

# Merseyside Police and Crime Plan 2021-2025



**EMILY SPURRELL**  
MERSEYSIDE POLICE  
& CRIME COMMISSIONER

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# Merseyside Police & Crime Commissioner **Emily Spurrell**

## **Maintaining and improving the safety of our communities matters to us all.**

As your PCC, I am committed to ensuring local people get the best possible police service, to prevent and tackle crime, protect those who are vulnerable, divert people away from crime, and provide the vital support victims and witnesses need and deserve.

To everyone who took part in my extensive consultation which helped me to shape and develop this Plan, I am very grateful.

Thanks to your input, I have been able to create a four-year plan which addresses your ideas and concerns and sets the strategic direction for Merseyside Police, as well as identifying priorities for our community safety partners. It focuses on three key pillars:

- **Fighting Crime; Proactive Policing;**
- **Supporting Victims; Safer Communities;**
- **Driving Change; Prevent Offending.**

Underpinning these three pillars is my commitment to being a visible and proactive Police and Crime Commissioner.

Crucially, that means being a loud voice for you on how crime is prevented and tackled and how we can make our communities safer. Over the next three years, I am committed to demonstrating the value of this role and why it's a role that should, and does, matter - from setting the strategic direction for our police service, to funding work in your area to keep people safe and providing support to those who are vulnerable after sadly falling prey to criminals.

Here in Merseyside, we are fortunate to have a police service that is continually graded as one of the best performing urban services in the country. A police service which leads the way and is committed to continually improving its performance and the service it provides. They have an extremely challenging job.



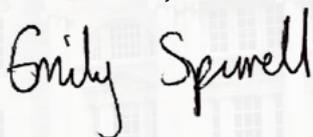
As your Police and Crime Commissioner (PCC), I am legally required to publish a Police and Crime Plan, which sets the strategic direction for policing our region and focuses our energy and resources on the issues that matter most to you over the next four years.

Never more so than over the last 18 months when they have had to police during a pandemic, with new restrictions controlling the most fundamental of human rights regarding gatherings and travel. This plan will see us through a critical time when we look to cope and recover from the pandemic.

The new Chief Constable, Serena Kennedy, and I share the same vision for the future of Merseyside Police and this important document details how we will deliver it to keep you safe. It is a plan which acknowledges the changing concerns and priorities of our residents and adapts to the pressures ahead.

This is your plan – so let's keep talking. I will be out and about in every area of our region meeting all of Merseyside's diverse communities as often as I can. You can also follow my work on Twitter, Facebook and through my e-newsletter.

I am looking forward to working with you, Merseyside Police and all our partners to bring this plan to life for a safer Merseyside.



**Emily Spurrell**  
**Merseyside Police & Crime Commissioner**

## You told me:

“ I am incredibly proud to have been elected to be your voice on policing and community issues in Merseyside. It is a huge honour to be able to serve my community in this way and I am committed to standing up for local people, victims and the vulnerable to make real change happen. ”

### My commitment to you

#### I will:

- Be a visible and proactive PCC who stands up for people across Merseyside;
- Be open and transparent about my plans, performance, how money is spent and why decisions are taken;
- Lobby central Government to get our region the fair funding it deserves;
- Speak out locally and nationally on the issues that bring harm to our communities;
- Bring learning and best practice to Merseyside to encourage innovation;
- Continue to listen – to your issues, concerns and feedback on what's working.

#### I will work together with the police, other local organisations, victims and local people to:

- **Protect the most vulnerable from harm –**  
I will be a fierce advocate for the vulnerable in our communities, helping to identify, protect and support them;
- **Strengthen and improve local communities –**  
I want to help build stronger, safer communities, ensuring everyone has the opportunity to succeed, local issues can be resolved, and our region can thrive.
- **Monitor how the Chief Constable ensures Merseyside Police has the right people, the right capability and the right culture.**
- **Create a more fair and effective Criminal Justice System (CJS)** which puts victims at the heart of the process.

# Merseyside Police & Crime Plan on a

## Safer Me

### The 3 pillars

#### Fighting Crime Proactive Policing

#### Supporting Safer Com

### Our shared priorities



#### Fighting Crime

- Serious and organised crime
- Retail and business crime
- Fraud and cyber crime



#### Proactive Policing

- Local visible and accessible policing
- Acquisitive crime
- Road safety



#### Supporting Victims

- Violence against women and girls
- Hate crime
- Child Exploitation

### Scrutiny p

### Core pri



Working in partnership



A Visible and Responsi

# Merseyside

Supporting Victims  
Communities

Driving Change  
Prevent Offending



### Safer Communities

- Modern Slavery
- Anti-social behaviour
- Community engagement



### Driving Change

- Early intervention and Prevention
- Mental Health
- Substance Misuse



### Prevent Offending

- A fair and effective criminal justice system
- Restorative Justice
- Female offenders

Your voice

Programme

Principles

Fairer funding for our region



Equality, diversity & inclusion

Police Commissioner

# Merseyside at a Glance

## **Merseyside is a fantastic region – diverse, proud and passionate.**

Our region is urban, coastal and rural. This brings with it a number of unique and complex policing challenges.

Demands on Merseyside Police are growing all the time, with deprivation and unemployment levels having a direct impact on the levels of crime we see.

There are approximately 1,429,000 people living in Merseyside and our population is significantly swelled by visitors and students.

Liverpool is one of the largest cities in the UK. It attracts a huge number of people who travel here to visit and socialise (67.3 million in 2018), with many visitors arriving from Europe and beyond through our international airport and from ferries and cruise ships arriving at the two ports.

Our region hosts regular large-scale concerts, including internally renowned festivals, as well as spectacular events which draw people in from miles around. We boast two Premier League football clubs in Liverpool F.C and Everton F.C and a League two team, Tranmere Rovers F.C. It also offers two world-class racecourses in Aintree and Haydock, with the Grand National being the tenth most watched sporting event in the world.

Our region also enjoys a thriving night time economy, offering live music, comedy, theatre, restaurants, bars, pubs and nightclubs.

All of this means that despite being the third smallest policing area in the country, Merseyside Police receives the fifth largest amount of Government funding across all 43 police services.

Merseyside Police has a strong understanding of the demands it faces – following its last inspection by independent inspectors from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) it was assessed as a good all-round force, with elements of outstanding performance.

- The joint best performing metropolitan police service in the UK;
- Consistently in the top 5 best performing UK police services since the inception of PEEL in 2015; and
- Graded as 'Outstanding' in its ability to tackle Serious and Organised Crime (SOC).

Wirral



**The size of the job:**

- 250 square miles
- 1.43m population
- 50,000 students at 4 universities
- 7 sixth form colleges
- 142 secondary schools
- 3 professional football clubs
- 2 international ports
- 1 international airport
- 2 racecourses
- 2 male prisons and one high-security psychiatric hospital

**Policed by:**

- 3,974 police officers and PCSOS
- 2,487 police staff
- 177 police volunteers
- 160 Special Constables
- 1,795 calls a day\*
- 1,005 incidents per day 182 of which are emergencies\*
- 69 arrests per day\*
- 100 requests via the police website\*

\* Data from Jan - June 2021 (pandemic period)



# Chief Constable Serena Kennedy

**It is my privilege, and a great source of pride, to have been appointed Chief Constable of Merseyside Police in April 2021.**

I lead a Force that has an enviable and hard earned reputation as one of the best forces in the UK. That is not just my view, it is also the opinion of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). HMICFRS's annual assessments of policing consistently report that we are a good, solid all round force that is judged 'outstanding' for the way in which we tackle serious and organised crime. Our reputation, backed by HMICFRS's independent judgment, is one that I am determined to uphold.

The Force Strategy sets out how we will do this. It emphasises the importance of all parts of the Force pulling together with a sustained focus on delivery of quality services that are valued by our local communities, and by those who work in and visit Merseyside – all of which is underpinned by effective governance arrangements that continually drive performance. This strikes at the heart of my vision for the Force: **'working as one team, we will put the needs of our communities first in everything that we do.'**

By working together as 'One Team', and through effective arrangements with our partners, we will make the most effective use of our collective resources to achieve more. This approach better enables the prevention of crime, protection of our local communities – particularly those who are most vulnerable – and the pursuit of offenders.

The way we go about our business is also important. That is why a commitment to uphold standards and values – embodied in our 'Just' principles: Just Talk, Just Think, Just Lead, and Just Listen – is at the core of the Force Strategy. I want my officers and staff to engage with our local communities – not only when they are a victim or witness – to listen, understand and lead action in response to the issues that are causing them concern.

I want them to take ownership of issues, trusted to use their discretion to do the right thing, to make decisions and put the needs of our communities and victims first. And I want all this interaction to be guided by a clear expectation of the need to uphold high standards of conduct.

Collectively, 'One Team', 'Community First' and 'Just' will help us to better represent and engage with the diverse local communities that we serve, building stronger and lasting relationships and progressively removing the fear of crime from our local communities ensuring it is criminals who increasingly live in fear – of arrest, successful prosecution and the removal of their illegal assets.

This Police and Crime Plan 2021-2025 sets out the Commissioner's 3 key pillars on which the Force should focus. The Force Strategy provides the overarching framework through which the Force will deliver these pillars. In the short term, I have identified the following priorities for Merseyside Police that are complementary to both the Force Strategy and the Commissioner's 3 pillars:

- Preventative Policing;
- Community Engagement;
- Tackling Serious and Organised Crime;
- Protecting the Vulnerable;
- Diversity, Equality and Inclusion;
- The Wellbeing of our Staff; and
- Effective Leadership.

