour reforms that were introduced in 2014; as well as partner agencies’ approaches to child sexual exploitation and child criminal exploitation.
To help gain a measure of the impact of austerity on community safety since 2010, I worked with Liverpool John Moores University to better understand the effect on local services. Looking forwards to 2016/17, I will continue to work with partners and use this independent academic research to identify potential areas of collaboration to increase efficiencies.

I also chair the Merseyside Criminal Justice Board, which brings agencies from across the criminal justice system together including police, courts and prisons. Over the past year this Board has been involved in pioneering work to create a Harmful Practices group, looking at identifying and tackling damaging issues such as so-called honour based violence. Additionally, the Board has encouraged greater use of Prison to Court video links to reduce the costs of transferring prisoners to and from court. As a result of this work, Merseyside now has one of the highest user rates in the country. The group has also overseen the successful implementation of a Criminal Justice Efficiency programme, which means all courts have in-court presentation IT, meaning evidence can be presented electronically. Critically, it has also seen the introduction of Livelinks to allow witnesses to give evidence from remote locations. There is also a dedicated victims and witness sub-group of the MCJB which I oversee.

For the forthcoming year, the Board will work in partnership to monitor and engage with changes to the criminal justice system and review efficiency and effectiveness across the system. To help strengthen the work of the Board and the MCSP, it has been agreed the Board’s manager will now attend all meetings of the MCSP and identify common themes and issues between criminal justice and community safety.

More information on these partnerships can be found by visiting my website.

My Community Engagement Officers sit on a number of local strategic partnership meetings, to ensure I am aware of all issues and to inform my commissioning decisions. For example, working together with partners to develop Wirral’s 2020 Plan, including working on partnership pledges such as, ‘Keeping Wirral’s Neighbourhoods Safe’, ‘Zero Tolerance to Domestic Abuse’ and, ‘Ensuring Vulnerable Children Reach their Full Potential’.

My team lead the Sefton and Liverpool Cross Border Disarm, which continues to be a dynamic and effective process. Not only has it allowed better team working between partners, it has seen greater co-operation within the police areas as well. My team also continue to be involved in pan-Merseyside strategic groups tackling CSE, Domestic Abuse, Hate Crime, Harmful Practices and Modern Day Slavery.
End the Cuts

16,000 people backed ‘End the Cuts’

Without doubt, one of my greatest achievements this year has been urging the government to ‘End the Cuts’ to our police service. It was a huge relief when, on November 25th, the Chancellor, George Osborne, made a dramatic U-turn and announced he would ‘protect the police’. This announcement was the culmination of many weeks of hard campaigning which was supported by thousands of Merseysiders. More than 16,000 people across the region added their voice to this campaign - demonstrating just how strongly the public in our region feel about protecting their police service. I thank them once again for this immense show of support.

Scrambler bike campaign

The public of Merseyside have told me time and time again that the anti-social, dangerous and criminal use of off-road and scrambler bikes is one of the biggest blights on their communities. We also know that these bikes are now being used in more serious crimes, including drug dealing and drive by shootings. It’s my job to respond to the concerns of those I serve and that’s why I supported the Force’s annual crackdown on scrambler bikes, Operation Brookdale, last summer. Such was my concern, I also joined forces with Crimestoppers and Merseyside Police in March to launch a new region-wide campaign, urging people to come forward with information and help us to take these people off the streets.
This year has seen the Listen to my Story campaign (launched in March 2015) grow and develop, taking its vital message about raising awareness of Child Sexual Exploitation (CSE) far and wide across Merseyside. The campaign website ListentomyStory.co.uk which contains information for children and young people, parents, carers, guardians and professionals is proving a popular resource, with nearly 4,000 people visiting it between September and February. The campaign’s key messages have been circulated to taxi drivers, NHS staff, care homes, local businesses and hotels. For this anniversary of the campaign in March, we expanded this message to highlight the potential dangers of young people being groomed through online gaming.

