“It is my job to be your voice and to deliver on issues that matter most to you. I’m proud to be your PCC and do everything I can to keep our region a safe and great place to live, work and visit.”
Hello and welcome to my Annual Report for 2016/17. This is now my fifth yearly review and an important opportunity for me to share and reflect on the past 12 months, both the achievements and the challenges.

I have never been one to sugar coat things, these are testing times for our police service; budgets and people are stretched like never before. Great work is being done and efficiencies are being made, but it is in spite of the government’s programme of austerity, not because of it. Merseyside Police has lost more than 1,500 people since 2010. No organisation can lose nearly a quarter of its workforce and not change the way it works and Merseyside Police is no exception.

There is no doubt that the challenges facing our police service are far greater than I ever imagined when I was first elected to the role. This has made me even more committed to being a loud and strong voice for the people of Merseyside and for Merseyside Police. I am grateful to all of you who took the time out to travel to a polling station and cast your vote to re-elect me for a second term back in May 2016. My promise to you is that I will continue to lobby hard for the government to do the right thing for our police service.

This year saw me, the Force and our partners wish a grateful farewell to Sir Jon Murphy, who left Merseyside Police after six years at the helm and a total of 41 years of exceptional public service. Following a rigorous recruitment process, I warmly welcomed Andy Cooke as his replacement in July and it was a privilege to receive the reaffirmation of his oath to serve the people of Merseyside. Andy has a wealth of experience and he is completely committed to putting the community at the forefront of everything he does. Indeed his entire mantra for Merseyside Police is ‘Community First’.

Andy has very quickly made the role his own and, with his new look Chief Officer team, including Deputy Chief Constable Carl Foulkes - who was also appointed in July - he is already driving through some really important changes. Some of the biggest changes Merseyside Police has ever seen in fact.

Most notably, this year has seen the Force undertake a major structural overhaul, moving away from a command unit approach towards more of a ‘one team’ ethos, with less senior commanders and more functions delivered centrally. This restructure has been driven by funding cuts and changes in crime, but the Chief Constable is using it as an opportunity to modernise, to drive efficiencies and to ensure the right people are in the right place at the right time to serve our communities. I will continue to work with the Chief Officer team to review the progress of these major changes and monitor how the new systems impact upon service and the priorities I have set the Chief Constable.

What else? Well, this report looks at the progress that’s been made against the four priorities that I set for the Force throughout 2016/17. It reviews how my team and I have worked to get out into the communities of Merseyside to talk and listen to you, the people of Merseyside, and it details the services I have commissioned and the grants that I have awarded to increase the support for vulnerable people and improve community safety at a grassroots level.

This year has seen the second full year of the Victim Care Merseyside which will continue to provide vital care for victims of crime. Working in partnership with some fantastic organisations, I’m proud that this service has helped 5,500 vulnerable children and adults to get the support and care they need to cope and recover in the aftermath of a crime.

Importantly, this report gives you the opportunity to review and appraise my work and to give me your feedback. I hope you find it interesting and I look forward to hearing your views.

It is my job to be your voice and to deliver on issues that matter most to you. I’m proud to be your PCC and do everything I can to keep our region a safe and great place to live, work and visit.

Right Honourable Jane Kennedy
Merseyside Police and Crime Commissioner
Introduction
My Year at a Glance

**April 2016**
- Radio City project with my Youth Advisory Group on Child Sexual Exploitation.
- Launched a ‘Give up the Gun’ surrender.

**May 2016**
- Proud to win a second term and take the official oath for the second time.
- Launched the Appropriate Adult service supporting vulnerable detainees.
- Raised the rainbow flag and supported the Navajo Charter mark awards on IDAHOT day.

**June 2016**
- **Edge Lane regeneration plan announced.**
  - Operation Brookdale launched and a day of action on the Wirral.
  - Hosted bi-annual mental health seminar focussing on schizophrenia.
  - Participated in Crimestopper’s ‘Drop the Knife: You only live once’ campaign.

**July 2016**
- Welcomed new Chief Constable, Andy Cooke.
- Announced refurbishment of Bebington Police Station.
- New Deputy Chief Constable Carl Foulkes appointed.
- Merseyside’s most iconic buildings ‘Come out the Shadows’ as part of Liverpool Pride.
- Funded a new ‘Hub’ to provide support to families affected by homicide.

**August 2016**
- Police Property Act funding released to mark International Youth Day.
- Four new projects commissioned to tackle newly emerging issue of Child Criminal Exploitation.

**September 2016**
- Operation Brookdale campaign against illegal use of scrambler bikes, breaks records.
- **New plans for Merseyside Police Headquarters unveiled.**
  - Joined the Chief Constable to sign Blue Light Time to Change Pledge.
  - Celebrated 130 years of the Mounted Unit.
  - Merseyside Police’s newest and youngest recruits presented at launch of Mini Police scheme in Netherton.
  - Approval of the Business Case for Merseyside Police’s new operating model for local policing, identifying £3.596m of savings.

**Bold type** = Key steps in delivering my 10-year plan to modernise Merseyside Police’s stations and buildings.
This section is designed to give you a flavour of some of the work that took place during 2016/17. Please use the hyperlinks to find more information on any of the items on my website.

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<tr>
<td>Supported Liverpool Mental Health Festival.</td>
<td>New crackdown on business robberies launched.</td>
<td>Work begins on Prescot Fire and Police Station.</td>
<td>Make-over for Halewood Police Station announced.</td>
<td>Local people back move to protect policing through Council Tax (precept).</td>
<td>New scheme launched to provide free books in custody for all detainees.</td>
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<tr>
<td>Campaigned for the drink-drive limit to be lowered.</td>
<td>Buildings glow Orange for violence against women campaign.</td>
<td>Force praised for ‘strong ethical culture’ by HMIC inspectors.</td>
<td>Backed a charity campaign to protect older people from financial abuse.</td>
<td>Appointed new Chief Executive.</td>
<td>Day of action as new penalties on mobile phone use at the wheel.</td>
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<td></td>
<td></td>
<td>Urged GPs to scrap the fee for domestic violence doctor’s notes.</td>
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<td>Traditional ‘topping out’ ceremony held to mark major milestone in completion of Operational Command Centre.</td>
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<td>Tackled Government on broken promise after the Home Office proposed a 1.4% cut to Merseyside Police’s funds.</td>
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<td>Campaign to recruit 140 new constables launched.</td>
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The priorities I set in my Police and Crime Plan for Merseyside drive the way Merseyside Police focus its resources and concentrate its work. These priorities are set by working with key partners and, importantly, by listening to the issues that matter most to you.

This annual report is an assessment of the progress made during 2016/17 towards these priorities:

- 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

Police & Crime Plan Priorities
In January this year, Merseyside Police moved to a new operating model which removed existing boundaries between Local Authority areas and centralised a number of resources. The new model is made up of seven distinct areas, five of which have now been implemented:

- **Response and resolution** - the removal of borders means the nearest patrol is now sent to an emergency call, with no geographical restraints, ensuring a more efficient service.
- **Investigation (or CID)** - resource allocation is driven by an assessment of threat, harm and risk, creating a more flexible approach. Increased centralisation ensures greater consistency.
- **Local Policing** - now led by one Chief Superintendent, but retaining a local policing presence in all areas who will have ownership of all local issues.
- **Matrix** - increased resilience through a change in shift patterns and officers in different specialisms working closer together through the creation of ‘syndicate’ teams.
- **Local Administration, Secretarial and Force Resource Unit** - these units are now centrally owned, but delivered locally.