Over the period of this Plan, I look forward to working together with the Commissioner, our local communities and our partners so that collectively we can all play our part in making Merseyside a safer place in which to live, work and visit. It is by working together that we can continue to uphold and enhance the Force's reputation and provide a policing service of which we can all be justifiably proud.

# Developing the Plan



Before I was elected as your PCC, I promised to engage with you, so that I could understand what matters to communities on Merseyside.

Since taking office, I have consulted with a wide cross section of our communities – more than 1,200 members of the public, partners, stakeholders, including the Chief Constable and other organisations through an online survey, virtual meetings, focus groups and public meetings. I am grateful for all your engagement and feedback.

You have helped me develop this new set of priorities through which I will hold Merseyside Police's Chief Constable to account on your behalf.

All my meetings with you – virtually and in person – build on the wide consultation I undertook during my election campaign and provide the foundation for our

shared priorities which are set out in this Police and Crime Plan.

I am determined to work as hard as possible to support the police and our partners as they strive to deliver on these priorities and show you my commitment to this role.

I will also challenge when necessary and, most importantly, follow up on that challenge to ensure we are constantly improving.

While this Plan is forward looking, it will be crucial in helping Merseyside to recover from the significant impact of the coronavirus pandemic.

Together – working on our shared priorities – we can make Merseyside an even safer place to live, work and visit.

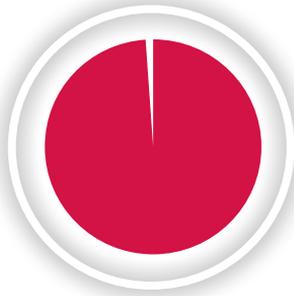
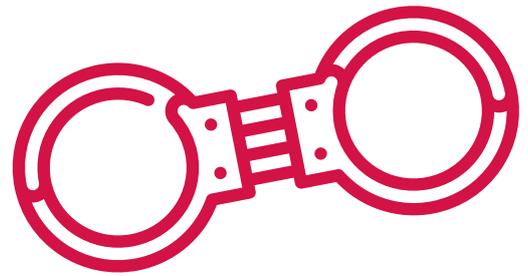
- Local voices
- Partner views
- Police views

PCC's  
Merseyside Police  
and Crime Plan  
2021-2025



# PILLAR 1

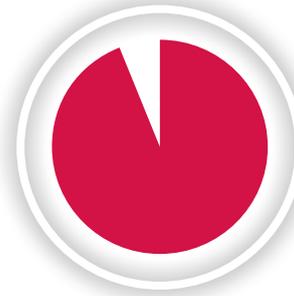
## Fighting Crime



**99%** People felt protecting young people should be a priority



**98.3%** People felt Serious and Organised Crime should be a priority



**94%** People felt preventing fraud and cyber crime should be a priority

### Serious and Organised Crime

Serious and Organised Crime (SOC) is corrosive and damages communities. While it operates internationally, its impact is felt here on our streets. We see the devastating results in our communities when people fall victim to gangs and serious violence. Those involved flaunt lavish lifestyles funded by crime, providing toxic role models for young people.

SOC destroys lives and we all have a part to play in addressing this significant issue. The police take a relentless approach to tackling SOC.

**I will back Merseyside Police to robustly disrupt organised crime at every level, preventing and reducing the violence we see in our communities and ensuring you can see that those who try to profit from crime are brought to justice.**

I will support Merseyside Police in tackling the key drivers of SOC:

- illegal drugs;
- illegal firearms;
- child sexual exploitation and abuse;
- fraud;
- money laundering and other economic crime;
- bribery and corruption;
- organised immigration crime;
- modern slavery and human trafficking; and
- cybercrime.





Merseyside Police has a clear plan for tackling SOC and preventing serious violence. Its response is currently graded as 'Outstanding' by HMICFRS.

My focus will be on supporting the force to enable it to maintain that extremely high standard.

In addition to the substantial efforts being made by Merseyside Police to tackle SOC head-on, Merseyside Police is also a key member of the North West Regional Organised Crime Unit (NWROCU) collaboration. The NWROCU is a collaboration between the six North West police forces: Cheshire, Cumbria, Greater Manchester, Lancashire, Merseyside and North Wales, with a mission to identify, disrupt and dismantle organised crime groups causing the most harm to the North West. It is made up of officers and staff from across the region who are tasked with using their specialist skills and additional resources in the fight against SOC.

As the regional PCC lead for the NWROCU, I am in the best possible position to ensure the NWROCU continues to provide specialist capabilities to tackle SOC that crosses borders in the region.

### You told me:

“ *Organised crime protects the top people, while encouraging others to do the dirty work. The violence and death caused by guns and knives is utterly heart breaking for those affected, and all efforts must be made to stop it.* ”



## Serious violence and knife crime

Sadly, we have seen all too often in our region the devastating consequences of serious violence and, in particular, knife crime. Often these crimes are fuelled by drugs and alcohol and unfortunately can be associated with our night time economy.

Merseyside Police works closely with its partners to use the full range of enforcement tools at their disposal including high visibility of patrols, knife arches, licensed premises checks, and use of dispersal orders.

I fully support Merseyside Police to use every means possible to prevent serious violence on our streets, making them safer for all.



## Child exploitation and County Lines

One of the most damaging elements of SOC is the exploitation of our young people. This can be sexual or criminal. In recent years, this has manifested itself in the emergence of 'County Lines'. This refers to how vulnerable people, particularly young people, are exploited by criminal gangs to carry drugs to rural locations and smaller towns and cities.

Merseyside is currently only second to the Metropolitan Police for the number of 'lines' running out of the region. The force work closely with partners, British Transport Police, local authorities and other forces to target offenders and protect victims. In the first five months of this year, Merseyside Police closed more than 180 County Lines and safeguarded more than 100 people.

This type of crime has many facets and is also covered in my priorities of Supporting Victims (page 23) and Driving Change through early intervention and prevention (page 31).



## Retail and business crime

Here in Merseyside, we have a thriving, innovative business community and it's vital it is protected.

Business crime can affect organisations of all sizes – ranging from shoplifting from the local corner shop to sophisticated cash-in-transit robberies of tens of thousands of pounds from national enterprises. These crimes can be hugely damaging both to employees – whose mental and physical wellbeing can be seriously affected – and to the businesses, which may face ruin from their losses.

Nobody should go to work fearing violence, threats or abuse, particularly those who provide a vital service to our communities. That has never been more apparent than over the last 18 months, when during the pandemic they helped to keep the country running, providing essential supplies and human interaction for people who may otherwise have been isolated and struggling. Despite that, incidents of abuse and violence have continued to increase.

I want business owners and employees to know that I am on their side and their voices are being heard and I will fight to help protect them.



## Cyber crime and fraud

Cybercrime, including online fraud, continues to rise in scale and complexity. It can affect essential services, businesses and individuals alike. Cyber crime costs the UK billions of pounds, causes untold damage, devastating people and businesses and may threaten national security.

Cyber criminals seek to exploit human or security vulnerabilities in order to steal passwords, data or money.

The scale and complexity of cyber attacks is wide ranging, with 'off the shelf' tools meaning less technically proficient criminals are now able to commit cyber crime and more innocent victims being targeted, yet we know this crime type continues to be significantly under-reported.

## Responding to national and regional threats



The nature of crime has changed dramatically in the last decade. Criminals work across regions and overseas, they target people from the privacy of their homes and they do not need to be in Merseyside to do it.

The changing nature of crime calls for regional, national and international responses to effectively tackle crime and protect the public

The Chief Constable and I are responsible for ensuring Merseyside Police plays its part in tackling those national crime and threats.

The **Strategic Policing Requirement (SPR)**, issued by the Home Secretary, is intended to help PCCs, police forces and partner agencies to plan for, respond to and recover from threats that extend beyond their immediate communities.

With the aim of ensuring police forces work together to tackle shared threat, the SPR specifies six national policing threats that would cause serious harm or compromise the nation's security and public safety.

These are:

1. **Terrorism;**
2. **SOC (including both cyber-dependent and cyber-enabled crime plus online child sexual exploitation);**
3. **A national cyber security incident;**
4. **Threats to public order or public safety that cannot be managed by a single police force acting alone;**
5. **Civil emergencies that require an aggregated response across police service boundaries;**
6. **Child sex abuse is a threat of national importance that requires a cohesive and consistent national effort to ensure police and partners can safeguard children from harm.**

My Plan, and the budget I set, ensures Merseyside Police can continue to contribute fully to the regional and national effort to tackle these threats

### **I will:**

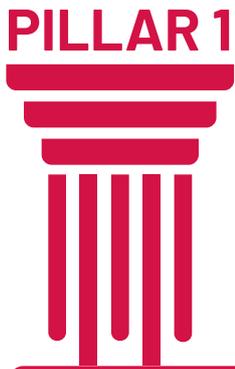
- Monitor the extent to which Merseyside Police maintains its focus upon SOC and serious violence and work to secure additional funding to minimise the risk and impact it has on the communities of Merseyside.
- Scrutinise the work of Merseyside Police in its collaboration with North West regional partners through my oversight of the NWROCU.
- Monitor Merseyside Police's performance against HMICFRS recommendations in order to continually improve the force's response to SOC and serious violence.
- Commit to raising awareness of cybercrime and fraud among our communities.
- Work with partners and colleagues to push for improvements within the referral process for victims of fraud.
- Lobby for additional funding to secure expertise to tackle the complex issue of fraud.
- Give my backing to schemes and initiatives, such as the Co-op's Respect for Shopworkers campaign, that raise awareness and tackle issues in the workplace.
- Lobby Government to change legislation to improve the protection for shopworkers and increase the sentences for offenders.
- Meet regularly with business leaders and unions to understand the changing nature of crime and address concerns.
- Monitor Merseyside Police's response to each of the Strategic Policing Requirement threats in line with national standards and best practice and its ability to respond to national threats with partners.