Reaching out to diverse audiences is one of my key aims and this year I am delighted that, in partnership with Merseyside Police, I have been able to refresh our Neighbourhood Watch campaign, encouraging even more householders to get involved in keeping their communities safe. This year has also seen the launch of MerseyNow, a free new community messaging service which allows members of the public to receive personalised news and crime updates for their local area. This service was launched in March and, in the first two weeks alone, more than 1,500 people signed up. I look forward to watching these community services grow in 2016-17 and I am keen to play my part in promoting these schemes and encouraging residents to get involved.
Taking the Right Steps

I am delighted to report that significant improvements to Merseyside Police’s stations and buildings are now well underway following the major consultation I held in 2014. Taking the Right Steps is a 10-year plan, so change will take time but over the last 10 months we have taken large leaps forward. Planning permission was sought and obtained for the Force’s new Operational Command Centre in Speke and I was pleased to be joined by the Chief Constable, Sir Jon Murphy, and the Mayor of Liverpool, Joe Anderson, to get work officially underway in March. Also in March, I was privileged to open the first Merseyside Police Community Police Station on the Wirral in Hoylake’s fantastic Community Centre, The Parade. I have no doubt that this new Community Police Station will be a great asset allowing the local policing team to work in the heart of their community in what is already a thriving neighbourhood hub. This is just the first of many across Merseyside, with three more Community Police Stations due to open on the Wirral over the next year. Significant progress has also been made assessing and evaluating the different options for Merseyside Police’s Headquarters and I look forward to taking the results to the public of Merseyside this year, along with many announcements on the development of the Force’s estate.
Independent Custody Visitors

Our Independent Custody Visitors (ICVs) play a vital role in securing the public’s confidence and support for police action, especially exercising the power of arrest and detention.

Lord Justice Scarman recommended that ICVs should be introduced following the Brixton riots of 1981 and today this important scheme falls under my remit. Our dedicated ICVs give up their free time, in all weathers and at all hours of the day, to travel across Merseyside checking on the welfare of those who have been detained.

Over the last year, our 33 volunteers have carried out nearly 250 visits, offering almost 2,500 people a visit. Over the whole 12 months, only 26 people declined a visit. Other could not be seen due to being intoxicated, asleep or due to being in an interview. A total of 1,469 detainees were seen. Detainees are vulnerable, but a key protection for them is the ICVs right to visit and meet with them – even a few minutes can provide significant reassurance.

As Commissioner, I rely upon and value this independent service and this report is an opportunity for me to once again thank the ICVs for the time and commitment they give so willingly. The worth of such community volunteering cannot be overstated.

Appropriate Adults

Over the course of 2015/16, I was made aware by Merseyside Police of the delays they were experiencing in obtaining Appropriate Adults to support vulnerable people who had been detained.

It’s unacceptable for people with learning disabilities, those in mental ill health or those who are particularly vulnerable to be detained in police custody any longer than absolutely necessary. They are at risk of losing the independent and impartial support they sometimes need to help them understand the custody process.

To address this issue, in 2016 I began the process of commissioning a service to ensure the right support is available at the right time for any detained vulnerable adult. This 24/7 pilot service will start work in May 2016, with the aim of assessing the need and informing the development of a long term service in the future.
One of the highlights of last year was officially launching Victim Care Merseyside – a new service providing support for some of the most vulnerable people in our communities.

It’s my job to make sure people get the support they need to help them cope and recover after a crime. Victims are at the heart of everything we do. They are at the centre of my Police and Crime Plan and Victim Care Merseyside demonstrates my commitment to helping victims of crime to cope, recover and move forward with their lives.

As detailed in my last Annual Report, Victim Care Merseyside was the result of an extensive research programme which I ran throughout 2014 and the early part of 2015. It also built upon and expanded the services we had provided for the last six months of that year.