Mobile technology has been provided to better support officers and staff, enabling them to spend more time in the community and all staff are trusted and empowered to take decisions at all levels.
The priority to prevent crime and antisocial behaviour (ASB) includes a range of objectives, and is one of the basic requirements and expectations of any police force.

This year saw Merseyside Police build upon the work of previous years to meet this priority through a range of activities.

Merseyside Police has worked to prevent ASB by using powers first introduced in 2014 to police vulnerable locations, including Public Space Protection Orders. These orders, designed to stop individuals or groups committing ASB in a public space, have been deployed across Merseyside. Before a PSPO can begin, I have a role in assessing the appropriateness of each proposal. In total, I supported eight PSPOs in 2016/17.
PSPOs have been particularly effective in the Sefton area following numerous calls to police from concerned members of the public. Sefton Council and Merseyside Police successfully put in place a PSPO to disrupt the dangerous use of motorbikes, which caused damage to the area and intimidated the public.

Tackling the nuisance and criminal use of scrambler and off-road bikes has been a key theme in this area of work. This year’s annual crackdown, Operation Brookdale, was the most successful to date, with a record number of seizures from June to September (185) and 150 arrests, as well as drugs and money being recovered.
I was delighted to support this campaign with a number of high-profile community campaigns in hotspot areas, including Stockbridge Village, the Woodchurch Estate on the Wirral, and Tuebrook. Leaflets were delivered to more than 15,000 homes in key areas, urging people to give information anonymously to Crimestoppers, while a giant ad-van promoting this message also toured the areas.

The police have also taken swift action to close properties that have consistently caused anti-social problems for those that live around them.

During the year, at least 36 closure order were applied for, all of which were successfully approved by the courts.

Throughout 2016/17, Community Triggers were used to provide victims of ASB with the opportunity to review how their case has been managed. Triggers bring together agencies, like the police, council and housing to collectively review each other’s actions and assess if further action is needed. Where victims are still not satisfied, then my office can provide a final assessment.

Community Triggers in 2016/17:

<table>
<thead>
<tr>
<th>Area</th>
<th>Community Trigger applications received</th>
<th>No. of times the threshold for review was not met</th>
<th>Case reviews carried out</th>
<th>Case reviews that resulted in recommendations being made</th>
<th>Referral to PCC's office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowsley</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
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<tr>
<td>Liverpool</td>
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<td>3</td>
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<tr>
<td>Sefton</td>
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<tr>
<td>TOTAL</td>
<td><strong>17</strong></td>
<td><strong>11</strong></td>
<td><strong>6</strong></td>
<td><strong>2</strong></td>
<td><strong>0</strong></td>
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To help break the cycle of re-offending and protect victims, in November 2016 I launched a Victim Awareness course with the help of Victim Support. This course aims to make people who commit low level crime to better understand the impact of their actions and, ultimately, put a stop to reoffending. So far, 44 people have taken part in the course. Offenders who fail to attend the course can be prosecuted for the original offence.

Further preventative work from Merseyside Police focussed on diverting people from street drinking in Liverpool. From June to September, the REST (Rehabilitation, Education, Support and Treatment) Centre - a partnership with Liverpool Council, the Whitechapel Centre and Public Health - provided a designated area offering street drinkers support for alcohol addiction, health issues and homelessness. The initiative aimed to prevent incidents of ASB in the city centre area before they occur.

Measures of success can be taken from the number of attendees at the Centre, with a total of 4,667 visits by 386 individuals. Successfully identifying their needs led to 153 referrals to support agencies for help and advice.

Looking at police resources to prevent crime, in 2016/17 the Chief Constable used funds that I provided to roll out almost 3,000 handheld devices to frontline officers and staff. The intention of this investment is to ensure officers have information direct to their fingertips to keep them on patrol on the streets for longer, while reducing unnecessary bureaucracy.
I was delighted to join with the Chief Constable to launch the Mini Police initiative in 2016/17.

This fantastic scheme, first developed in County Durham, is targeted at primary school children to improve how people perceive the police and ensure the first, crucial interaction between the police service and young people is a positive one.

Children involved in the scheme receive a police uniform and through the programme they get a real insight into the work of the police service by having the opportunity to take part in a range of activities and events to support the police. They are rewarded for their work with trips to the police dogs, helicopter and other activities.

Merseyside Police now has three teams of Mini Police in schools in Bootle, Litherland and Norris Green and we are excited about extending this project into all areas of Merseyside.
Despite the challenges brought by the devastating budget cuts imposed by central government, the Chief Constable and I remain committed to providing a neighbourhood policing style that is accessible and visible to local people. It is something you regularly tell me is a priority for you.

Merseyside Police has gone through a major structural change during 2016/17, but let me reassure you, providing local policing is embedded within these changes.

I am committed to supporting local policing through my 10-year plan to modernise Merseyside Police’s stations and buildings. Work on the new Operational Command Centre, which will bring all of the Force’s Matrix teams under one roof, is now well underway and on schedule to open the doors in January 2018. Plans have now been unveiled for a modern, fit-for-purpose, and more economical headquarters on a key gateway into Liverpool, Bebington Police Station has reopened its doors and plans for more Community Police Stations are afoot.
A crucial element of neighbourhood policing is being aware of the needs and opinions of the community. A key indicator of this are victim satisfaction levels, which have remained high over the last 12 months. Satisfaction levels and complaints are regularly reviewed to identify any areas which need further review. In addition, Merseyside Police has taken on new technology called Track my Crime, so that victims can keep up to date on the progress of their investigation.

The Force are also working with the Open University to identify the factors that lead to victims being satisfied or dissatisfied and how to increase positive victim interaction. The victim satisfaction survey is being changed to reflect the Force’s new operating model and this will be supported by the findings from this work. My Victims’ Programme Board monitors how effectively the police address victims’ needs and refer people to support services. This analysis is complemented by training to ensure investigators comply with the Victims’ Code.
In August 2016, Merseyside Police launched a new Social and Digital Media strategy, reaching out to communities through digital channels and social media. Merseyside Police now has 36 Twitter accounts dedicated to different areas of their work, such as the dogs, mounted, Economic Crime Team, Merseyside Black and Asian Police Association, Roads Policing Unit, Special Constabulary and Titan ROCU. With more than 142,000 Twitter followers, the Force’s tweets have a potential reach of 42.7m. Officers and staff are now using Twitter polls to gauge the views of the public in a cost free, instant and accessible format.

Merseyside Police’s Facebook page remains popular with approximately 33,000 people following or liking the account and, on average, 100 articles posted each month. The posts which attract the most community engagement are high-profile media appeals.