In addition to my Police and Crime Plan priorities, national policing priorities are set by the Home Secretary. They are:

- Reduce murder and other homicides;
- Reduce serious violence;
- Disrupt drugs supply and county lines;
- Tackle cyber crime;
- Improve satisfaction among victims with a particular focus on victims of domestic abuse.

Progress on these priorities is measured through the Crime and Policing Performance Board. I will monitor the force's performance and progress as they address these national priorities.

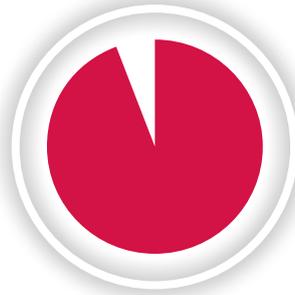




# Proactive Policing



**98.3%** People felt a visible police presence should be a priority



**94.4%** People felt improving road safety should be a priority

## Local, accessible and visible policing

The relationship between our communities and our police officers is incredibly important.

Local policing is the lifeblood of that relationship. You have told me that the visibility of our police officers and Police Community Support Officers (PCSOs) is pivotal, and I recognise that this has a significant effect on your confidence in the police. I am therefore determined to keep building on our current position by lobbying Government for additional funding in order to make this happen.

Merseyside Police was one of the first policing areas in the country to implement what was then the ethos of neighbourhood policing, and now Merseyside police officers and staff are well embedded in our communities.

I want to build on this even further – making sure local people can play their part in assisting local policing and ensuring we break down any barriers between the police and our communities.

I want us to harness those relationships, so you can tell me how we can make things better, addressing the issues that matter most to you and ensuring the police focus their efforts in the most effective way.



## Merseyside Police's stations and buildings

One of the key ways I can support Merseyside Police in delivering a local, accessible and visible police service for our communities is by ensuring its stations and building (or 'estate'), as well as its vehicles, are fit to serve you and fight crime, now and in the future.

As PCC, I am responsible for the whole police estate. Over the last seven years, a lot of work has been carried out to ensure the force's buildings are modern, cost-effective, flexible, environmentally-friendly and fit for purpose as part of a 10-year investment plan.

## Reducing 'acquisitive crime'

Acquisitive crime refers to those offences where the perpetrator gains material goods from their crimes – burglary, robbery and theft.

These are crimes which are often deeply personal – leaving victims afraid to go out or even scared within their own homes.

Through Operation Castle – the force's dedicated burglary team – there have been major successes in recent years. Last year also saw significant reductions in many of these crime types as people stayed at home due to coronavirus restrictions. My focus will be to support Merseyside Police as they continue to tackle these crime types as life returns to normality.



### You told me:

*“Communities are reassured by high visibility policing – the neighbourhood Bobby is as relevant now as it was in earlier times.”*



### Improving road safety

More people die or suffer life-changing injuries on our region's roads every year than are killed through serious crime. While the number has decreased in recent years, even one death is too many.

I am totally committed to working with Merseyside Police, Merseyside Road Safety Partnership, the Local Authorities, and other relevant agencies to make the roads of Merseyside as safe as possible.

I want to ensure that despite operating in a climate that is significantly under resourced we are doing all we can to make the roads safe for all who use them, be it pedestrians, cyclists or drivers.



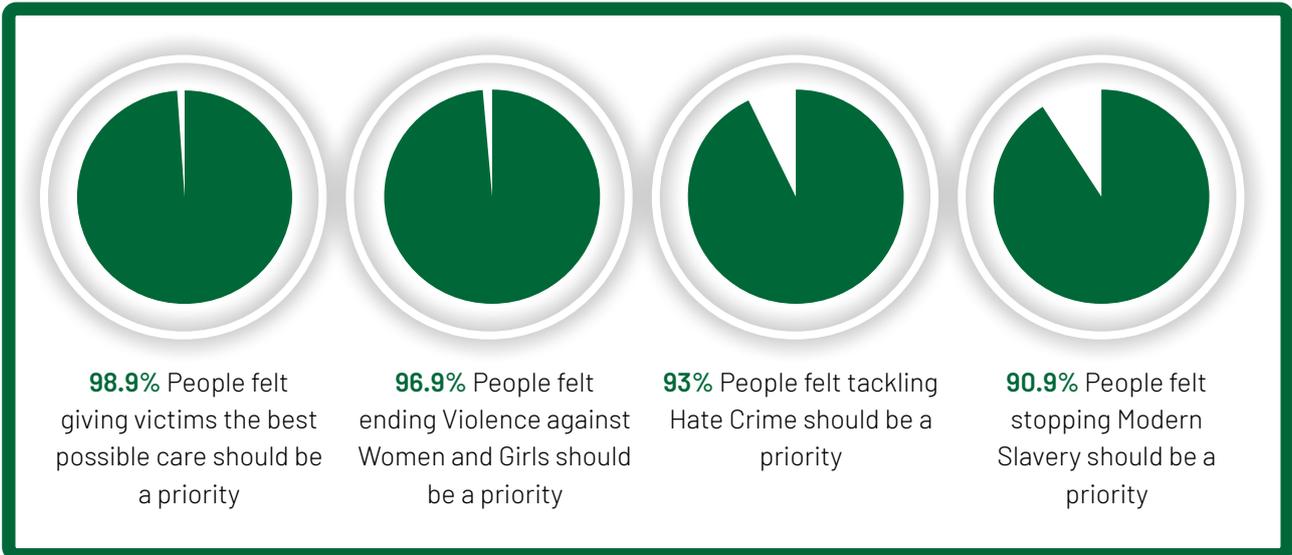
**I will:**

- Lobby Government to increase funding for the number of police officers, and the PCSOs and staff who work alongside them.
- Support communities to work with their local police officers through schemes like Neighbourhood Watch and invest in community projects to tackle crime and Anti-Social Behaviour (ASB).
- Monitor how quickly Merseyside Police answer 999 and 101 calls and their response times to incidents.
- Monitor the effectiveness of online reporting tools, such as the Merseyside Police website and social media.
- Review the existing 'estate strategy' to ensure police stations are in the right place with the right facilities to serve our communities and are sustainable and efficient as possible.
- Ensure our estate delivers best value for money, with an emphasis on innovative solutions and integrating with partners where possible.
- Provide high quality, professional workplaces for Merseyside Police's workforce.
- Promote home safety schemes to help people feel more secure in their own homes.
- Work alongside my Liverpool City Region partners, to adopt the Vision Zero approach, which views human life and health as paramount to all else and should be the first and foremost consideration when designing a road network.
- Work with Merseyside Police, Merseyside Road Safety Partnership and all our partners, to introduce and expand initiatives and campaigns to improve the awareness of drivers and targeted speeding operations in problem areas.





# Supporting Victims



Supporting victims and vulnerable people and ensuring they get the care, help and protection they need is an absolute priority for me.

Being a victim of crime can have a hugely adverse impact on a person’s wellbeing and welfare and may lead to them being unable to cope and recover from their experience. It can undermine a person’s confidence, make them unhappy or frightened, and affect their outlook on everyday life.

No one should be made to feel like this. That is why it is so important to me that victims have somewhere to turn to in their time of need, and that they have a voice.

I strongly believe we must put victims at the heart of our policing and CJS, whatever their gender, age, race, religion, disability, sexual orientation, or belief may be. Effective support must be available to everyone equally.

As your PCC, I have an important role in supporting victims of crime and ASB across Merseyside. I receive a grant of £1.6m from the Ministry of Justice to ensure victims of crime get the support they need. This funding is used to deliver Victim Care Merseyside – a specialist package of support which was developed to help victims to cope and recover in the aftermath of a crime.





### Violence Against Women and Girls

Our society is currently seeing an epidemic of violence and abuse against women – whether that be domestic abuse, sexual violence, sex trafficking or harmful practices (including forced marriage, Female Genital Mutilation and so-called ‘honour-based’ abuse). These crimes have a traumatic and lifelong impact upon victims and their families.

I am determined to focus on this critical issue and make a difference for women across our region, ensuring we get it right for victims and survivors.

My aim is to ensure that Violence Against Women and Girls (VAWG) is not tolerated within Merseyside communities and we make a difference for women across our region.

A crucial part of this work will be building a greater understanding of the public sexual harassment and misogyny which women face each and every day and taking steps to tackle it.

I have already carried out an extensive consultation seeking the views of women about their feelings of safety. More than 1,500 women replied, providing more than 26,000 answers. These are currently being analysed and will help to inform this work going forward.



## Child sexual and criminal exploitation

The support of exploited children, as a result of sexual and criminally motivated crime, is a matter of high importance to me given the challenges we face in Merseyside and the harm it causes to young people.

Child Sexual Exploitation is a form of sexual abuse that often involves the manipulation or coercion of young people into sexual activity through fear, or in exchange for money, food, drugs, gifts, accommodation, affection, or status.

Child Criminal Exploitation refers to when children are forced or enticed into becoming involved in criminal activity. This can often be against their will, for a small reward, or through another form of manipulation. County Lines gangs is a term used for criminal gangs, who use children and vulnerable adults to courier drugs and money across county, town or city borders.

