POLICE AND CRIME COMMISSIONER
FOR MERSEYSIDE
ANNUAL REPORT
22nd November 2012 - 31st March 2013
Developing a new relationship with Merseyside Police as the first Police and Crime Commissioner is a pleasure and a privilege. As this is a totally new role a lot of my time has been spent talking to the public through meetings in the community, with the Chief Constable, his staff and officers and various Criminal Justice partners to make sure that I put in place strategies that meet the needs of people across Merseyside.

In doing so I am building upon the work of Merseyside Police and the former Police Authority who have been reducing crime and developing partnerships to improve services for victims for many years. I am pleased that some of those former members of the Police Authority now continue to serve Merseyside as members of the Police and Crime Panel and who provide direct feedback to me on my performance and the decisions I make, in particular, how the decisions help Merseyside Police to achieve the priorities I’ve identified in my Police and Crime Plan, which I published in March.

The budget challenges that we face on Merseyside require me to work closely with the Chief Constable to maintain the efficiency and effectiveness of police services and to help to co-ordinate the work of the police with other services. Having made the difficult decision to increase the council tax precept by 2%, I have been able to set a balanced budget for next year and help the police re-commence recruitment in order to maintain police officer numbers and protect vitally important frontline services. By restructuring my office I have identified full year savings of £800,000 after March 2014 with £700,000 being saved in 2013-14. This reduces the costs of oversight of the police from the £2.1million cost of the Police Authority which I replaced, to £1.3million per year going forward. This is a direct contribution towards protecting the police budget from further cuts. This is a very significant achievement.

From Jane Kennedy, Police and Crime Commissioner for Merseyside
Alongside the police budget, I am also responsible for allocating the Community Safety Fund. Previously this was paid to Local Authorities and managed through their Community Safety Partnerships (CSPs) and they have developed sophisticated commissioning partnerships with the voluntary & community sector. In order to maintain the voluntary sector’s work I made the decision to continue to allocate this money as Crime & Disorder Reduction Grants to local authority partnerships. I also established a Merseyside-wide Community Safety Partnership in order to maximise the impact of scarce resources and ensure we are providing a consistent and effective approach to community safety across the county. This has been supported by both councils and the voluntary sector and I am very pleased that this approach appears to be working well.

Throughout this time I have been out and about, meeting members of the public, be it at area meetings, community forums or in local supermarkets conducting surveys, to ensure that I listen to their views. I have laid out my priorities in the Police and Crime Plan, including a focus on tackling serious and organised crime, keeping dedicated neighbourhood teams and providing more support for victims of crime. This has been received very positively and I am committed to making sure we do the best we can with the resources we have.

I am in no doubt that there will be new challenges on the horizon. In April 2014, the remit of PCCs will increase when we become responsible for commissioning victims’ services and both policing and council budgets are being stretched by further budget cuts. However, I believe by building a solid framework within which partners can work together, we can make the most of the resources available and continue to tackle the issues that matter to the communities of Merseyside.

Right Honourable Jane Kennedy
Police & Crime Commissioner, Merseyside
12th July 2013
Under the terms of the Police Reform & Social Responsibility Act 2011 the Commissioner is required to produce a report every financial year which details:

- The exercise of the Commissioner’s functions; and
- The progress made in meeting the objectives in the Police and Crime Plan.

This document would normally be a substantial review of:-

- strategies and delivery plans;
- activities undertaken;
- significant decisions made;
- how the Chief Constable has been held to account;
- how an efficient and effective police force has been ensured; and
- progress against the Police and Crime Plan.

It presents an important opportunity for the public and the Police and Crime Panel to consider the Commissioner’s activity and progress towards meeting her objectives and to account for her performance over the previous year.

However, this first annual report covers the short period from 22nd November 2012 to 31st March 2013. These four months marked a period of transition, during which the first elected Commissioner had to develop relationships with key stakeholders and determine how her functions would be delivered. It also required the Commissioner to consult fully with all parts of the community of Merseyside, and to set out her vision of policing and crime reduction in a four-year Police and Crime Plan.

Consequently it is too early to report detailed progress against the Police and Crime Plan. However, this report will consider some of the key decisions made during the first few months in post, arrangements that have been made to support the Commissioner in delivering her objectives, and a summary of the overall financial position at the end of the year.
Since November, the Commissioner has engaged extensively with diverse sections of the Merseyside community using varied engagement techniques including community meetings, attendance at events, group meetings and supermarket road-shows. The variety of engagement activity ensured a mixture of in-depth qualitative discussion and reached high numbers of people who would not, in the past, have been as likely to engage with the Police Authority.