MerseyNow, a free-to-use community messaging alert service that I have commissioned, now has more than 4,000 subscribers, with 80 to 100 new subscribers registering each month. The combined reach of 128 alerts sent out in the first three months of 2017 was 56,000 people. A dual-campaign aimed at boosting public subscribers to MerseyNow and encouraging use of accounts by officers is planned for summer 2017.

Visits to Merseyside Police’s website increased from 87,395 in April 2016 to 94,000 in March 2017. In 2017, the Force launched its online “Have Your Say” process to determine local priority setting, receiving approximately 100 submissions a month.
Engaging with the Community

Merseyside Police’s Community Engagement Unit have developed a plan addressing key areas where the police can increase engagement with different Merseyside communities. These key areas include supporting vulnerable communities by increasing citizen participation in policing and improving engagement with young people, all with the aim of increasing confidence in policing.

Merseyside Police are establishing local Community Advisory Groups, including a group from the Trans community to assist the Force in developing its practices. Further groups will be identified over the next twelve months to assist the Force in seeking feedback from the community.

The Neighbourhood Watch scheme continues to develop with a further six groups joining each week, bringing the total to more than 2,000.

Merseyside Police have also invested time in a number of diversionary programmes, such as Everton and Liverpool Football Club’s Kicks programme as well as working with Merseyside Fire and Rescue Service with The Prince’s Trust to deliver diversionary activity across the Merseyside.

The Chief Constable continues to develop the Special Constabulary and Cadet Scheme. Recruitment for the 2017/18 Cadet Scheme has been completed with 66 young people now signed up to follow on from last year’s cohort.

Responding to contact from Merseyside’s Communities

Merseyside Police control room receives over 2,500 calls a day. Between 500 and 700 of these will be 999 calls. The number of 999 calls has increased by 7.3% during the first quarter of 2017 compared to the same period in 2015. Whilst phone calls remain the primary form of contact for members of the public, efforts to improve options to report crimes or concerns via the website and through social media are underway.

On an average day Merseyside Police will record over 1,200 incidents in response to calls for service. Approximately 200 will be graded as emergency calls, these are the priority incidents which the police aim to respond to within 10 minutes. Since changing to a borderless model for delivering response in January, uniform officers now parade at various locations across Merseyside on a new shift pattern that directly mirrors demand.

For those calls that do not require an emergency response, more than half are responded to within an hour and more than 90% will result in the attendance of a police officer within four hours.

Merseyside Police also create scheduled incidents where there is low threat of harm or risk to the caller, in these cases the caller is given an appointment time for the police to investigate their concerns. The police aim to increase the number of incidents that are dealt with in this way to ensure that we continue to respond effectively to emergencies and priority incidents at a time that best suits the caller.
Serious and organised crime is, for many people, Merseyside’s greatest concern. This type of crime blights our communities, brings misery and suffering and causes lasting harm. It affects innocent people in serious and damaging ways, and causes normal, decent families to live in an atmosphere of fear and intimidation. Much of the crime in our neighbourhoods is rooted in the activities of organised crime groups (OCGs).

This year has been a challenging year for the Force, particularly in relation to the firearms-related activities of organised crime groups. Worryingly, the Force recorded 89 discharges in the year, with three fatalities.

There is no doubt this increase is of serious concern and I have closely monitored the Force’s work to tackle serious and organised crime at quarterly performance and scrutiny meetings. I am reassured that the Chief Constable is taking every step possible to address the scourge of organised crime groups.

This view is echoed by the Force’s independent inspectors, HMIC, who have graded Merseyside Police as ‘outstanding’ for their management of serious and organised crime for a consecutive year. This demonstrates the Force’s commitment to tackling serious and organised crime at every level. It also recognises the key projects the Force are undertaking to address issues such as guns and gangs, economic crime, human trafficking and modern slavery. A drugs plan is also being implemented to address the threat posed by cannabis cultivation and psychoactive substances.

Multi-agency summit held to address spike in gun crime, resulting in a bid to form a ‘fusion hub’ aimed at breaking the cycle of offending

Working with Liverpool John Moores University to develop evidence-based initiatives to fine-tune the ‘4P’ plans

Liverpool City Region Vulnerable Persons Strategic Forum established, aimed at delivering efficiencies.

Development of trigger plan operations to protect the region’s prisons from drone infestation

Led on a New Psychoactive Substances development day to increase awareness

Tackle Serious & Organised Crime
Merseyside Police has a robust, locally-developed strategy, which mirrors national guidance, and uses four strands to disrupt, combat and bring to justice those involved in serious and organised crime – **Pursue, Prevent, Protect, Prepare** (the 4Ps).

- **Operation Scarva** - targeted an Anfield based OCG which posed significant threats and were criminally exploiting young men into dealing drugs.
- **Operation Rubstic** - jailed a gang of fraudsters for hijacking small businesses to get credit for expensive items and live a life of luxury.
- **Operation Affleck** - tackled a £7m 'land banking fraud' which saw 40 different investors encouraged to purchase land which had no development potential.

- **Operational steps being taken to address issue of criminal exploitation of children with more proactive prevention**
- **Crime drama** - Terriers used as proactive tool to prevent young people from getting involved with guns and gangs.
- **Mapping of vulnerable premises for human trafficking & modern slavery**
- **Working extensively with region’s Community Safety partnerships to look at serious & organised crime in key areas & prevent people from becoming involved**
- **New campaign with Action Fraud to prevent elderly & vulnerable people being defrauded**
- **Significant steps**
- **New campaign launched by Economic Crime Team to protect the vulnerable**
- **Protect**
- **Prevent**
- **Pursue**
- **Cross-partnership initiatives running across region to identify & protect the vulnerable**
- **Links developed with national operation aimed at circulating information & education about lorry-borne victims of traffickings**
- **Recognition & analysis of threat, harm & risk recognised as good practice by HMIC & other Forces**
- **Organised Crime Group Mapping process is reviewed monthly to ensure consistent & proportionate operational responses**
- **Criminals are proactively pursued under the Proceeds of Crime Act to seize assets. £250,000 worth of property seized during one strike day alone.**
- **Merseyside Police seized £1,934,023 & confiscated £2,018,596 off criminals**
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Support Victims, Protect Vulnerable People & Maintain Public Safety

Protecting and supporting our community’s most vulnerable people is a priority that encompasses a range of challenging issues, including reducing the likelihood of:

- Sexual Offences;
- Child Sexual Exploitation and Child Exploitation;
- Harmful Practices;
- Vulnerable Adults;
- Hate Crime;
- Domestic Abuse and Domestic Violence;
- Stalking and Harassment; and
- Road Safety.

From the briefings I receive from the Chief Constable, I am confident that Merseyside Police have taken an effective approach to fulfilling this priority, focussing on:

- Preventing crime and protecting the vulnerable;
- Pursuing offenders; and
- When a crime has occurred, protecting victims.

The Chief Constable’s approach to this priority has meant victims of serious crimes such as sexual offences and domestic abuse have been supported when and where necessary and vulnerable victims, who may have been targeted repeatedly, receive the support and protection they need.