Through this work, I was able to understand the services that already existed for victims and to identify the gaps in victim care. This was vital because it enabled me to prioritise my future commissioning decisions and informed my decision to create five new specialist services to help those in greatest need.

Following a competitive and rigorous tendering process, for 2015/16 those services are being delivered as follows:

- **Vulnerable Victims’ service** - provided by Victim Support;
- **Child Sexual Exploitation Service** - provided by Catch 22;
- **Domestic abuse service for young people** - Listening Ear;
- **Sexual Offences support service** - jointly provided by RASA and RASASC;
- **Hate Crime Advocacy service** - provided by the Anthony Walker Foundation, supported by a consortium of hate crime services.

"Excellent throughout. Very considerate and listening to what I’ve been through.”

"Really great group, I’ve changed so much and I don’t know what I would have done without it. Feel more like myself.”
“Waited over 15 years for counselling and the difference in myself in just 2 months is incredible. Much more confident and less anxious. Not needed medication for anxiety as I now use other coping skills and given me a chance to get all my past experiences dealt with and out in the open. Given me my life back. Huge thanks!”

This service is complemented by a support service for high-risk victims of hate crime and ASB provided by Light for Life

Over the last 12 months, these five new services have supported more than 5,500 vulnerable people.

This work has been led on by my Deputy, who has overseen and driven this work forward.

To give you a snapshot of her work to improve and expand this care, let me give you some headline figures.

More than 2,500 victims of sexual offences and abuse were helped by RASA and RASASC. Of those that used the services, nearly half provided feedback forms; 100% said they were happy with the service they received; 95% of people using RASA’s service said they had a better understanding of their situation and knew how to handle it, while 83% of people accessing RASASC’s services said it had helped them recover from trauma.

More than 1,200 people accessed the vulnerable victims’ service provided by Victim Support, with more than 650 support sessions being delivered. Nearly half of those sessions were delivered by volunteers, dedicated people who have contributed 1,200 hours to the service over the last 12 months.

Young people are often the hidden or forgotten victims of domestic abuse, but over the last year more than 400 young people who have witnessed violence and abuse in the home have been supported by Listening Ear. The number of referrals has increased significantly over the 12 months and I am sure this service will continue to help a growing number of vulnerable young people.

Our Hate Crime Advocacy Service has received nearly 950 referrals in the first year alone, with 630 of those cases successfully being contacted with an offer of support within 48 hours. In 78 of those cases the victim was visited at home or at work. In support of this service, 137 high risk victims also received a personal visit from Light for Life.

Catch22 have also been providing intensive 1-1 support for more than 70 young people who have been affected by Child Sexual Exploitation, whilst carrying out extensive awareness-raising training across the region. They have spoken to nearly 1,400 young people at schools, youth clubs, pupil referral units and specialist centres to encourage them to be alert to the signs of exploitation and increase knowledge of what to do if they believe they are in a vulnerable position.

Nearly 900 professionals, from social workers to youth workers to residential support workers and teachers, have also received training from Catch22 on how to spot the tell-tale warning signs of CSE.

The last year has seen a new approach to victims become embedded within Merseyside Police. This new system for referrals has been closely monitored throughout the year. Representative PCSOs from each area have now been selected to form a group of “champions” who have, in turn, developed a meaningful, informative yet accessible training package which has been distributed to Patrol and CID officers.

On top of these key new services, I have also been able to use the total sum of £1,546,901 issued by the MoJ to commission some additional services, including enhancing the provision of Independent
Domestic Violence Advocates across the entire region, helping to end the postcode lottery of care for domestic abuse survivors that previously existed. I’ve also used some of the funding to provide an additional Independent Sexual Violence Advisor for Sex Workers to work in Merseyside’s award-winning Safe Place Sexual Assault Referral Centre.

I have commissioned a CSE and Missing from Home Coordinator within Merseyside Police and sponsored Listen to my Story, as detailed in the Campaigns section of this report.