In addition to robustly targeting those who seek to exploit our young people (as detailed in my Fighting Crime priority), it is vital that we provide specialist support for those who are vulnerable.

**You told me:**  
“ I want my children to live in a community which respects everyone. ”

## Hate Crime

I am passionate about the right for individuals to live in safety with freedom from fear and harassment, no matter their perceived gender identity, race, religion, disability or sexual orientation.

Sadly, too often members of Merseyside communities are discriminated against because of who they are.

Physical and verbal attacks targeted at individuals, simply because of who they are and the life they lead, can have devastating effects on the individuals targeted and their families.

Reports from my own commissioned services show it is becoming all too common for racist, disablist and homophobic/transphobic language to be used in schools, workplaces, and other aspects of society.

This is totally unacceptable and goes everything our region stands for.

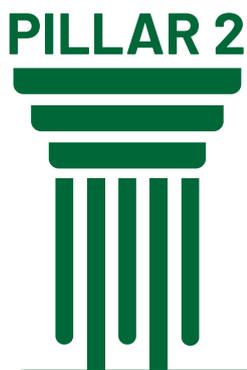
Merseyside is welcoming, vibrant and inclusive and hate crime will never be tolerated here.



**I will:**

- Carry out a full review of Victim Care Merseyside to ensure victims are able to access support services as easily as possible and that the support they receive is of the highest quality.
- Listen to the evidence and the voice of victims when I decide upon services that are commissioned to support them, putting their thoughts and experiences at the heart of victim strategies and policing services.
- Ensure that we are doing the very best that we can to help victims cope and recover by tailoring services to meet their needs.
- Set up a Victims' Panel to ensure we listen to the voices of victims and survivors, take their feedback on board and put them at the heart of our system.
- Strive to secure sustainable long-term funding for victim services in our region and secure additional funding to expand and enhance those services.
- Monitor how effectively the 12 rights of the Victims' Code of Practice are implemented through my scrutiny mechanisms.
- Work with partners to develop a VAWG strategy for Merseyside.
- Monitor domestic abuse perpetrator programmes that address offending behaviour.
- Work with local partners and organisations to add my support to a joined-up approach to the commissioning of domestic abuse support organisations across the region.
- Lobby Government to include domestic abuse within its definition of serious violence and that public sexual harassment is made a criminal offence.
- Work with the Chief Constable to understand the scale and the impact of misogyny across our region and lobby for it to be recorded as a hate crime.
- Work with partners to tackle all forms of hate crime, raising awareness of its impact and increasing victims' confidence to report it.
- Continue to provide a support service for criminally exploited young people across Merseyside.

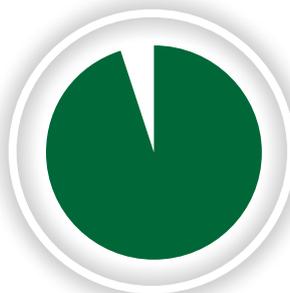




# Safer Communities



**98.3%** People felt ASB should be a priority



**95%** People wanted me to prioritise community engagement

As your Police Commissioner, I work for you - and with you - to build a safer Merseyside.

There is no quick fix, it takes time to build stronger, more confident communities. By working together to protect the vulnerable, address underlying issues and invest in our neighbourhoods, we can make a difference - helping to improve lives across Merseyside.

## Anti-Social Behaviour

Anti-Social Behaviour (ASB) can affect anyone, and it has the potential to destroy lives. ASB is often wrongly viewed as 'low-level', but for victims who are repeatedly and persistently targeted it can have a hugely damaging effect, leaving people too scared to leave their front door and even afraid while they are inside their own home. It causes fear, stress, anxiety, depression.

I've seen first-hand the impact repeated acts of ASB can have on communities and it must not be trivialised. ASB can take many forms and it often has a detrimental effect upon the whole community.

With limited resources, it is more important than ever that stakeholders work together to find ways to identify and respond to ASB, deterring offenders and supporting victims. Partnerships across

Merseyside continue to expand their knowledge and understanding of the factors that cause ASB. A collaborative and supportive approach with partner agencies is required to reduce repeat victimisation, protect and support victims, and disrupt and prosecute offenders.

Spotlight on: **Safer Merseyside Partnership**

The Safer Merseyside Partnership brings together police, local authorities and other key community safety partners to oversee work being done to prevent crime and Anti-Social Behaviour. It identifies areas of collaboration and joint funding to tackle the issues prioritised in the Police and Crime Plan.



### Nuisance bikes and scooters

Nuisance bikes continue to be a major concern for our communities. They are noisy, intimidating and dangerous. They bring misery to the lives of hard-working decent people and endanger the safety of innocent road users and pedestrians. They are also used to carry out serious crimes.

Operation Brookdale is Merseyside Police's dedicated response. Through days of action, innovative technology and crushing, their use has been significantly reduced already, but we cannot afford to rest on our laurels.

### You told me:

“ This is the most important quality of life issue. ASB blights our communities. People should not feel intimidated in their houses or communities. Instead, they should be free to go about their business in peace and without fear. ”

### Modern Slavery

Slavery was abolished in the UK more than 200 years ago, but the sad reality is that it is still taking place in towns and cities across the globe, including right here in Merseyside.

For those who are groomed and trafficked, the impact is unimaginable. Many have fallen into this oppressive trap simply because they were trying to escape poverty or insecurity, improve their lives and support their families. But instead they become imprisoned with abuse, threats, violence and the loss of their liberty part of daily life.

While the true scale of this complex crime still remains hidden, from the illegally-run car washes and nail bars to the cannabis farms and brothels, we know it has a hugely corrosive impact on our communities.

Merseyside Police employs National Modern Slavery trainers that run operations with partner agencies and first responders.



## Community engagement

The way Merseyside Police engage with you – the residents of this great region – is crucial if we are to continue to keep people safe. That includes decisions which are made in relation to crime reduction, community safety and the services that are provided for them. Officers and staff use a diverse range of methods for carrying out that engagement – from mobile police stations to walkabouts, community meeting, visits to schools and faith groups, community cohesion days and weeks of action.

They also run and support a range of groups to assist and help with this work, including residents' groups, advisory boards and scrutiny panels. In recent years, this work has been enhanced with a comprehensive digital engagement programme, which has expanded significantly and now includes a diverse range of mechanisms from online surveys to Twitter Q&As and Facebook Lives.

Merseyside Police is also keen to ensure more members of the public are involved in the day-to-day policing process through its Citizens in Policing programme. This includes public-spirited individuals volunteering to be Special Constables, cadets and safer schools partnership officers. There are also more than 100 volunteers who perform roles supporting departments across the workforce.

More than 320 children are also now engaged in Merseyside Police's Mini Police scheme which aims to get primary school children, aged nine to 11, engaged with the police and their communities through voluntary activities.



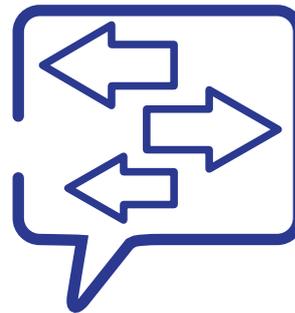
### I will:

- Support community initiatives which aim to reduce crime and explore opportunities with partners to design it out.
- Provide oversight and scrutiny of local partnership approaches to tackling ASB.
- Hold the Chief Constable to account for the way in which Merseyside Police responds to vulnerable victims of ASB to ensure it is effective and timely.
- Work with national, regional, and local organisations to raise awareness of ASB, encourage reporting and provide support to victims.
- Support the work of Merseyside Police's Operation Brookdale to get scrambler bikes off our streets and encourage communities to provide intelligence.
- Review Merseyside's Modern Slavery Network to ensure it meets the needs of agencies and victims, improves the intelligence picture and delivers a coordinated regional approach.
- Monitor the support available for victims of modern slavery before and after the National Referral Mechanism process.
- Support education and training for police officers and staff, as well as frontline public and private sector organisations, and our communities, on how to spot the warning signs and recognise and support victims of modern slavery.
- Monitor and support Merseyside Police community engagement with its diverse communities to ensure an effective dialogue.
- Encourage members of the community to join Merseyside Police's various voluntary schemes.
- Review Merseyside Police's efforts to increase diversity within its workforce.

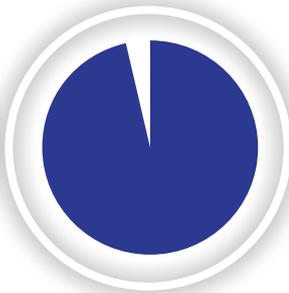


# PILLAR 3

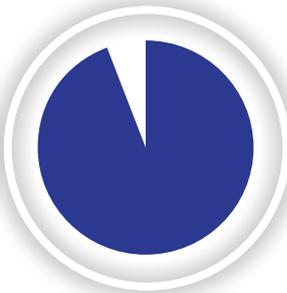
## Driving Change



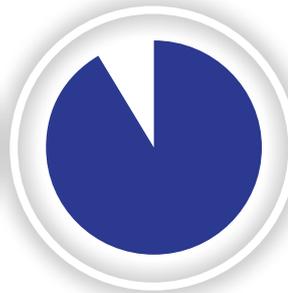
**97%** People felt preventing young people from being drawn into crime should be a priority



**96.5%** People felt we should prioritise crime prevention initiatives



**94.3%** People felt reducing the impact of drugs and alcohol



**91.6%** People felt there should be a focus on mental health





### Early Intervention and Prevention

The best way to support communities is to stop crime from happening in the first place.