On average, Merseyside Police record 950 crimes a month that are related to domestic abuse however, we know this figure may only be the tip of the iceberg. To help prevent further abuse, Merseyside Police has used Prevention Notices and disclosures to empower victims who have previously suffered from domestic abuse to make informed decisions about their relationships. In total, 1,106 Prevention Notices and 613 disclosures have been made by Merseyside Police since these options were introduced in 2014. The scheme provides two avenues of disclosure, ‘The Right to Ask’ and ‘The Right to Know’. Operation Encompass is also still being used to great effect to help young people who have experienced or witnessed domestic abuse to get the support they need at school.

Merseyside Police and I also continue to work with partner agencies to protect vulnerable children and young people through the Listen to My Story campaign, which seeks to raise awareness of the signs of child sexual exploitation. Listen to My Story has received national recognition for the impact it has on audiences. This year, has also seen the launch of the ‘Safe Skills’ preventative education resource in partnership with the Ariel Trust, which aims to improve young people’s resilience to protect themselves against the risks of grooming.
In December, the Know That NO Means NO campaign was launched aimed at raising awareness of sexual offences through targeted messages across Merseyside. This campaign has been directed towards bars and clubs in recognition of how over 40% of rapes are committed by an acquaintance of the victim. Merseyside Police have also worked with the local media to demonstrate how offenders of these heinous crimes can and will be caught and punished. The intention of such tactics is to develop victims’ confidence to report these crimes and, ultimately, access the help and support provided by the support services commissioned through my office.

Over the past year, Merseyside Police recorded 871 rapes, an increase on reports made the previous year. While an increase does draw concern it is encouraging to see that more victims now have the confidence to come forward to report these terrible crimes.

I was reassured to witness Merseyside Police’s progress over 2016/17 towards improving their awareness of hidden crimes such as female genital mutilation and honour based violence. These crimes often go unreported, leaving the police with little intelligence to be able to take appropriate action. To strengthen their knowledge, Merseyside Police has worked with NHS England to ensure information is shared between the police and health services in relation to the victims of female genital mutilation. Further work to uncover hidden crimes took place in May 2016 during Human Trafficking and Modern Day Slavery Awareness Week. During this week the Force searched properties and businesses thought to be housing trafficked people and supported joint agency work to provide an information point in the Liverpool Slavery Museum to raise awareness.

Merseyside Police’s work to protect the vulnerable has been independently inspected by HMIC, particularly during their ‘Effectiveness Inspection’, published in March 2017, when inspectors commented how:

‘Victims who are vulnerable can be assured that the force will identify their vulnerability, ensure an appropriate response, and provide the necessary immediate support.’

HMIC Inspectors, March 2017

For this inspection Merseyside Police were awarded a ‘Good’ grading for a consecutive year, an impressive feat given the reduction in resources witnessed over recent years. The report singled out Merseyside Police’s approach to better understanding the needs of people suffering from mental health difficulties through the development of profiles. The continuing work with our healthcare partners to provide mental health triage cars and the mental health nurse provision in custody suites is also ensuring individuals get specialist care at the moment of crisis.

Over the forthcoming year, I will continue to assess the Chief Constable’s approach to this priority via the performance scrutiny arrangements I have established. I also look forward to watching the progress of the bespoke partnership ‘early help’ teams which Merseyside Police is looking to develop to ensure swifter opportunities to support vulnerable people.

This work is closely linked to the commissioned services I provide for victims through Victim Care Merseyside (please see page 29) and remains a priority within my Police and Crime Plan.
The previous pages have highlighted a large amount of good work, but I am not complacent. The Chief Constable and I work hard to find ways to maintain the service that is provided to the public we serve. This page gives a snapshot of some of areas as measured against the policing priorities which have been identified for improvement and where achievements can be built on and strengthened.

Room for improvement

Continuing to strengthen our relationship with the community

- The Force aims to improve its understanding of those who demand the most police time, to develop its problem-solving approach and work with partners to meet their needs more effectively;

- There will be a focus on the ‘Citizens in Policing’ scheme, which aims to get more people involved with the police through volunteering opportunities, with the aim of building support for the Force;

- Online engagement, via social media etc., is a crucial area of development, to both inform the Force’s local policing approach and to provide an accessible method of contacting the Force.
ASB continue to be under reported

- National best practice in relation to ASB legislation is constantly reviewed to ensure that the Force’s processes are robust and up-to-date. Merseyside Police’s use of PSPO (Public Spaces Protection Orders) has been described as good practice and their use of these powers has been presented to national conferences and forums. These events also provide an opportunity to improve;
- Scrambler bikes remain a problem and after hosting a national conference on this issue in March, the Force is working closely with industry experts to implement new tactics to tackle this problem;
- Two-way communication needs to improve. Over the next 12 months will also see an increase in the use of social media and the Neighbourhood Watch scheme to increase crime prevention awareness and even enable the reporting of non-emergency crime to the Force contact centre.

Organised crime remains a cause for concern

- Work is being undertaken to develop a multi-agency forum which will prevent the growth of organised criminal networks;
- The Force will maintain its focus on developing an understanding of the complexities of human trafficking and modern slavery;
- Going forward, there will be a focus on disseminating the changes in POCA legislation, which provide enhanced powers to seize assets from criminals;
- There will continue to be a focus on guns and gangs with a view to ensuring there is a sustained effort to disrupt the availability of firearms.

Vulnerability remains high for some crime types

- Plans are underway to develop a multi-agency action plan to address high risk rape crime areas and the causes;
- Work will be carried out to re-inforce the understanding of the criminal exploitation of children in order to prevent and protect;
- There will be a renewed effort with the Crisis Care Concordats to reduce the waiting times of officers in hospitals;
- Deployment of the mental health triage cars and, in particular, development of Triage Car Action Plans will continue;
- An honour based abuse working group will be developed to form part of the strategic vulnerability forum.
“There is no doubt that the challenges facing our police service are far greater than I ever imagined when I was first elected to the role. This has made me even more committed to being a loud and strong voice for the people of Merseyside and for Merseyside Police.”
Engaging with You

7,195 people spoken to during 16/17
222 meetings & events attended
Engaged with 4,122 partners & stakeholders

Public engagement is at the forefront of my work and I dedicate much of my time to visiting Merseyside’s many and diverse communities, from Southport to Speke and from Hoylake to Huyton. My Community Engagement Team are also working across the region acting as my eyes and ears, strategically on local partnerships and at a grassroots level attending public meetings, forums and events in every area of our region.

This page is designed to give you a snapshot of some of this important work.

**Hate Crime** - following anecdotal accounts of an increase in hate crime in the city centre, my team created a DVD showing the effects of hate crime on community members and how to report it. The footage is now shown by health service providers, including the Royal Liverpool Hospital. It was also played at Anfield, with further information in Liverpool F.C’s match day programme. My team helped to deliver hate crime awareness training to licensees and door staff.

**Modern Day Slavery** - I have commissioned the UN Gift Box to raise awareness of Trafficking and Slavery and encourage people to report suspicious activity. The gift box is a walk-in art installation, which shows stories from victims showing the realities of being trafficked. The box was installed at Museum of Liverpool, City Centre and Liverpool Airport.