This funding is also allocated to deliver restorative justice and I am delighted that Sue has been working alongside the Merseyside Community Rehabilitation Company (CRC) to deliver this service pan-Merseyside. The Force’s Witness Care Unit now ask all victims in appropriate cases if they are interested in using restorative justice to confront the perpetrators of their crime.

All these services have been complemented by the creation of the Victim Care Merseyside website. The website is a central portal where victims of crime can find advice, information and guidance and gain access to support and care. Anyone can search the website and find the best placed organisations to help them, according to where they live and what issues they face. I’m pleased that so many organisations have supported the creation of the site and, through 2016-17, my office will continue to develop the website to ensure it continues to provide the best possible support to those who need it.

**Getting it right**

As the commissioned services for 2015/16 became embedded, they were subject to rigorous management reporting requirements led by Sue. This allowed her to work with Merseyside Police and the service providers to further develop the care that was being provided. The lessons learnt during 2015 will allow her to continue to improve victims’ services for 2016.

It’s only by working closely with our partners that I can make sure we are getting it right. Throughout 2015/16, my team have held monthly meetings with the lead staff from each of Merseyside’s Community Safety Partnerships to help inform my decisions and in turn get their input and feedback on how these services are working. I’ve also sought the view of the wider Merseyside Community Safety Partnership and Merseyside Criminal Justice Board.
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 2015/16 the Merseyside Police budget has been reduced by £77.4m, resulting in a reduction of 1,500 Police Officers and Staff. These financial challenges are expected to continue until at least 2020/21.

Revenue Outturn

The Budget for 2015/16 was constructed under the principle of financial devolution, which allows budget holders to better manage the resources at their disposal and improve accountability to the Chief Constable, and ultimately to me. The net revenue expenditure during 2015/16 amounted to £321.675m. In broad terms the following tables show where the money for my office and the Force came from and how it was spent.

Where did our money come from?

My office gets most of its funding through Government grants, with a significant amount also coming from money raised through the Council Tax payments. The table below shows where the money came from in 2015/16:

<table>
<thead>
<tr>
<th>Source</th>
<th>£m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Police Grant</td>
<td>252.302</td>
<td>78</td>
</tr>
<tr>
<td>Specific Government Grants</td>
<td>6.282</td>
<td>2</td>
</tr>
<tr>
<td>Council Tax</td>
<td>54.698</td>
<td>17</td>
</tr>
<tr>
<td>Planned Contribution from/to General Balances and Reserves</td>
<td>6.130</td>
<td>2</td>
</tr>
<tr>
<td>Collection Fund Surplus</td>
<td>2.263</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>321.675</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

What did we spend the money on?

Most money is spent on Police Officers, Police Staff, including Police and Community Support and Traffic Officers, and Police Pensions. Other money is spent in various ways including buildings, vehicles, forensics, uniforms and ICT. The table below shows where the money was spent in 2015/16.

<table>
<thead>
<tr>
<th>Category</th>
<th>£m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Officers Pay</td>
<td>160.895</td>
<td>50</td>
</tr>
<tr>
<td>Police Pensions</td>
<td>43.808</td>
<td>14</td>
</tr>
<tr>
<td>Support Staff Pay</td>
<td>68.167</td>
<td>21</td>
</tr>
<tr>
<td>Other</td>
<td>40.482</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total Net Operating Expenditure</strong></td>
<td><strong>313.352</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Contributions to Reserves</td>
<td>8.323</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>321.675</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
As can be seen from above, the majority of income comes from Government Grants (80%), with the precept, which is raised locally and is collected by the five Local Councils along with their council tax, accounting for only 17%.

The outturn position for 2015/16 shows total net operating expenditure of £313.352m. This represents an overall under-spend on the revenue budget of £8.323m, i.e. 2.2%, compared to the 2015/16 budget. This position is a result of an under-spend of £5.316m on the operational budget and the achievement of additional savings of £3.007m in the year.