We need to focus our efforts on diverting individuals, particularly young people, from getting drawn into a life of crime.

By intervening early and tackling the underlying factors that can drive people into criminality, we can forge stronger, safer communities.

I am keen to support all activities which effectively engage our young people and offer them better life choices. Part of this work will be supporting the efforts of Merseyside’s Violence Reduction Partnership (MVRP), Merseyside Police’s school liaison officers and many of our fantastic community and voluntary organisations.

I will also be looking to make a difference directly with a range of initiatives run through my office, including my new Youth Diversion Fund. Launched in my first 100 days in office, it will focus on providing safe, engaging activities for young people to prevent them from becoming involved in crime or anti-social behaviour, particularly at key busy times.

### Mental Health

Merseyside Police experiences a high demand of incidents involving vulnerable individuals in mental health crisis. This is a nationwide problem and impacts on the availability of police resources. We need to develop new ways to address this; I do not want to see individuals being criminalised and becoming lost in the revolving doors of our CJS because there have been missed opportunities to support them at an earlier stage.

Early intervention and prevention are key to this and I support the police and our criminal justice colleagues, working with our Merseyside NHS partners, as part of an overall liaison and diversion service. Nationally recognised joint Triage cars with police and mental health professionals have made a difference in getting mental health support earlier rather than taking individuals into police custody.

I am passionate about this work and have already stepped forward to lead on the portfolio of Mental Health and Custody on behalf of PCCs nationally. This will help me to identify best practice to support vulnerable people, inform the Government’s mental health legislation and continue the push to ensure anyone in mental health crisis can be taken to place of safety, rather than a cell.

## Substance misuse

The misuse of drugs and alcohol, as well as an addiction to gambling, are factors which can drive people to crime or lead vulnerable individuals to being exploited.

I support the police to take robust action against those involved in the illegal drugs trade at all levels and those who are violent and abusive while fuelled by alcohol.

If we are to truly address this issue though, we must support those with addictions, helping people to tackle the underlying issues which may drive them to becoming involved in crime and cutting off the supply network for the criminal gangs who seek to exploit them.

### I will:

- Support the work to identify vulnerable young people being drawn into criminality and help divert them into positive activity, addressing the underlying causes of their offending.
- Aim to secure sustainable funding for the VRP and other diversionary projects to allow it to expand and provide support and diversionary activity to more young people across Merseyside.
- I will promote the work of Merseyside Police's dedicated school liaison officers.
- Deliver a programme of mental health seminars for stakeholders during Mental Health Awareness Weeks.
- Lobby for the expansion of Complex Needs Courts, currently being piloted in Sefton, dealing specifically with individuals whose mental health may have contributed to their offending behaviour.
- Fight for greater investment in rehabilitation and treatment services for those in mental health crisis and those suffering from addictions.
- Work nationally to promote the importance of identifying individuals suffering from drug and alcohol misuse and help to divert them to effective interventions.
- Monitor changes in legislation and identify best practice in drug and alcohol treatment programmes.



### Spotlight on: Merseyside Violence Reduction Partnership

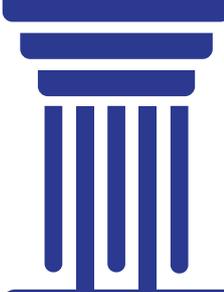
MERSEYSIDE  
Violence  
Reduction  
Partnership



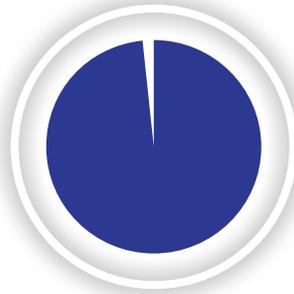
Merseyside Violence Reduction Partnership (MVRP) was created in 2018. It brings together police, local Government, health and education professionals, community leaders and other key partners to ensure a multi-agency **public health approach** is embedded to reduce these harms and tackle the local drivers of serious violence.

A public health approach aims to improve health and safety by addressing underlying factors that increase the likelihood that an individual will become a victim or a perpetrator of violence. The VRP's work is underpinned by the voices of young people and communities across Merseyside.

# PILLAR 3



## Preventing Offending



98.6% People felt a fair and effective criminal system should be a priority

I am passionate about driving improvements to build a more effective and efficient Criminal Justice System (CJS) which ensures victims are prioritised, protected and get the justice they deserve. Their views must be at the heart of the CJS, if we are to drive radical change, securing the confidence of victims going forward.

Scrutiny and review of the CJS is also crucial if we are to prevent offending and cut re-offending, reduce the number of victims, and keep our communities safe.

I have already taken the decision to help lead the Criminal Justice portfolio and Mental Health and Custody portfolios on behalf of the Association of PCCs, which will lead to me working with the Government on this issue of national significance and help me to bring best practice and learning to Merseyside.



### Diverting female offenders

Women are far more likely to receive a short prison sentence for “lower level” offences than men, particularly here in Merseyside where the use of immediate short-term sentencing is higher than the national average.

These short sentences, sometimes just days or weeks, can have a devastating effect, leading to women losing their homes and custody of their children. This in turn has a far bigger knock-on effect, not just for them but for entire families.

Many women caught up in the CJS have also been the victim of far greater crimes than the one they have committed. This can be a driver for their offending, and I am committed to ensuring that we respond to that vulnerability.

Evidence shows that community intervention can be a far more effective way to rehabilitate women who commit non-violent offences, helping to address any underlying issues they have to prevent them from offending again and helping families to stay together.

## Appropriate Adults

The care of vulnerable adults detained in police custody is of utmost importance to me. Many people in this situation have a mental illness or another vulnerability and do not have the legal capacity to make their own decisions during the legal process.

I already run an Appropriate Adult service which sees independent members of the community attend custody to explain to detainees their rights, support them during the custody process and ensure fairness throughout.

## Restorative Justice

The primary aim of Restorative Justice (RJ) is to repair harm after a crime has occurred. It provides an opportunity for victims to communicate with the offender and seek an understanding of why they committed a particular crime. It also allows victims to explain to the offender how the crime has affected them and gives offenders a chance to understand what they have done, how it affects others and make amends for their behaviour.

RJ is always voluntary, but evidence shows those who use it find it can make a really positive difference and help them to recover from their ordeal.



### Spotlight on: Merseyside Criminal Justice Board

I Chair the Merseyside Criminal Justice Board (MCJB), which brings together senior leaders from Criminal Justice Agencies working in partnership to improve the system here in Merseyside.

I provide governance to ensure the vision of a fair, effective, and efficient CJS, which reduces re-offending and focuses on the needs of victims and witnesses, is achieved. An annual plan is set, and performance monitored and supported by a wide number of groups.

An area of particular focus going forward will be helping the CJ system to recover following the Covid-19 pandemic, which reduced the number of trials that could be completed and has created a huge backlog of trials which is increasing the risk of victims and witnesses withdrawing from the process.

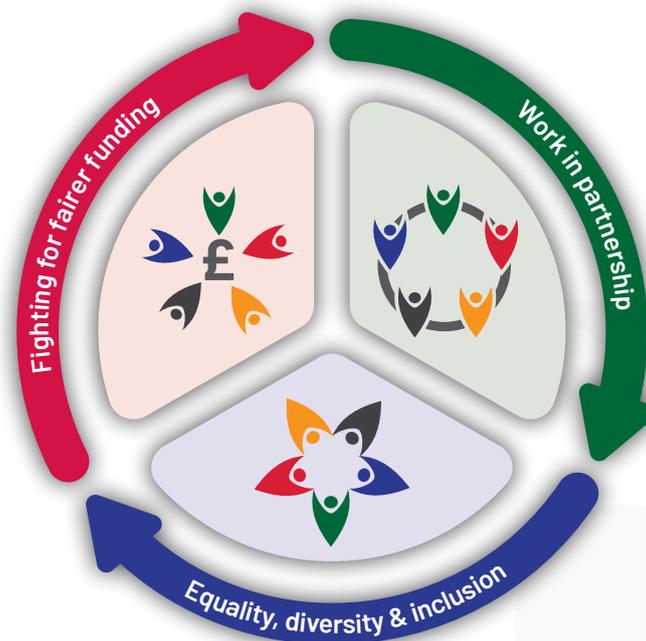


### I will:

- Assist the Merseyside Women's Services Alliance and partners to address causes of women offending and find solutions to break the re offending cycle.
- Support work to develop a problem-solving court for female offenders.
- Continue to support vulnerable people by commissioning an Appropriate Adult service, reducing the risk of victims being let down by the CJS.
- Urge the Government to make the provision of an Appropriate Adult for vulnerable adults in police detention a legal requirement and provide appropriate funding.
- Continue to drive improvements to ensure all detainees are given the appropriate care whilst detained in Merseyside's police custody suites.
- Help lead on this work nationally through the Independent Custody Visiting Association Board.
- Recruit additional members of the community to Merseyside's Independent Custody Visiting Scheme to provide public reassurance that those detained by Merseyside Police are being treated in a lawful, ethical, and transparent way.
- Closely scrutinise the time it takes for victims to see their cases get to court, identify and resolve blockages where they exist and examine how the process can be made quicker both at a Merseyside and national level.
- Support a focus on out of court disposals for low level offending and work with partners to provide alternative solutions to address offender behaviour.
- Promote and expand Merseyside's RJ programmes giving victims the opportunity to access this important service to support their recovery.