**DISARM** - areas of Liverpool, Kirkdale, Speke, Toxteth/Dingle and Anfield/Everton, were identified as priority areas for gun and gang related activity. My office has been leading on a multi-agency group for Kirkdale and Bootle, which works to deliver services and diversionary activities in a joined up way to ensure local issues are tackled at the grassroots. Positive outcomes include greater engagement with young people through dedicated outreach workers.

**Autism Hubs** - an increase in incidents involving young people/adults with Autism and the local police has led to the development of Autism Hubs in Waterloo and Southport. In partnership, my team has co-ordinated briefing sessions for the local police teams that will be delivered by staff and service users from the Hubs.

**Hate Crime** - In partnership with the local police and Sefton’s parks officers, my office has co-ordinated a series of activities and projects aimed at raising awareness around hate crime. Sessions were held in local schools and parks to create buddy benches which were restored and decorated with positive key messages.
**Birkenhead ‘Safe in Town’ Forum** - Wirral Council’s Public Health Team have put together a ‘Safe in Town’ Forum to address issues associated with excessive drinking in Birkenhead, including the impact on health, crime and ASB. My team are represented on this multi-agency forum that looks at how problems can be solved using existing local resources.

**Domestic Abuse Peer Mentoring Scheme** - Working alongside Wirral Community Safety Partnership, my team helped to secure funding of £105,000 for an arts project to create a skater park. The park will help keep young people away from criminal and anti-social behaviour.

**Youth Voice Conference** - my team supported this annual event looking at the mental wellbeing of young people which was attended by more than 150 young people. Attendees took part in interactive workshops and panel discussions looking at how services can support young people in the most effective way to ensure they have healthy and happy lives.

**Youth Advisory Group** - my team supported this annual event looking at the mental wellbeing of young people which was attended by more than 150 young people. Attendees took part in interactive workshops and panel discussions looking at how services can support young people in the most effective way to ensure they have healthy and happy lives.

**Youth diversion** - Working with St Helens Council, police, Heart of Glass and other partners, my team helped to secure funding of £105,000 for an arts project to create a skater park. The park will help keep young people away from criminal and anti-social behaviour.

**Consolidations**

In 2016/17, I held major consultations with the people of Merseyside around my priorities for the next four years and a potential increase in the amount people pay towards policing through their council tax bill (precept).

A total of 1,200 people responded to my consultation on the Police and Crime Plan priorities, including my proposal to making improving road safety an additional priority. Since 2010, Merseyside has witnessed a 12% increase in the number of people killed or seriously injured on its roads. Every 12 months, more than 500 people are tragically killed or suffer serious injuries. With the support of the Chief Constable and partners, I took the decision to ask local people if they agreed this should be a new priority for our region. More than 89% of respondents agreed and this will now be in my Police and Crime Plan for 2017-2021.

In January, I asked people on Merseyside if they would be willing to contribute an extra 4p a week to help protect vital frontline police services. 84% of 1,120 respondents supported the proposal.

**Mental health awareness**

I continue to raise awareness on mental health concerns through my bi-annual mental health seminars. Last year the two seminars were on personality disorders and schizophrenia. They brought together a host of community safety partners to discuss the issues, increase understanding and to network.

**Youth Advisory Group**

My Youth Advisory Group continues to grow and now stands at more than 50 young people from diverse backgrounds. During 16/17, they had the opportunity to visit a police custody suite to ask staff about how police safeguard young people. They gave me valuable feedback before I commissioned new pilot programmes to tackle the emerging issue of Child Criminal Exploitation (please see page 31), ensuring young people’s input were at the heart of the services. In return, the young advisors are given training opportunities that develop their skills for the future, such as autism awareness, and illegal highs and capacity building workshops.
Underpinning all the work highlighted in this report is partnership working. No organisation can tackle the crucial issues facing our communities alone. Thankfully, we are fortunate to have some really effective partnerships in our region:

**Merseyside Criminal Justice Board**

Ensuring an effective and efficient criminal justice system is one of my wider duties. To fulfil this duty, I chair this Board which brings together police, local authorities, health, prisons, probation and the CPS amongst others. Successes from 2016/17 include:

- Roll-out and delivery of the Criminal Justice Efficiency programme, providing all parties attending courts with the ability to present evidence electronically in real time, avoiding delays and saving time.

- Development of a local response to the recommendations contained within the Lamming report in respect of young children in the criminal justice system.

- Implementation of the Merseyside Special Domestic Violence Court. This court now deals with all first appearance of domestic violence cases and conviction rates are within the top 10 in the country.

- Implementing and embedding the initiative which allows young and vulnerable witness to pre-record their evidence out of the court setting thereby enabling them to provide best evidence. This pilot is also set to be extended to other vulnerable victims and witnesses.

For 2017/18, the Board has given a commitment to build upon previous success and work "in partnership to provide a fair, efficient and effective Criminal Justice System, with a proactive approach, which reduces crime and reoffending and focuses on the needs of victims and witnesses."

**Merseyside Community Safety Partnership**

This Partnership is now in its fourth year. In 2016/17 I brought partners together to raise awareness of cyber-crime; to consult on Merseyside Police’s Community First proposals; to develop partner input on Police and Crime Plan Objectives; and plan the programme of work for the year ahead. The Partnership also improved understanding of the impact of austerity with Liverpool John Moores University commissioned to provide a bespoke piece of research and recommendations for the future of community safety on Merseyside.

To ensure meetings of the partnership deal with and address relevant issues for all partners, future meetings will be aligned to my Police and Crime Plan priorities of preventing crime and anti-social behaviour, tackling serious and organised crime and supporting victims, protecting vulnerable people and maintaining public safety. This will ensure members of the partnership have greater focus on issues relevant to the people of Merseyside.
Partnership with Academia

Building upon the work between my office, Merseyside Police and Liverpool John Moores University, 2016/17 saw a second round of police officers, staff and my office working with academics to ensure an evidence based approach is incorporated in police decision making. The programme, funded by the College of Policing, is one of the only courses in the country where participants receive a recognised academic qualification. This work will help Merseyside Police better understand what works in preventing a whole range of crimes.

Collaboration

Merseyside Police participate in a number of national and regional collaborations, such as the National Police Air Service (NPAS) and with regional police forces through TITAN (North West Regional Organised Crime Unit). During the last year significant progress has been made collaborating with Cheshire and North Wales Police on developing a common platform for the police record management system to help share information more effectively and efficiently between police forces.

As well as collaborating with police forces, the introduction of the Policing and Crime Act 2017 places a statutory duty on emergency services to collaborate with each other in the interests of the efficiency or effectiveness. Prior to this legal duty being introduced, a Joint Police and Fire Collaboration Committee was established to consider on-going and future collaboration between Merseyside Police and Merseyside Fire and Rescue Service. Both services already share a Joint Command and Control Centre in Bootle, and a new Community Police Station will be located within the new fire station being constructed in Prescot. Further opportunities for sharing building space are being explored as are opportunities for fire and police to work more closely together. You can find out more about this work by reading reports for the Police and Fire Collaboration Committee.
Holding Merseyside Police to account on behalf of you is one of my main responsibilities.

Take a look at some of the key mechanisms for how I do this here. Please click on the links to find more information on my website.