The following information is not an exhaustive list of the Commissioner’s activity in each of the five local authority areas from 22nd November to date:-

- In Knowsley the Commissioner attended the award ceremony of the Knowsley Skills Academy in Prescot, a service which delivers skills training by armed forces personnel to young people in danger of becoming offenders to offer them alternative careers. She has attended the Knowsley Council meeting and the Health and Wellbeing Board.

- In Liverpool the Commissioner spoke at a public meeting in The Wellington Avenue Methodist Church Friendship Centre and she attended the presentation of a cheque to the Whitechapel project, funds raised by local people in the Walton Social Club, both with local councillors. She supported the Postcode Crime Project, using art and photography to engage young people in neighbourhoods such as Norris Green, Croxteth and Toxteth. She has met the Liverpool Women’s Network, who are campaigning for an end to violence against women and girls. She supported the opening ceremony for the Joe Lappin Centre in Old Swan and has met scores of young people at the Liverpool Lighthouse in Anfield. Following shootings and problems with local gangs in the Stanley Road area of Kirkdale she met local people and helped promote a problem solving approach engaging a range of local agencies, a process supported by the City Council. In Dovecot she met local people concerned about young people involved in gangs and joined City leaders at the DISARM strategy board meeting.
• In Sefton, following a series of shootings and incidents of violent gang crime, the Commissioner attended the borough’s Cabinet meeting in Southport. She followed that with attendance at the Linacre & Derby Wards Area Committee in Bootle and the Sefton East Area Committee in Lydiate. She has attended public meetings in Maghull and has joined school children to watch “The Terriers”, a play by Maurice Bessman commissioned and supported by Merseyside Police’s Matrix team which aims to discourage young people from involvement in urban street gangs. She spoke to the Sefton Gun & Gang Crime Workshop in Bootle and spoke at the Freshfield & Formby Homewatch meeting. The Commissioner met local residents in Netherton where there was continuing concern about violence and anti-social behaviour.

• In St Helens the Commissioner attended an Indian/police cultural event at Whiston Town Hall and met young people from St Helens schools at the Merseyside Fire & Rescue Service’s Fire School.

• In the Wirral the Commissioner attended the Crime Prevention Roadshow supported by the police and Wirral MBC and met the North Wirral Crime Prevention Panel, New Brighton. She attended the Liscard & Seacombe Area Forum and helped to promote the launch of Wallasey Fire Station as a Safe Haven under MF&RS & Wirral MBC’s scheme. The Commissioner visited Wirral Grammar School to discuss policing with sixth form students and attended the Wirral Domestic Abuse conference at Arrowe Park Hospital.

The Commissioner has also been attending the local neighbourhood ‘Have Your Say’ meetings across the county including in Melling, Halewood and Tuebrook. She has scheduled attendance at these events in every area of Merseyside and will be advertising them in advance. This determined effort to meet the public, almost always with local police neighbourhood teams, allows the Commissioner to get to know the issues affecting local neighbourhoods in a routine manner and the solutions and action plans that communities and the police, with other agencies, are putting in place.
Community, Voluntary & Faith organisations

Specialist groups providing services for victims have also been in discussion with the Commissioner. These groups include Victim Support, the Sexual Assault Referral Centre and several domestic abuse service providers. She has met Families for Justice and Support After Murder and Manslaughter. She attends the Safer Future Communities Network which has met in Huyton, Birkenhead, St Helens and HMP Liverpool. This network co-ordinates all those community, voluntary and faith organisations which support victims and rehabilitate offenders in Merseyside.

One of the Commissioner’s first public engagements was to join the many women and voluntary groups and charities who work with the survivors of domestic abuse on November 25th 2012, in a parade to mark the International Day for the Elimination of Violence Against Women.

By adopting this approach the Commissioner has provided opportunities for detailed briefings on the wide range of work to support victims and encourage reporting of crimes. Discussions about the changes in commissioning of services and the new Victims Code have been on the agenda for these meetings. Multi-agency groups tackling hate crime, domestic abuse and women’s issues are also engaging with the Commissioner looking at issues such as third party reporting, future funding and ways forward in policing these crimes.

Provision for the homeless and drug and alcohol services, including amongst others, Addaction and The Basement and the Park View Project have briefed the Commissioner about their services, their policing priorities and the future for them. Minority groups that have regular engagement include groups from student, Black and Racial Minority, Lesbian, Gay, Bisexual and Transgender, homeless and disabled communities.