# Core Principles



## Working in partnership

The police cannot prevent crime and protect our communities alone. Working in partnership is a fundamental principle that underpins both this Plan and everything that we do.

We are fortunate to have some fantastic community safety partners working alongside us. I am committed to further strengthening these partnerships to ensure we are all working together to prevent and reduce crime.



It is my responsibility to decide the level of funding allocated to local organisations so they can support Merseyside Police in tackling crime and disorder and make Merseyside a safer place.

This year, nearly £3m has already been allocated to the Community Safety Partnerships within our region's five Local Authorities to deliver initiatives that reduce crime and disorder in their areas.

This funding is used to deliver some excellent preventative and diversionary work to make our communities safer.

I am committed to continually reviewing the way this funding is allocated and used to ensure it is effective and achieves value for money, delivering the best outcomes for local people.

I will also work with our community safety and criminal justice partners, voluntary and third sector and bluelight services, such as Merseyside Fire and Rescue Service (MFRS) to share resources, seek efficiencies and enhance the service provided to people across Merseyside.

Two of the key ways I lead this work is via the Merseyside Criminal Justice Board (please see page 35) and the Safer Merseyside Partnership.



## Fairer funding in our region

Our region has been underfunded by this Government for far too long.

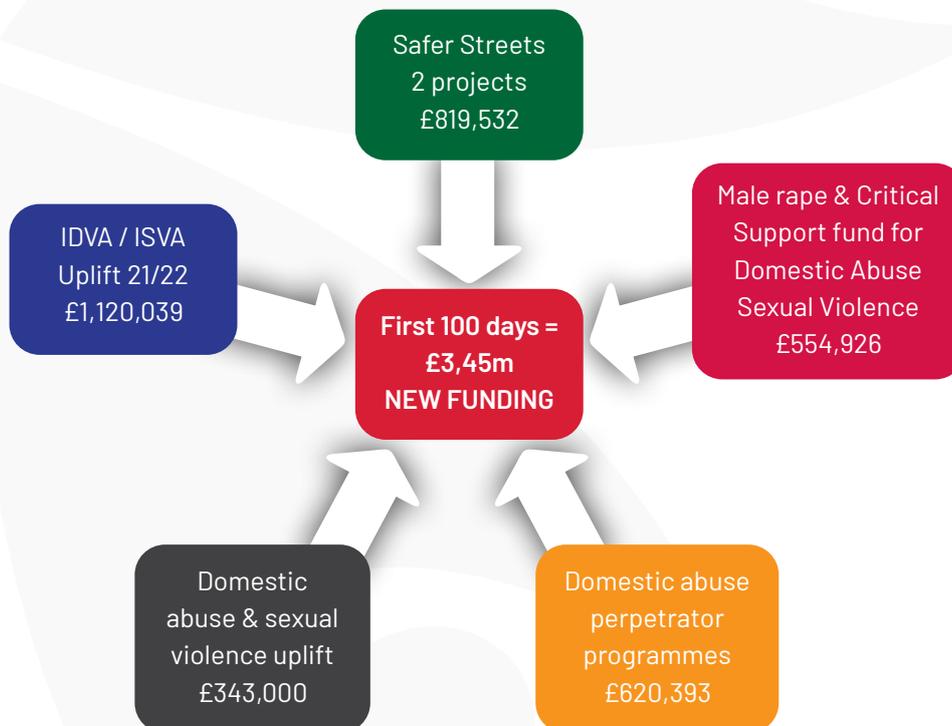
It is not just our police service; our Local Authorities have seen some of the highest cuts in funding per person in the country, while our youth services, community centres and mental health services have all been hit too.

While I receive an annual grant from the Ministry of Justice to deliver victim services, this too is insufficient to meet the needs of victims and survivors in Merseyside.

As PCC, I am determined to do my best to generate additional funding for our region.

In my first 100 days in office, I secured more than £3.3m of new funding for initiatives to cut crime and support victims.

Over the next three years, I am determined to lobby Government for fairer funding for our region, while using every opportunity possible to bring in extra funding for local services and projects.





## Equality, diversity and inclusion

As your PCC, I am committed to ensuring equality and diversity runs through all of the work I do.

Improving trust and confidence will help us to foster healthy relationships with the communities of Merseyside. Working together, I will put the needs of the community first in everything we do.

It is vital that the diversity within Merseyside Police reflects the diversity of the communities it is there to serve on Merseyside. An inclusive workforce, which has the necessary skills, abilities, and diversity, will help us to understand and respond to the needs of all of our communities.

In addition, it's also vital that there are a range of voices that join mine in holding the police to account. I am committed to listening to, and drawing upon, the experiences of all the diverse experiences of Merseyside within my scrutiny programme.

I will scrutinise data for signs of disproportionality in stop search, arrests and victim satisfaction, and take action to learn and identify any potential unconscious bias, while also working to further improve the community scrutiny and transparency.

I will also monitor Merseyside Police's Equality Objectives via the Diversity, Equality, and Inclusion Strategy Group meetings. The Police Strategy is linked to the National Police Chiefs Council Diversity, Equality and Inclusion (DEI) strategy 2018 – 2025.

By working closely with our existing partners and developing new partnerships, particularly within the third sector, we can continue to improve our understanding of how different communities will be affected by activities and deliver local priorities more effectively.

I will give consideration to key stakeholders, staff associations, support networks and community representation, in meetings and consultations.

**I plan to publish an annual equalities audit to report back on work to improve diversity within Merseyside Police, as well as other activity supporting minority groups.**



# Resources

Our police need the right resources to deliver our shared priorities and keep our communities safe.

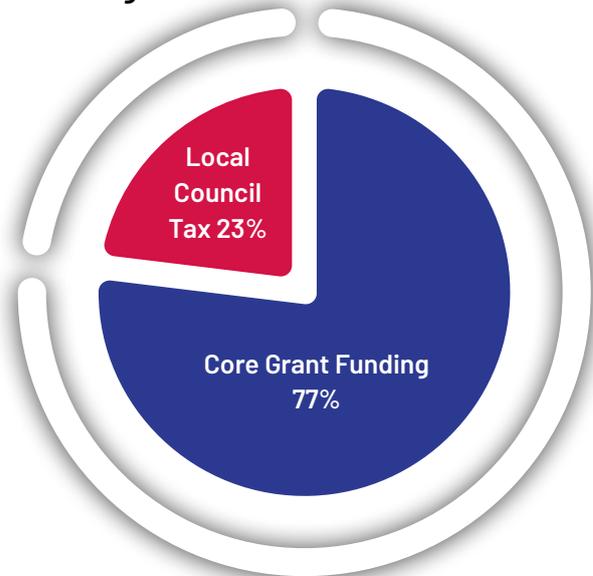
I promise to be a powerful voice on behalf of Merseyside Police fighting for the funding we need.

As PCC, I am the recipient of all funding relating to policing, crime reduction and victim support and it is my responsibility to set a balanced budget each year.

With regard to the revenue spending on day-to-day activities, Merseyside Police gets its funding from two main sources; a core grant from the Government and the 'police precept', which is collected as part of your Council Tax.

In 2021/22, the net revenue budget was **£369.738m**. Of this, 77% was funded from the core grant, with 23% from the police precept. Consequently, Merseyside is heavily reliant on core grant funding.

## Our budget



## Setting the budget

Part of my role is to set the annual police budget and determine the level of precept required for Merseyside Police. I must consult with the Chief Constable and you, the public, on the precept I set, as well as notifying the Police and Crime Panel for them to consider.

In addition to these two main sources of revenue funding above, I also receive income from other sources. These include charging for special police services to recover costs, e.g. providing police officers at football matches and concerts, and income from donations and sponsorship.

### Spotlight on: Police Funding Formula

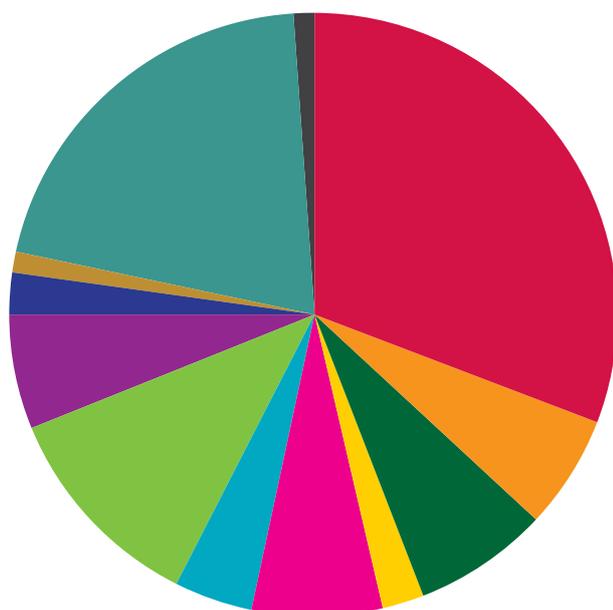
The amount of core Government funding provided to each police force is determined by a funding formula. However, the formula has not been updated for several years and it is widely accepted that it needs reviewing.

Unfortunately, with Merseyside being heavily reliant on grant funding, there is a risk that any new formula could see a reduction in Merseyside's grant allocation.

I will do everything possible to ensure that Merseyside is not negatively affected and that any new formula is fair and transparent, and only introduced once a meaningful and open consultation process has been undertaken. In addition, I will strongly lobby the Government to provide more resources to the police service as a whole.