**Scrutiny**
- 7 Police & Crime Panel meetings where members scrutinised & supported my work
- Monitoring of Merseyside Police’s 4 equality objectives, making challenge where necessary, using information from my Community Engagement Team, the Criminal Justice Board and partners
- 73 key decisions & 17 ‘other’ decisions made & published
- Corporate Governance Framework ensures we do business in the right way
- Scrutiny & Transparency
- 265 unannounced checks carried out by our Independent Custody Visitors (ICVs) offering 2,337 detainees a welfare visit
- 22 complaints made against the Chief Constable, 4 of which were recorded. Two dealt with via local resolution, 1 was disapplied as vexatious & 1 has been allocated to an outside Force for investigation
22 complaints made against the Chief Constable, 4 of which were recorded. Two dealt with via local resolution, 1 was disapplied as vexatious & 1 has been allocated to an outside Force for investigation (on-going).

Approval of Chief Constable’s Community First Change Programme, including business cases relating to Local Policing, Response & Resolution, Matrix & Resource Management, with the identification of cashable savings of £7.694m.

Quarterly public Performance & Scrutiny Group meetings giving me an opportunity to challenge & question Chief Officers with a public register of items discussed

Challenge, scrutiny & approval of the Business Change & Efficiency Programme to deliver efficiency savings.

Merseyside Police rated as ‘good’ overall & ‘outstanding’ at tackling serious & organised crime

7 HMIC inspections responses

15 one-to-one meetings with the Chief Constable with

Holding the Chief to account

I am able to challenge and question Chief Officers through quarterly Performance and Scrutiny (PSG) meetings, on topics including:

• Quarterly updates on the number of officers, PCSOs and staff employed by Merseyside Police to understand how cuts have influenced the Force’s ability to carry out its duties;

• An understanding of where Merseyside Police sits in relation to performance against most similar forces and nationally;

• The numbers of people killed or seriously injured (KSIs) on our roads and the plan to bring them in line with other similar forces;

• The low outcome rates for all crime types, to reverse the downward trend;

• Force compliance with National Crime Recording Standards and the impact that has on the recorded numbers of incidents;

• A watching brief on average detention times in custody to ensure we are in line with national trends;

• The issues of the force conveying people with mental health issues to a place of safety and the waiting times in health-related settings

• Increased awareness of Cyber Crime and the force approach to tackle this relatively new crime type.

In 2017/18, the PSG is to be refreshed in order to make it more accessible to the public. By aligning crime types under the corresponding priority, our aim is to ensure performance measures are easily understood and transparent.
Since October 2014, one of my key roles has been to deliver victim services, ensuring people get the support they need to help them cope and recover after a crime. The second full year of the bespoke Victim Care Merseyside package of care has seen more victims given better support by the right agencies when they need it most.

This work was overseen by my Deputy and victims’ champion Cllr Sue Murphy, who drove forward this work and scrutinised and monitored the work of all the services through the Victims’ Programme Board meeting, held six times a year. This meeting was used to identify any issues or blockages and ensure victims get the support they need to cope and recover.

More than 5,500 victims accessed the key services provided as part of Victim Care Merseyside and this service was complemented by the Victim Care Merseyside website which acts as a one-stop shop for victims of crime to access advice, information and a directory of all the organisations that are on hand to offer greater support.

www.victimcaremerseyside.org
### Key victims’ services

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
<th>Key Points</th>
</tr>
</thead>
</table>
| **Vulnerable Victims** | **£155,570** | - 1,600 vulnerable victims supported, including 700 face-to-face personal visits offering greater care  
- Worked with Merseyside Police Fraud Tram to support most vulnerable victims of fraud  
- Dedicated ‘You + Co’ programme supporting children and young people to cope with impact and effects of crime. |
| **Child Sexual Exploitation** | **£121,000** | - 5,400 young people taken part in group sessions to increase awareness of Child Sexual Exploitation (CSE)  
- Intensive support provided to more than 40 victims of CSE  
- 1,800 professionals trained to spot the signs of CSE  
- Increase in referrals relating to minority groups. |
| **Hate Crime advocacy** | **£45,000** | - 1,100 victims of hate crime provided with support  
- 54 victims assessed as high risk and referred to multiagency forums for specialist support  
- Two volunteer staff training events delivered to increase awareness of hate crime. |
| **Hate crime reporting** | **£25,000** | - 24 hour independent reporting hate line for all victims of hate crime accessed by 368 individuals  
- 90+ third party report centres across Merseyside  
- Reporting levels increased during 2016/17 when compared to 2015/16  
- Raised awareness of hate crime at events across Merseyside and offered enhanced support to those accessing services. |
| **Sexual offences** | **£150,000** | - 2,000 victims of rape or sexual offences supported by enhanced pan-Merseyside service  
- 97% of victims advised RASA they are better equipped to deal with trauma they have suffered. |
| **Young victims of DV** | **£99,621** | - 700+ young people who have witnessed or experienced violence/abuse in the home supported  
- Improved attendance at support meetings due to close liaison with the schools  
- 100% of victims showed improved emotional wellbeing. |
| **High risk victims** | **£45,000** | - Supported 113 high risk victims of anti-social behaviour and hate crime  
- Worked alongside Merseyside Police to identify and work intensively with the most vulnerable high risk families. |
| **Restorative Justice** | **£49,952** | - Led on pan-Merseyside restorative justice service, empowering victims to get answers from offenders  
- Created dedicated Restorative Justice Steering Group  
- 34 cases referred - 14 closed prior to reaching conference, 11 on hold and 9 on-going. |
Tackling Child Criminal Exploitation

While there is still no legal definition of Child Criminal Exploitation or CCE, it is increasingly being recognised as a major factor behind crime in our communities, while simultaneously victimising vulnerable young people leaving them at risk of harm.

Working with the police and our key partners, it is clear that CCE is a rapidly emerging issue which is a now a significant risk for young people in Merseyside. While there is now much greater awareness of Child Sexual Exploitation, CCE is still very much an unknown quantity. It is also difficult to quantify the scale of the problem due to the complex factors affecting a young person when they become a victim of CCE.

As a first step in trying to develop a deeper understanding of CCE and the multi-faceted issues surrounding it, I took the decision in 2016/17, to use a small amount of the Ministry of Justice grant for commissioning of victim support services to fund four, new pan-Merseyside initiatives to tackle this issue and support young victims and potential victims:

**Prince’s Trust** - funded to run tailored sessions targeted at reducing the risk of CCE - ‘Choices’ and ‘Consequences’. Both sessions involved the use of expert guest speakers focussing on issues including bullying, drugs and alcohol, CSE, antisocial behaviour and gang culture and the consequences of criminal activity. The funding was also used to support 35 young people aged 13-16 from across Merseyside who are all current victims or at risk of CCE.
M.A.L.S Merseyside - commissioned to work with young people aged 11 to 19 to raise awareness of CCE, encouraging them to make better life choices. The initiative has also supported young people who have been identified as at risk of getting into trouble, while training 15 mentors to provide ongoing support.