The Commissioner visited The Blackie, a south Liverpool organisation dedicated to promoting the black African and ethnic minority communities of Liverpool. She has visited the Shri Radha Krishna Hindu temple, the Gurdwara Sikh Community Centre and met Muslim members of the Merseyside Sri Lankan community. She has attended the regular women’s coffee morning at the Al-Rahma Mosque and celebrated Israeli Independence Day with Jewish women. The Commissioner is also in contact with agencies committed to tackling reoffending and reducing gun and knife crime and gang membership.
The Commissioner held a week of action in February 2013 to consult on her Police and Crime Plan and asked people if they agreed with the priorities in the plan. Over 700 people responded in the week and the results of this consultation can be found on the Commissioner’s website www.merseysidepcc.info.

Youth engagement is an important aspect of the Commissioner’s strategy and this work has begun by developing a youth advisory group who will meet regularly with the Commissioner, advising her on the issues affecting young people and talking to young people on her behalf. Their first meeting will be in July 2013.

The Commissioner is currently developing a team of people to assist in engaging with the many communities of Merseyside. Additionally, the Commissioner has most recently launched ‘The Commissioner’s Police Property Act Fund’ which will allow organisations to apply for grants of up to £5,000 for activities which have an impact on community safety and crime reduction in Merseyside. The fund is provided from the sale of recovered stolen goods or unclaimed lost property. Any organisation in Merseyside with an aim of reducing crime and anti-social behaviour can make a bid to the fund by applying to the Merseyside Community Foundation who manage the bidding process on behalf of the Commissioner. Applications should be made by contacting the Community Foundation as follows:-

www.cfmerseyside.org.uk

Third Floor, Stanley Building, 43 Hanover Street,
Liverpool, Merseyside L1 3DN

Telephone: 0151 232 2444

Email: info@cfmerseyside.org.uk
Support for the Commissioner

The Commissioner inherited an office from the former Merseyside Police Authority. It was recognised from the outset that the structure and location that had previously served the Authority were not appropriate for the new statutory regime. Consequently, reviews of both of these were undertaken and this identified that it was possible to make changes and save £800,000 in a full year, with £700,000 to be saved in 2013/14, releasing these funds for the police budget.

The Commissioner’s remit extends beyond Merseyside Police, and she is now responsible for all crime reduction throughout Merseyside. This will necessarily require much more engagement with local community safety partnerships, other government agencies, voluntary and faith groups, community groups, and members of the public directly, so that the priorities in the Police and Crime Plan accurately reflect the needs of the community. Consequently, a new structure was developed to provide a dedicated community engagement officer for each police “Basic Command Unit” area – i.e. one for each local authority and two for Liverpool. These staff will also attend Force area inspections, observing issues to be addressed as identified by the force and reporting to the Commissioner. This provides additional assurance that the Force is effectively managing its performance.

A review of the management structure was undertaken which resulted in a number of posts being reduced and savings made which will benefit the police budget. Several posts relating to the management of committees and performance management were also deleted. Merseyside Police are responsible for their own performance management – it is the role of the Commissioner to oversee this process and ensure that the Force has a resilient management system in place. As described later in this report, the Commissioner will scrutinise all elements of force performance at quarterly Performance and Scrutiny reviews.
Whilst the restructuring of the office has incurred some one-off costs in relation to redundancy and early retirement payments, these changes will result in an office that is fit for purpose, able to support the Commissioner in fulfilling her statutory obligations, and with an emphasis on achieving the aims of the Police and Crime Plan.

The Commissioner said before the election that the office should be relocated from the £200,000 per year city centre office to a more accessible location. During the period of this report, a business case was prepared proposing a move to Allerton Police station. This will facilitate easier access and visibility for the public, as well as saving the high running costs of a city centre location. This relocation has now been completed and the new office has been fully commissioned.

**Governance Arrangements**

Every public body requires there to be adequate systems in place to ensure that all actions and decisions are in accordance with legislative requirements, and, where possible, made in an open and transparent way.

The fundamental change from a committee of 17 members to a single decision maker has required many systems to be developed from first principles. Whilst there were still improvements and refinements to be made to these systems at the end of March 2013, many arrangements had already been implemented.

- **Audit Committee** - to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the organisations financial and non-financial performance to the extent that it affects the organisations exposure to risk and weakens the control environment, and to oversee the financial reporting process.
- **Merseyside Community Safety Partnership** – to develop and enhance the multi-agency approach to reducing crime and disorder, making communities safer and bringing offenders to justice in Merseyside.
• Business Change and Efficiency Programme – this was established to respond to the challenges faced as a result of the Government’s Comprehensive Spending Reviews. Over the next 3–5 years it will be necessary for the Force to make further significant financial savings which will only be achieved by fundamentally transforming the way it is structured to deliver policing. In order to do this, the Force must protect and maximise its frontline resources, so that it can continue to provide an excellent policing service to our communities and deliver the priorities outlined in the Police and Crime Plan. The Business Change and Efficiency Programme is the vehicle to achieve these savings and efficiencies. Sustaining Excellence Reviews follow a systematic process of business process and resource/demand analysis combined with performance and risk assessments and Trade Union and Staff Association consultation. This process results in the formulation of a business case, often comprising several business change proposals that require formal approval and governance by the Commissioner, before any change in service provision or police resources can be made.