## How the revenue budget is used



Local Policing	30%
Dealing with the public	6%
Criminal Justice Arrangements	7%
Road Policing	2%
Operational Support	7%
Intelligence	4%
Investigations	11%
Public Protection	6%
Investigative Support	2%
National policing	1%
Support Functions	20%
Police and Crime Commissioner	1%

Additional funding is also sometimes made available by the Government in the form of specific grants. These awards have been used to focus on a number of key areas, ranging from commissioning support services for victims of crime, funding the Merseyside Violence Reduction Partnership, to securing funding to tackle serious organised crime and delivering 'Operation Uplift' – the national drive to strengthen police officer numbers.

Of the overall net revenue budget of £369.738m, 99% is provided directly to the Chief Constable to deliver an efficient and effective police service and my policing plan priorities. The remaining balance is used to support my office and enable me to support community safety initiatives across Merseyside that will help reduce crime and disorder and anti-social behaviour.

In addition to revenue spending on day-to-day activities, 'capital expenditure' is also used to purchase specific assets, add value or extend the life of an existing asset. This includes improvements to police stations and properties, the purchase of police vehicles and Information Communication Technology systems. Capital expenditure is normally funded by loans, grants, external contributions, or capital receipts. All investments and borrowing are undertaken in accordance with the Prudential Code.

I also maintain a level of General Balances, Earmarked Reserves and Provisions to ensure that adequate financial resilience is maintained. As at the 31st March 2021, the following General Balances, Earmarked Reserves and Provisions were held.

	£m
General Balances	12.990
Earmarked Reserves	32.174
Provisions	7.853
<b>Total General Balances, Reserves &amp; Provisions</b>	<b>53.017</b>

My Medium Term Financial Strategy (MTFS) describes the financial direction for Merseyside Police over the next five years. The latest MTFS forecasts that the force will be required to potentially identify £7.3m of savings over this period. The main reasons for this are that it is assumed that the core grant will not change, excluding Operation Uplift, but pay and prices will increase, as well as capital financing costs.

This means my office and Merseyside Police will continue to face a very significant financial and policing challenge in the years ahead. To address this savings requirement, the Chief Constable will continue to review how efficiencies can be made in all areas of business, while improving the service that Merseyside Police provide to the public.

# Delivering on this Plan

## Police Scrutiny

I want you to have confidence that I am holding the Chief Constable to account for the performance of Merseyside Police on your behalf. I work for you and your community. That is my priority as PCC.

My scrutiny of the Chief Constable starts with you, the diverse range of individuals who make up our vibrant region.

The public need to trust the police and know that they are using their resources and powers responsibly to keep them safe. If a police service is to have trust from all communities, it must be representative of those communities and put the victim first.

I am proud of Merseyside Police officers and staff and I want the public to be proud of their local police and be confident that they are continually working to serve the people of Merseyside.

I will monitor and review the work of the Chief Constable on your behalf to ensure Merseyside is getting the best possible service.

My scrutiny programme will include:

- Publicly accessible scrutiny meetings that ensure transparency in police decision making and which allows me to check on the performance of the force.
- Hold regular meetings with the Chief Constable to discuss key issues affecting policing. Wherever possible I will publish the minutes of those meetings.
- Work with Her Majesty's Inspector of Constabulary and Fire and Rescue Service (HMICFRS) and monitor the reports they publish to ensure that any emerging issues are discussed with the Chief Constable and that recommendations are implemented.
- Link in with the Independent office for Police Conduct (IOPC) to ensure appropriate scrutiny of the complaints made about Merseyside police officers and staff.



During my public consultation, I asked how you wanted to see Merseyside Police scrutinised.

Your feedback told me you wanted me to prioritise public Scrutiny Meetings, one-to-one meetings with the Chief Constable and a Victims' Panel.

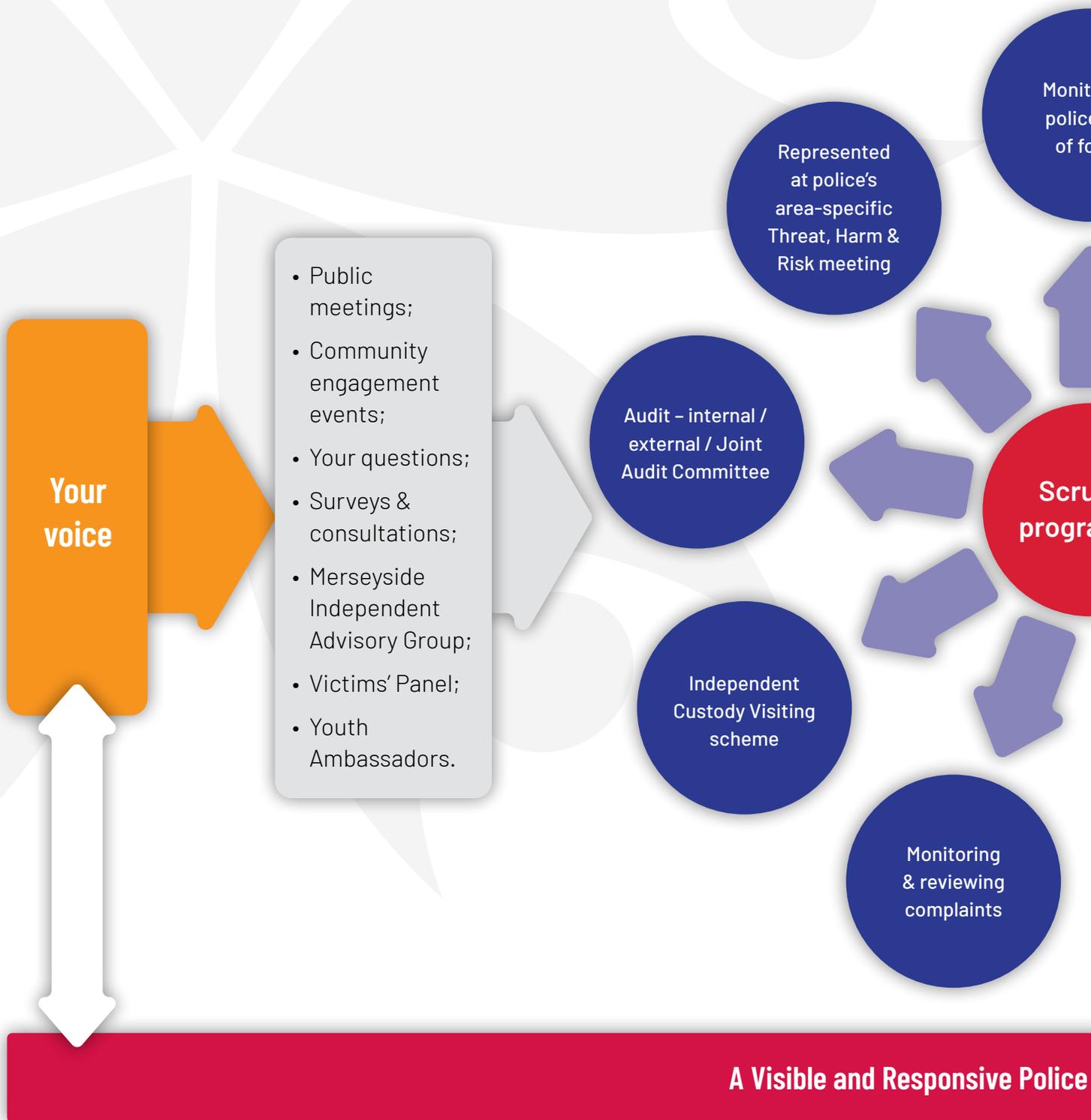
These are the areas which I will be concentrating initially, and I will continue to review the other mechanisms you highlighted. I will also look to link in with existing police scrutiny panels, such as the Public Encounters Group, to ensure these feed into my scrutiny of the Chief Constable.



Public scrutiny meetings	69.1%
One-to-one meetings between the Police Commissioner and the Chief Constable	69.1%
Police scrutiny panels	43.5%
Victims' panel	43.5%
Equalities Panel	24.6%
Stop search scrutiny panel	20.4%
Live Facebook or Twitter Q&As	26%
Other way	17.9%