The under spend on the operational budget is made up of a number of factors including:-

- revenue savings achieved across service departments within the Force, through a more efficient use of resources, scrutiny of spending and the holding of vacancies to provide greater flexibility to enable the Force to re-engineer its service;
- a lower than anticipated capital expenditure, particularly on the Estate Strategy has resulted in a reduction in capital charges due to my office;
- continuing improvements in quality control around forensic submissions has resulted in revenue savings; and
- the suspension of the carry over rules to aid financial resilience in 2016/17.

The majority of the under spend has been transferred to the Estate Strategy Reserve to help support the Estate Strategy and reduce the impact on the revenue account. In addition, contributions have been made to the Restructure Reserve, the Invest to Save Reserve, the Chief Constables Priority Fund, the Proceeds of Crime Income (POCA) Reserve and my Crime Prevention Strategy Reserve.

The budget for 2015/16 included a savings target of £15.396m to balance the budget. As a consequence of this, the Chief Constable and I undertook a series of reviews under the Sustaining Excellence Programme programme, aimed at identifying savings to meet this shortfall whilst minimising the impact on performance. During the year £18.403m of savings were achieved, some £3.007m above the original savings target. The excess of savings were achieved due to savings being realised ahead of schedule, consequently these savings will be carried forward against the savings targets in 2016/17.

The excess savings made in 2015/16 will be transferred to the Invest to Save Reserve, to be reinvested by the Chief Constable and I into initiatives that will generate efficiency savings, and to the Estate Strategy Reserve.

The outturn position for 2015/16 provides a financially resilient outcome for the financial year and helps the financial position going forward by identifying significant recurring budgetary savings. In addition, the utilisation of the under spend will provide an element of greater resilience and flexibility in enabling us to address the significant financial challenges ahead, as well as provide some opportunity to fund essential investment in the estate and enable the Chief Constable and I into initiatives that will assist the achievement of the Police and Crime plan priorities.

### Capital Outturn

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 police stations and properties, 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 expenditure incurred in 2015/16 and how it was funded.

<table>
<thead>
<tr>
<th></th>
<th>£m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT and Technical Strategy</td>
<td>4.064</td>
<td>50</td>
</tr>
<tr>
<td>Estates</td>
<td>5.051</td>
<td>30</td>
</tr>
<tr>
<td>Vehicle Replacement Programme</td>
<td>1.986</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total Capital Expenditure</strong></td>
<td><strong>11.101</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Financed By:-**

<table>
<thead>
<tr>
<th></th>
<th>£m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Funding</td>
<td>2.838</td>
<td>26</td>
</tr>
<tr>
<td>Capital Receipts</td>
<td>0.850</td>
<td>7</td>
</tr>
<tr>
<td>Reserves</td>
<td>5.415</td>
<td>49</td>
</tr>
<tr>
<td>Internal Borrowing</td>
<td>1.518</td>
<td>14</td>
</tr>
<tr>
<td>Other Contributions</td>
<td>0.480</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total Funding</strong></td>
<td><strong>11.101</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Expenditure on the capital programme was less than originally budgeted due to lower than anticipated expenditure on the Estate Strategy programme in 2015/16 due to further reviews to assess the adequacy of the proposals taking cognisance of the Community First programme.
Loans and Investments

I am directly responsible for loans, investments and for borrowing money as I hold the Police Fund. The Chief Constable is not able to borrow money. Short-term borrowing and lending, which are defined as for less than 365 days, are undertaken by me to ensure that there are sufficient funds available each day to cover its outgoings. Long-term borrowing can only be taken out to fund capital projects for which I have no other funds to cover.

All investments and borrowing are undertaken in accordance with the Prudential Code. One of the requirements of the Prudential Code is that I adopt the CIPFA Code of Practice for Treasury Management in Local Authorities, which I have done.