• Decisions of Significant Public Interest - in order to operate in an open and accountable manner, a summary of all decisions of significant public interest will be published on the Commissioner’s website. Where possible, this will also include relevant reports or other information supporting the proposal, and the justification behind the decision. Occasionally, publication of full details behind a decision may affect the ability of the police to exercise their functions effectively. Where this is the case, a brief summary may be published, or publication of the full details may be delayed.

• High Level Governance Meetings - regular private meetings between the Commissioner and the Chief Constable, which facilitates an open exchange of information and fosters an effective working relationship. Meetings will be held approximately every two weeks, and a summary will be published on the website.

• Performance and Scrutiny Group - to monitor the Force’s performance management arrangements, and consequently progress against the Police and Crime Plan and budget. At this forum, the performance of the Chief Constable will also be scrutinised.

• Merseyside Criminal Justice Board - a strategic group with considerable powers to oversee and commission work to improve the efficiency and effectiveness of the whole process of delivering justice and reducing crime. The Commissioner is a board member.
The Commissioner's Budget for 2012/13 was constructed under the principle of financial devolution, which allows budget holders to better manage the resources at their disposal and improve accountability to the Chief Constable, and ultimately the Commissioner.

Revenue Budget

The net revenue expenditure during 2012/13 amounted to £332.779m. In broad terms, the following charts show where the Commissioner’s money came from and how it was spent.

As can be seen from the charts above the majority of income came from Government Grants (79%) and the precept (19%), which is raised locally and is collected by the Local Councils along with their council tax.
The revenue outturn position for 2012/13 shows total net operating expenditure of £332.7m. This represents an overall net revenue under-spend of £9.9m, i.e. 2.9%, compared to the 2012/13 budget. The level of under-spend reported shows the success of the Commissioner (and the former Police Authority) and the Chief Constable in being able to implement the savings required to meet the reduced levels of funding available.

This revenue outturn position for 2012/13 provides a financially resilient outcome and helps the financial position going forward by identifying significant recurring budgetary savings. In addition, the utilisation of the 2012/13 net revenue under-spend helps to ‘smooth out’ budgetary reductions in 2013/14, whilst allowing finance to be made available to underpin a resumption in Police Officer recruitment, supporting PCSO numbers going forward, to fund essential investment in the estate and enable the reorganisation of services with a view to reducing the overall costs.

**Capital Programme**

A significant capital programme was also undertaken in the year with actual expenditure amounting to £4.8m. The major items of capital expenditure in the year included the on-going vehicle replacement programme and the continuation of the strategic IT developments. Expenditure on the capital programme was less than originally budgeted due to lower than anticipated expenditure on the Estate Strategy programme in 2012/13. In order to finance the capital programme the Commissioner received Home Office funding of £3.5m and utilised £1m from its capital receipts, with the balance being financed through capital reserves. The Commissioner did not need to undertake any long term borrowing during the year to fund the capital programme.

Further information on the financial performance of the Commissioner for 2012/13 can be found in the statement of accounts published on the Commissioner’s website at [www.merseysidepcc.info](http://www.merseysidepcc.info).

**Financial Year March 2013-14**

The Budget for 2013/14 has been prepared and agreed, with savings of nearly £10m already recognised within the Force and Commissioner’s office.

In order to maintain frontline policing resources, the precept for 2013/14 has been established at 2% above the 2012/13 levels. This equates to £153.63 for a Band D property. Further information on the budget of Merseyside Police and the Commissioner’s office can be found at [www.merseysidepcc.info](http://www.merseysidepcc.info).
Conclusion

This is the first annual report of the Police and Crime Commissioner for Merseyside. Of necessity it is short as the performance period that she is reporting on is only four months. However, the public of Merseyside are entitled to receive a summary of the Commissioner’s activity and her noteworthy decisions.

The report is published to enable comment and appraisal from the Police and Crime Panel, but most importantly to assist the public to consider the decisions and performance of the Commissioner. Any comments can be made to the Commissioner through her website at www.merseysidepcc.info, emailing info@merseysidepcc.info, or in writing to:

Jane Kennedy, Merseyside PCC
Allerton Police Station, Rose Lane, Liverpool, Merseyside, L18 6JE