Knowsley & Sefton Borough Councils Joint Programme - this partnership programme, jointly funded by Knowsley and Sefton Councils, saw a range of group and individual sessions held to reduce the risk of CCE and divert young people away from exploitative situations. During the 8-month period, the project reached 1,238 young people, 55 parents and 645 professionals. In addition, 35 trainee teachers have benefitted from access sessions via the Teacher Training College.

Wirral Borough Council/Creative Youth Development - used drama and new media to bring the issues relating to CCE to life for young people. A total of 18 workshop performances, for nearly 550 young people, were held of the ‘On One Condition’ production which explored CCE issues in an interactive environment. Six training sessions were also held for 180 professionals and practitioners working with young people.

“The boys listen to what the mentors say. They respect them because they’ve been through it themselves so they don’t judge.”

This work has proved so important that in 2017/18, this service will be joined with the existing Victim Care Merseyside Child Sexual Exploitation service and will be delivered by one provider.
To help reduce crime and disorder, PCCs can make grants to any person or organisation within their area.

Throughout my time in office, I have consistently provided funds to each Local Authority community safety partnership in recognition of how the police need support from other agencies to tackle crime and keep our communities safe. These partnerships, which are jointly funded by each Local Authority, bring together partners, such as youth offending teams, fire and rescue, housing and health with the aim of tackling issues together to improve neighbourhoods across Merseyside.

During 2016/17, I used these grants to award £2.965m to the region’s five Local Authorities, Merseyside Police and two further voluntary organisations. This now brings the total funding allocated in this way since I took office to approximately £15m. This funding has been used to deliver crucial work, a selection of which is highlighted on this page:

- Supported 498 high risk victims of domestic violence;
- Reviewed four domestic homicides to learn valuable lessons;
- Improved security at 148 properties of victims of domestic abuse, hate crime, ASB;
- Reduced the risk of vulnerable children in Liverpool from being victim of child sexual exploitation;
- Worked with 28 violent offenders to change their behaviour, help them into work and prevent further violent crimes;
- Reduced neighbourhood tensions by bringing different communities together to improve the areas they live in.

Delivery of a domestic abuse perpetrator pathway to challenge and support offenders;

- Dedicated support for those suffering from ASB or hate crime;
- Helped 350 individuals at high risk of suffering from domestic abuse;
- Worked with Sefton Council and my office to deliver a Child Criminal Exploitation awareness campaign in schools. Find out more on page 31.

To prevent ‘double-funding’ with the police, going forward the Local Authorities will not be able to use these grants for Drug Intervention Programmes (DIP).
Everton in the Community also made use of funds from my office to reduce crime and ASB. Their efforts included:

- Delivery of the award winning Kicks Programme - a youth outreach programme helping to develop young people through coaching and mentoring, as well as offering dance and karate alternatives;
- Clamped down on ASB by issuing 11,500 fixed penalty notices for littering and 208 for dog fouling;
- Joined forces with Merseyside Fire and Rescue Service on ASB and arson reduction campaigns;
- Piloted a peer mentoring scheme to support women who may want to disclose domestic abuse in a less formal way;
- Worked alongside Positive Futures to provide diversionary sports activities for young people across the Wirral;
- Youth offending services made 11,646 interventions raising awareness around drugs, alcohol, personal safety, anti-social behaviour, sexual health, personal safety and child sexual exploitation.

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Positive Futures used the funding to deliver a number of programmes for young people including an Enterprise Programme; skills for business; relationship and character development; as well as Streets, Schools and an Education Programme, resulting in:

- 64 one-to-one mentoring in school focusing on behaviour and attendance;
- 45 sessions, signposting vulnerable learners to alternative education opportunities;
- 28 sessions delivering of ‘BiteSize’ sexual health awareness information;
- 27 workshops on gun and knife crime;
- 37 drug and alcohol awareness sessions;
- 37 arts and cultural workshops focussing on diversity issues, particularly race and disability;
- 84 qualifications obtained;
- 63 young people attended business skills training prior to work experience.

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Merseyside Police are funded to conduct drug testing in all its Custody Suites. In 2016/17, approximately 2,600 tests were conducted with a little over 2,000 or 77% proving positive. An intelligence-led approach is used to judge which detainees are likely to provide a positive test. The use of a more targeted approach to testing has led to a substantial reduction in unnecessary tests which prove negative, with savings in staff time and costs. Research conducted over three years by Liverpool John Moores University has shown that the Drug Intervention Programme is effective in addressing drug misuse by detainees and reducing their offending with the most prolific offenders showing the greatest reductions overall.
Crime Prevention Fund

The second year of my Crime Prevention Fund saw 12 fantastic organisations receive a share of £132,000 to help reduce crime and protect communities. The winning projects benefitted more than 76,000 people across Merseyside by stopping problems before they occur, reducing the opportunities for crime and by diverting people away from criminal activities.

Some of the highlights from this funding included:

- **Ariel Trust** - received £15,000 to engage 16,783 young people in preventative education programmes, concentrating on preventing violence, CSE and grooming.
- **Breckfield and North Everton** - awarded £18,000 to support more than 900 young people in hotspot areas, delivering intervention programme, and setting up a third person reporting centre.
- **Community Safe** - received £12,000 to support 69 bronze and silver domestic violence victims.
- **Employability Solutions** - awarded £9,000 to run ‘This is my Story’ a project working with young men tackling gun and knife crime in the Garston/Speke area.
- **Liverpool Pride** - awarded £4,460 to run ‘Come out of the Shadows’ project lighting up Merseyside’s iconic buildings in the rainbow flag as a public way of challenging homophobia and showing support for the LGBT community.
- **Royal Court Liverpool Trust** - received £20,000 to deliver the ‘Terriers’ play to more than 12,000 young people highlighting the dangers of gun and gang culture.
- **Savera Liverpool** - awarded £14,300 to raise awareness and support victims of forced marriage and harmful practices.

Additional Grants

In the face of continuing cuts to public services, it is more important than ever to work with local people to build stronger and safer communities. I am fortunate to have responsibility for a number of small grants which enable me to invest in our communities and help voluntary and grassroots organisations tackle the issues that matter most to them.

In light of the challenges currently facing the Force, I have pledged to focus this fund on tackling the causes of serious and organised crime next year.
Following concerns raised to me by Merseyside Police about the care for vulnerable adults being held in police custody, I took the decision in May 2016 to fund an Appropriate Adults service. During the 11 months this service has been operating, a total of 681 vulnerable people have been supported while in custody. This service, provided by the Appropriate Adults Service (TAAS) ensures the best care for vulnerable offenders, while also helping to reduce waiting times and ensuring the best outcomes for the criminal justice system.

In July 2016, I provided funding to Liverpool charity Families Fighting for Justice to support ‘The Hub’ to provide greater support to the families of those who have lost loved ones through homicide. The first of its kind in the country, ‘The Hub’ acted as a gateway for any individual or family who has lost someone through murder and manslaughter, as well as road collisions where someone was to blame. A total of 624 people used the service, with an average of 78 people accessed the service each month. The Hub also provided a dedicated children’s service (O.L.L.Y) which provides a welcoming environment for children of have suffered loss to share their experiences.