# My Scrutiny Programme



- Indirect scrutiny
- Direct scrutiny

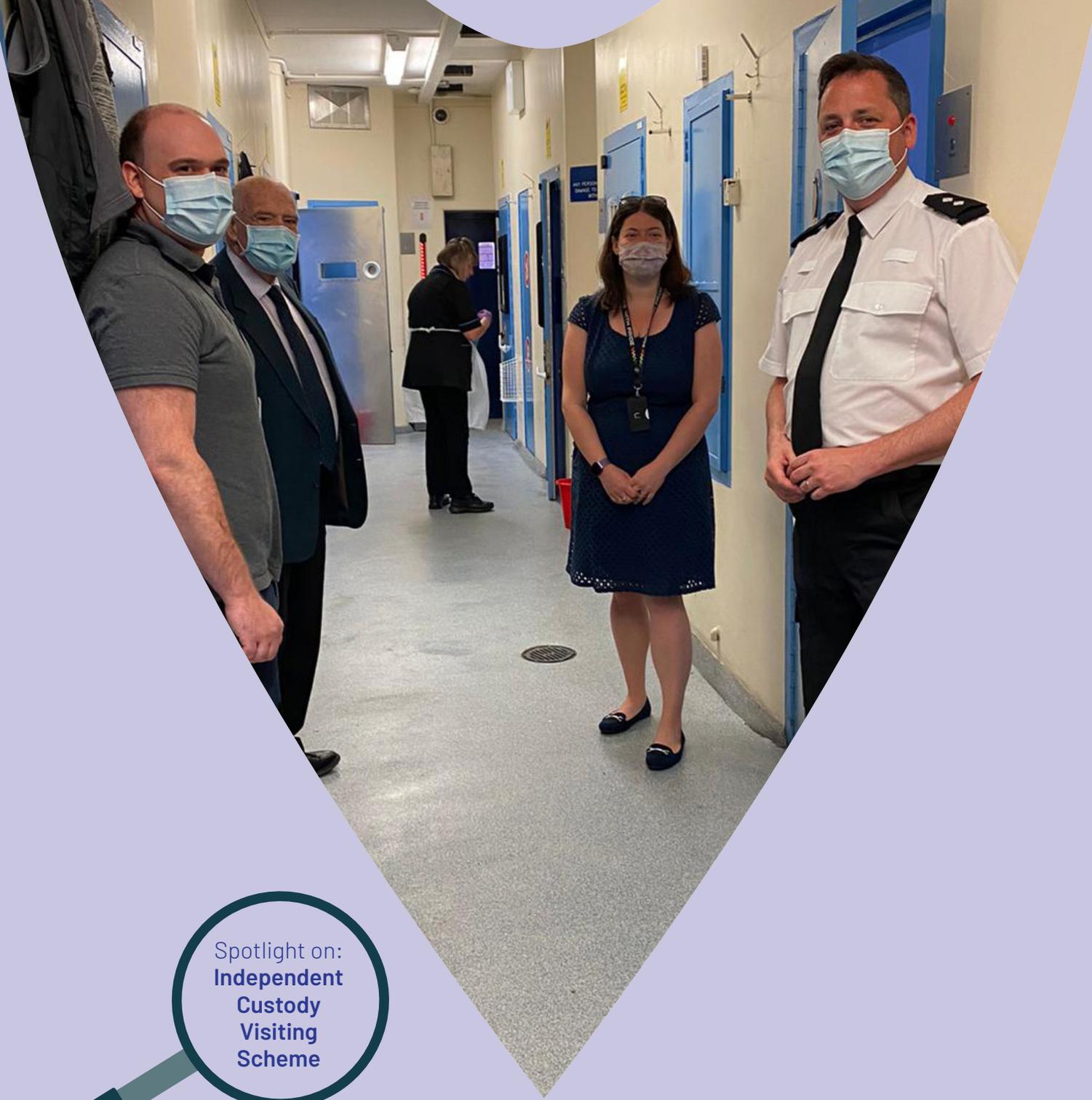


**Reporting back to you**

- Live-streaming scrutiny meetings;
- Quarterly progress reports;
- Key Decisions;
- Minutes of key meetings;
- Annual report;
- Police and Crime Panel meetings.

**Commissioner**

**YOU SAID = I DID.**



Spotlight on:  
**Independent  
Custody  
Visiting  
Scheme**

I run the fantastic Independent Custody Visiting scheme which sees members of the public volunteer to check on the welfare and wellbeing of detainees held in police custody suites. Independent Custody Visitors (ICVS) are members of the local community who make unannounced visits to custody to speak with detainees about their treatment, check the conditions in which they are being held, and that their rights and entitlements are being observed.

This independent oversight provides a valuable safeguard for both detainees and police forces, and helps me to give public reassurance that those detained by Merseyside Police are being treated in a lawful, ethical and transparent way. Running this scheme is one of the ways I hold the Chief Constable to account for the performance of her team. Merseyside Police value this oversight and have a constructive relationship with ICVs and my office, which has contributed to a safer environment and various improvements over the years.

## My Accountability

This Police and Crime Plan shows you the strategic direction I will take during the next three years. Detailed delivery plans will be created to lay out how my team and I will work to achieve these goals. Quarterly reports detailing how Merseyside Police are working towards these priorities will also be published on my website.

I will provide as many opportunities as possible for you to challenge me and ask me about progress against the priorities I have set out in this Police and Crime Plan and about policing on Merseyside.

My success will be measured through a combination of methods, including police outcomes, the projects and initiatives which I deliver and by monitoring the feedback from victims and communities.

You can also follow my progress on my website at [www.merseysidepcc.info](http://www.merseysidepcc.info) where I will publish these reports, all my key decisions, meeting minutes, my budget and an annual report reviewing my progress.

### I will:

- Visit every area of Merseyside to hear from you what you want from Merseyside Police.
- Hold regular community engagement events to give you the opportunity to have your voice heard.
- Set up a Victims' Panel to give victims and survivors the chance to tell us what can be done better and hold me, the police and wider agencies to account.
- Meet regularly with our local Members of Parliament and Councillors to listen to their views on policing issues.
- Produce bi-monthly reports for the Police and Crime Panel on these priorities to demonstrate my progress and achievements.



# How Policing Works

## Public

- Elect the PCC
- Hold the Police Commissioner to account for the police service they receive.
- Pay the policing precept as part of annual council tax payment.



Pay taxes

## Government

- Provides funding to PCCs at a local level to deliver various functions, including delivery of victims' services and operational policing.
- Sets legislation that governs policing.
- Prescribes national policing priorities (known as the Strategic Policing Requirement).



Legislation and funding

Raise concerns & pay policing precept

## Police & Crime Commissioner, Emily Spurrell

- Elected by the public to represent your views on policing and crime locally.
- Provides the local link between the police and communities.
- Maintain an efficient and effective police force.
- Has powers to appoint and dismiss the Chief Constable.
- Holds the Chief Constable to account for the exercise of her functions and those under her direction and control, including performance against the police and crime plan.
- Sets the strategic direction and objectives of Merseyside Police through the Police and Crime Plan, which must have regard to the Strategic Policing Requirement.
  - Sets the police budget and determines the policing precept.
  - Brings together community safety and criminal justice partners to ensure collaborative working and positive local outcomes.
  - Owns all land, buildings and assets.

Oversees, supports & scrutinises

## Police & Crime Panel

- Independent of, and separate to, the work of the PCC.
- Scrutinises the Commissioner and supports her in the effective exercise of her functions.
- Review her Police and Crime Plan and Annual Report.
- Considers the PCCs proposals for the policing precept, with the power to veto.
- Handles complaints about the PCC.



## Chief Constable, Serena Kennedy

- Maintains the Queen's Peace.
- Has direction and control over the force's officers and staff.
- Remains politically independent of the PCC, and in conjunction with all officers and staff, is operationally independent.
- Provides the operational voice of policing in the force area, regularly explaining to the public the operational actions of officers and staff under their command.
- Manages complaints against the force, its officers and staff.
- Has regard to the Strategic Policing Requirement when exercising and planning policing functions in respect of the force's national and international policing responsibilities.
- Enters into collaboration agreements with other Chief Constables, policing bodies and partners that improve the efficiency or effectiveness of policing.
- Supports the Police Commissioner in delivery of the strategy and objectives set out in the Police and Crime Plan.
- Assists the PCC in planning the force's budget and day-to-day responsibility for the Force's financial management.

police budget and strategy and scrutinises performance

reports on performance and advises on strategy budget



Leads and directs the force

## Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)



- Ensures agreed standards are achieved and maintained.
- Share good practice and aim to ensure performance is improved.
- Provides advice and support to the Home Secretary, the PCC and police forces.
- HMICFRS inspection reports are sent to the Chief Constable and the PCC for consideration and appropriate action.
- HMICFRS, alongside external audit, play a key role in informing the PCC and the public on the efficiency and effectiveness of their forces.

sets standards

Inspects and assesses performance



## Merseyside Police

- Led by Chief Constable Serena Kennedy.
- Deliver operational policing.
- Enforce the law.
- Investigate crime.
- Protect the public and maintain public order.
- Work to prevent crime and anti-social behaviour.
- Help and support victims of crime.
- Pursue and arrest criminals.

# A Visible and Responsive Police Commissioner

**As your PCC, my role is to work on your behalf to provide a strong and powerful voice for all of our region's communities, representing your views on how crime is prevented and tackled.**

I am committed to standing up for victims and connecting with local people to focus on the issues that matter most to you.

It is a huge honour to be able to serve my community in this way.

This Plan is based on what you have told me during my election campaign and since taking office. I will not stop listening to your views as I work to deliver this Plan. I recognise that the nature of crime and the demands placed upon the police and our budget are constantly evolving, so this will be a living document which is regularly reviewed and updated when necessary.





## **EMILY SPURRELL**

### MERSEYSIDE POLICE & CRIME COMMISSIONER

#### **Keep in touch**

It is my job to ensure that this Police and Crime Plan is fit for purpose and it will be regularly reviewed.

If you would like to find out more about my work and the delivery of this Plan, please visit my website at **[www.merseysidepcc.info](http://www.merseysidepcc.info)**

I want to hear how you think we are doing and to keep you updated.

There are lots of ways to keep in touch.

#### **You can:**

 **[info@merseysidepcc.info](mailto:info@merseysidepcc.info)**

 **0151 777 5155**

 **Write to:**  
Merseyside Police and Crime Commissioner,  
Mather Avenue Training Centre,  
Mather Avenue,  
Liverpool,  
L18 9TG

 **@MerseysidePCC**

 **/MerseysidePoliceandCrimeCommisisoner**

If you require any part of this document in Braille, larger print or another language, please contact my office.

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

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

**Alternatively, you can contact independent charity Crimestoppers anonymously on 0800 555 111.**