In addition, I approve a Treasury Management Strategy annually and then monitor performance against this and the Prudential Indicators.

During 2015/16 I did not take out any long-term borrowing. However, short-term borrowing and lending was undertaken and all these were undertaken within my approved prudential indicators and in line with the approved Treasury Management strategy. At 31st March 2016 there was no external borrowing, but we had short term investments totalling £10.0m.

General Balances, Earmarked Reserves and Provisions

I maintain General Balances, Earmarked Reserves and Provisions in order to ensure that adequate financial resilience is maintained. As at the 31st March 2016 the General Balances stood at £12.204m, earmarked Reserves totalled £24.250m and Provisions £7.554m.

In order to ensure that the level of the General Balances are robust and prudent, the Chief Finance Officer and Chief Constable have undertaken a review of the level of these balances, taking account of the risks included within the Force risk registers. The risk based review undertaken concluded that by the end of 2016/17 General Balances should be £12.204m. The level of General Balances will be reviewed during 2016/17 in order to assess whether any of balances held can be released to support the budget over the medium term.

PCC Controlled Expenditure

I receive a budget for the Office of the Police and Crime Commissioner (OPCC), as well as the funding for the Crime Prevention Strategy. A high level analysis of the budget for my office and the Crime and Prevention Strategy is provided below.
Office of the Police and Crime Commissioner

The budget for my office was £1.202m to cover the costs associated with my functions and support costs. At year end the budget was underspent by £0.167m, due to the office holding a number of vacancies and greater scrutiny of spending. The underspend has been transferred into the Crime Prevention Strategy Reserve to enable me to continue to fund initiatives that prevent crime and disorder on Merseyside.

Crime Prevention Strategy

In 2014/15 I approved a 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, as well as helping support victims of crime. In order to support the strategy I established a number of funding streams that have been utilised to fund the strategy, these are:

(i) Community Safety Funding 2015/16

In February 2015, I awarded Crime and Disorder Reduction grants to the Force, Local Authorities, Community Safety Partnerships and the Voluntary Sector that would secure, or contribute to securing, crime and disorder reduction on Merseyside (see the Table below). The funding was 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.

<table>
<thead>
<tr>
<th>Community Safety Partner</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merseyside Police</td>
<td>0.746</td>
</tr>
<tr>
<td>Wirral MBC</td>
<td>0.388</td>
</tr>
<tr>
<td>Liverpool CC</td>
<td>0.962</td>
</tr>
<tr>
<td>St Helens MBC</td>
<td>0.197</td>
</tr>
<tr>
<td>Sefton MBC</td>
<td>0.374</td>
</tr>
<tr>
<td>Knowsley MBC</td>
<td>0.204</td>
</tr>
<tr>
<td>Positive Futures North Liverpool Ltd</td>
<td>0.065</td>
</tr>
<tr>
<td>Positive Futures – Everton in the Community</td>
<td>0.029</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2.965</strong></td>
</tr>
</tbody>
</table>

(ii) Crime Prevention Fund

I set aside £0.150m to support other initiatives that will help prevent crime and anti-social behaviour. Grants of between £5,000 and £25,000 were awarded to organisations that could demonstrate that their initiatives would contribute to the achievement of my Police and Crime Plan objectives. During the year 10 initiatives were supported from the Fund, including the Terriers project run by the Royal Court Trust, an Offender Mentoring Scheme run by Sefton Council for Voluntary Services, and a six week football course ending in a floodlight competition aimed at hard to reach youngsters run by the Liverpool County FA.

(iii) Police Property Act Fund

The monies in the Police Property Act Fund are generated by the disposal of property, which remains in police possession, in connection with their investigations into a suspected offence, and the owner cannot be ascertained (and no order of a competent court has been made regarding such property) or the disposal of property of offenders in certain cases, which have been confiscated. Under the terms of the Police (Disposal of Property) Regulations 1975, I am able to dispose of funds, to make payments to charitable organisations, and also to meet the expenses incurred in the conveyance, storage, safe custody and sale of the property. During the course of the year I ran two bidding rounds for funding from the Fund and subsequently made 40 grant awards to charitable organisations across Merseyside of up to £5,000 from the fund totalling £0.100m.