I shared the applications with our partners from the CSP’s, Merseyside Police and Merseyside Fire and Rescue Service for their comments and to avoid any duplication of grant giving.

A total of 22 projects were ultimately successful, with projects taking place across Merseyside helping a total of 12,000 young people stay safe and away from criminal activity during Mischief Night, Halloween and Bonfire Night.
Finance & Resources

Revenue Budget
I approve an annual revenue budget to finance spending on the day-to-day running expenses of my office and the Force. In 2016/17 the Net Budget Requirement was £311.338m, of which £6.0m was under my direct control. In broad terms the following tables show where the money came from and how it was spent.

<table>
<thead>
<tr>
<th>Source</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Police Grant</td>
<td>250.952</td>
</tr>
<tr>
<td>Council Tax</td>
<td>57.923</td>
</tr>
<tr>
<td>Collection Fund Surplus</td>
<td>2.151</td>
</tr>
<tr>
<td>Planned Contribution from Reserves</td>
<td>0.312</td>
</tr>
<tr>
<td><strong>Total Net Budget Requirement</strong></td>
<td><strong>311.338</strong></td>
</tr>
</tbody>
</table>

Outturn Position
The outturn position for 2016/17 shows total net operating expenditure of £306.634m. This represents an overall under-spend on the revenue budget of £4.704m, i.e. 1.5%, compared to the 2016/17 budget. The under-spend is made up of a number of factors including:

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Officers Pay</td>
<td>164.149</td>
</tr>
<tr>
<td>Police Pensions</td>
<td>39.477</td>
</tr>
<tr>
<td>Support Staff Pay</td>
<td>73.459</td>
</tr>
<tr>
<td>Other</td>
<td>29.549</td>
</tr>
<tr>
<td><strong>Total Net Operating Expenditure</strong></td>
<td><strong>306.634</strong></td>
</tr>
<tr>
<td>Contributions to Reserves</td>
<td>4.704</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>311.338</strong></td>
</tr>
</tbody>
</table>
• revenue savings achieved across service departments within the Force, through the holding of vacancies to provide greater flexibility to enable the Force to re-engineer its service, as well as a more efficient use of resources and the continued scrutiny of spending;

• relatively high levels of vacancies during the year resulted in lower employers pension contributions than anticipated; and

• lower than anticipated capital expenditure, particularly in relation to the Estate Strategy, resulted in a reduction in capital charges due.

The majority of the under-spend has been transferred to a new reserve to facilitate initiatives to improve efficiencies across the Force, as well as a contribution to the Estate Strategy.

The outturn position provides a financially resilient outcome for the financial year. In addition, the planned utilisation of the under-spend provides an opportunity to invest in initiatives that will improve the operational effectiveness and efficiency of Force.
PCC’s Controlled Expenditure

I have a budget for my office, as well as a number of funds under my control. An analysis of the expenditure is provided below.

<table>
<thead>
<tr>
<th>Fund</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Police and Crime Commissioner</td>
<td>1.114</td>
</tr>
<tr>
<td>Community Safety Funding</td>
<td>2.965</td>
</tr>
<tr>
<td>Victim Services and Restorative Justice</td>
<td>1.644</td>
</tr>
<tr>
<td>Crime Prevention Fund</td>
<td>0.144</td>
</tr>
<tr>
<td>Police Property Act Fund</td>
<td>0.046</td>
</tr>
<tr>
<td><strong>Total Controlled Expenditure</strong></td>
<td><strong>5.913</strong></td>
</tr>
</tbody>
</table>

More information on all these funds can be found in the ‘Funding’ pages of this report, which start on page 29.
Capital Expenditure

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. Capital expenditure is normally funded by loans, grants, external contribution or capital receipts. The tables below show the capital expenditure incurred in 2016/17 and how it was funded.

### What was spent on the Capital Programme?

<table>
<thead>
<tr>
<th>Programme</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estate Strategy</td>
<td>22.814</td>
</tr>
<tr>
<td>IT and Technical Strategy</td>
<td>7.597</td>
</tr>
<tr>
<td>Vehicle Replacement Programme</td>
<td>2.012</td>
</tr>
<tr>
<td><strong>Total Capital Expenditure</strong></td>
<td><strong>32.423</strong></td>
</tr>
</tbody>
</table>

### How was the Capital Programme financed?

<table>
<thead>
<tr>
<th>Source</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Funding</td>
<td>(1.602)</td>
</tr>
<tr>
<td>Capital Receipts</td>
<td>(1.182)</td>
</tr>
<tr>
<td>Other Contributions</td>
<td>(4.193)</td>
</tr>
<tr>
<td>Reserves</td>
<td>(11.410)</td>
</tr>
<tr>
<td>Borrowing</td>
<td>(14.036)</td>
</tr>
<tr>
<td><strong>Total Funding</strong></td>
<td><strong>(32.423)</strong></td>
</tr>
</tbody>
</table>
Looking forward

As I produce this report reflecting on 2016/17, it has been announced that former Walton MP, Steve Rotheram, has been elected as the new Metro Mayor for the Liverpool City Region. The introduction of Metro Mayors is a big step in shifting power from central government into the hands of locally elected people.

I have congratulated Steve on his new role and I look forward to working closely with him to assist the ongoing development of the regional structure. By working together we can make sure we use the resources we have for the maximum impact and benefit for local people.

I look forward to working with Steve to deliver on all my priorities, in particular driving forward the road safety agenda, which will now be featured in my 2017-2021 Police and Crime Plan.

This is even more crucial than ever as public sector budgets continue to shrink, forcing services to be stripped back and, unfortunately, in some cases cut completely. Whilst I will continue to work with partners, particularly in the Fire Authority, to make savings where possible, over the next year, Merseyside Police still has to find a further £7m in savings, and this is just part of the total of £18m we have to cut by 2021/22. This means the Chief Constable and I will have to make some tough decisions and some services will be affected. This is further exacerbated by the equally damaging cuts to our partners in community safety and victims’ support services.

The recklessness and damage caused by these cuts is brought home even more strongly in the light of the recent terrorists atrocities in Manchester and London. I will continue to do everything I can to urge central government to reverse its decision and give Merseyside Police the appropriate levels of resources to deliver all the services you, the public of Merseyside, rightly expect and deserve.

I would like to finish by thanking the men and women of Merseyside Police who do such an important job, often under incredible pressure. I know the strain on everyone in the service has increased as their numbers have decreased, yet the service they offer remains exceptionally high. Their professionalism, dedication, energy, commitment and passion continues to make me very proud and drives me forward as Police and Crime Commissioner for Merseyside.
This report is important. It gives you the opportunity to review my progress and assess my decisions and performance.

I welcome your feedback. You can find out more about my work or get in touch with me in the following ways:

www.merseysidepcc.info
info@merseysidepcc.info
@MerseysidePCC
/MerseysidePoliceandCrimeCommissioner
0151 777 5155

You can also write to me at:

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

We are not the Police. In an emergency always call 999.

If it’s not an emergency, or for general enquiries, please call 101.

To report a crime anonymously call Crimestoppers on 0800 555 111.

For help and support visit www.victimcaremerseyside.org