(iv) Victim Services and Restorative Justice

I received 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 2015/16 amounted to £1.574m. At the end of the financial year all the funding had been spent on providing practical support services for victims of crime, for family members and for victims of sexual violence and domestic violence, including restorative justice services and practical support measures.
2016/17 and Beyond

In 2016/17 I was able to set a balanced budget, with the delivery of £9.6m of savings by the Force, the utilisation of £2.4m of reserves and by raising £57.9m through the council tax requirement. The budget in 2016/17 will provide sufficient resources to enable the Chief Constable to achieve the priorities set out in my Police and Crime plan.

However, the latest Medium Term Financial Strategy (MTFS) forecasts that we will be required to identify £8.7m of savings in 2017/18 and potentially a further £13.4m in future years, giving an anticipated overall savings requirement of £22.1m over the MTFS period. Consequently, we still face a very significant financial and policing challenge in the years ahead. The new 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 Community First restructuring project seeks to find the most appropriate operating model for the Force that will allow it to be responsive to my priorities and those of the community, as well as threat, harm and risk, with fewer resources. This model is being designed to deliver the best policing service possible with the resources available.

Summary and Conclusion

Overall, we are currently in a sound financial position, with some resilience to meet unforeseen circumstances, a major issue with regard to an emergency service such as the police service. Within a tight financial regime, the Chief Constable and I have protected, as much as possible, operational performance through investing in the operational priorities set out in my Police and Crime Plan. However, we continue to face a significant challenge to balance the Force’s budget in the future, as well as maintaining an efficient and effective police service.
Holding Merseyside Police to account on behalf of the people of Merseyside is one of my main responsibilities.

There are many ways in which I do this and, as part of my ongoing commitment to openness and transparency, details of these are published on my website.

Please use the links below to find information on all the scrutiny mechanisms:

**Corporate Governance** - Good governance underpins all our activities and business operations, making sure we are doing things in the right way and at the right time. Take a look at my Corporate Governance Framework here.

**Performance and Scrutiny Group** - This year, I’ve moved even further away from asking Merseyside Police to meet targets. Instead, the Force now assess crimes according to the Threat, Harm and Risk posed. This enables us to identify emerging crime trends, particularly in relation to issues that may be less visible to the public, such as cyber-crime, child sexual exploitation and fraud. These presentations are held in public and provide me with the opportunity to challenge and question Chief Officers on the performance of the Force. You can see all the public details of these here.

**One to one meetings with the Chief Constable** - These are held approximately every fortnight and give me the opportunity to discuss high level matters and issues of concern with the Chief Constable. Take a look at the issues we discuss here.

**The Joint Audit Independent Committee** provides an independent and high-level focus on issues in relation to risk management and corporate governance. Quarterly meetings of this Committee are held in public and all the information is published here.

I also assess complaints made against the Chief Constable. A total of 112 were made to my office this year, only two of which were recorded. The others were not deemed to be valid complaints against the Chief Constable and were either not recorded, or were referred to the Force’s Professional
Standards Department to be resolved. Of the recorded complaints, one has been forwarded to the Independent Police Complaints Commission (IPCC) for investigation, while the other was investigated by an external force who concluded the complaint was unsubstantiated.

Transparency

Merseyside Police assessed as Outstanding at Tackling Serious and Organised Crime
Merseyside Police rated as Good across the board

HMIC’s PEEL (Police Effectiveness Efficiency Legitimacy) assessments provide information on all forces to see how they are performing. You can find Merseyside Police’s full assessment here.

Responded to 16 HMIC reports

I have a statutory duty to respond to all reviews carried out by Her Majesty’s Inspectorate of Constabulary (HMIC) in relation to Merseyside Police. I publish all of these here.

88 Key Decisions made and published

Each of these decisions has a significant or ongoing impact to communities in Merseyside. You can read the full reports here.

8 meetings with the Police and Crime Panel

The Panel scrutinise and support my work as Commissioner and, over the last 12 months, have approved major decisions, including the appointment of Sue Murphy as my Deputy and Andy Cooke as the next Chief Constable of Merseyside Police.

National Oversight

I am the Chair of the APCC Standing Group for Strategic Policing. In this role, I lead for PCCs on working with the Home Secretary to set the Strategic Policing Requirement, which all PCCs must take notice of when setting their Police and Crime Plans.

I also sit on the Oversight Board for the National Police Coordination Centre (NPoCC), which arranges mutual aid, and ensures that the National Policing Requirement is met.

While co-operation and collaboration are vital to the future of policing, it is essential that there is a democratically accountable oversight of policing at every level. I represent PCCs as a member of the national Regional Organised Crime Unit (ROCU) Executive Board and the Specialist Capabilities Board. I am currently working to ensure there is effective governance of ROCUs on a national level.
I feel hugely privileged to have served you for the last three-and-a-half years and I am honoured that you have given me the mandate to serve you again for another term.

It is extremely humbling that so many people voted for me. I am proud that the turnout more than doubled from the first election in November 2012. PCCs are more visible than the Police Authorities they replaced. It also an endorsement of what the Force and I have achieved during my first term.

This report has detailed many of those successes from the past 12 months; HMIC grading Merseyside Police as outstanding at tackling serious and organised crime and good across the board, the planned recruitment of 200 new officers, launching Victim Care Merseyside and starting the transformation of Merseyside Police’s buildings to make officers more accessible to you.

New technology is leading to increased efficiency and effectiveness and, through our 10-year estates plan, we are also changing where and how police work is delivered.

This year sees a new Chief take over the helm. I have no doubt Andy has the leadership qualities to take the Force forward, supported by what will be a new Chief Officer team. I look forward to working with Andy, a new Deputy once they have been recruited and our three new Assistant Chief Constables in the year ahead.

Last year was a difficult year for policing. It is a huge relief that the devastating cuts we feared were not imposed.

However, there are still significant challenges ahead. Some cuts will have to be made. Within the Force, I know considerable work is ongoing to see how the savings required by the Government’s austerity measures can be found, while still providing the best possible performance and service to the people of Merseyside.

The Community First review, currently being undertaken, is assessing the way in which the entire Force operates to make sure it is as effective and efficient as possible with the resources available. Changes are inevitable and, over the next financial year, big decisions about the structure and organisation of the Force will have to be made if we are to balance the budget. The impact of the “leave vote” in June’s referendum on the EU has also not yet been felt.
There are big changes ahead for our region.

A new Merseyside Metro Mayor is planned to be elected in May 2017; the new Policing and Crime Bill will make it a statutory responsibility for the Force to work in collaboration with the fire service, and the Home Secretary has made it clear she intends to devolve further powers to a local level potentially including the court-based witness service.

All of this will lead to changes in the way our services are provided. While there is still uncertainty as to how things will work, let me be clear that I will continue to be a strong voice for local people. I am committed to working constructively with everyone to face the challenges that lie ahead. I promise to continue to work very hard to do the best job I can for the police, for the communities they serve and for all the people of Merseyside.

I want to build on the achievements of 2015/16, invest in the areas that are a priority for you, identify further opportunities for collaboration with our partners and continue to find innovative ways to use our resources in the best possible way to serve you.

“I am committed to working constructively with everyone to face the challenges that lie ahead. I promise to continue to work very hard to do the best job I can for the police, for the communities they serve and for all the people of Merseyside.”
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In an emergency always call 999