



**Police and Crime Commissioner for
Merseyside**
and
Merseyside Police

Estate Strategy
Consultation Response Report



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Executive Summary

On October 1st, 2014, Merseyside's Police Commissioner launched a public consultation to ask people across Merseyside their views on the key objectives and core principles of the 'Estate Strategy' – a 10-year £130m investment plan to modernise and transform police stations and buildings across the region.

This engagement and consultation process followed a month of stakeholder briefings, during which the Commissioner met with key partners to inform them about the need for change and brief them ahead of the consultation going live.

During the 10-week consultation period (October 1st, 2014 to December 5th, 2014) the Commissioner and her team ran 20 community roadshows and hosted or presented at 12 public meetings. Four of these followed invitations from members of the community.

A dedicated website was also created to garner responses and promotional materials were distributed via neighbourhood teams in each policing area. The Commissioner also attended 11 internal roadshows held by Merseyside Police's Chief Constable, speaking to approximately 1,076 officers, PCSOs and staff.

Community safety partners were also invited to express their views through a more detailed consultation document.

The largest proportion of respondents came from Sefton (35.89%) with people from Liverpool accounting for 19.17% of respondents, 18.03% from Wirral, 15.91% from St Helens and 12.6% from Knowsley.

At the conclusion of the consultation, a total of 3,764 members of the public, partners and police officers and staff had been spoken to. From that figure, 2,491 people provided a response (66%). Of those who provided a response, 92% agreed with the core principles of the Commissioner's proposals, 6% disagreed and 2% stated that they did not know.

Given the overwhelmingly supportive response to the Estates Strategy proposals, the Commissioner now intends to take forward the Strategy based on the proposed objects and core principles.

It is anticipated that it will take up to 10 years to implement the Estate Strategy. The Commissioner and Chief Constable will now develop an implementation plan, which will include the requirement for the Commissioner to formally consider and approve the individual business cases prior to the commencement of each scheme.

Section 1 - Introduction

1.1 Purpose of the Consultation

1.1.1 The purpose of this consultation was to seek the views of the general public, key stakeholders and the employees of Merseyside Police on the proposals made by the Police and Crime Commissioner (PCC) for the Merseyside Police Estate Strategy. In particular with regard to the objectives and core principles underpinning the proposed strategy, along with specific proposals for each Basic Command Unit (which are co-terminous with the Merseyside Local Authority boundaries), where these were prepared.

1.1.2 Details of the background to the consultation, including details of the current Police Estate, the Estate Challenges faced by the PCC and Merseyside Police and the original Estate Strategy proposals are contained in **Appendix 3**.

1.2 The Consultation Process

1.2.1 The PCC and Merseyside Police undertook a Merseyside wide consultation and engagement process targeting the following key audiences:-

a) Key Stakeholders;

The PCC identified the following groups as key stakeholders:_

- Merseyside MP's;
- Merseyside Local Authority Leaders, Chief Executives and their Councils;
- Merseyside Criminal Justice Board Members;
- Merseyside Community Safety Partnership Members;
- Voluntary, Community, Faith and Social Enterprise Network;
- Merseyside Police and Crime Panel;
- Independent Custody Visitors; and
- Joint OPCCM and Merseyside Police Audit Committee.

During September/October the PCC and Deputy PCC held a number of meetings with the key stakeholders, which consisted of a presentation on the proposed Estate Strategy and FAQs. **Appendix 4** details of the meetings held with the key stakeholders. The objective of the meetings was to inform the stakeholders about the need for change and how this may impact at a local community level. The meetings also provided an opportunity for all to provide feedback and be involved in the consultation process. Stakeholders were also provided with an information pack which explained the objectives of the proposals and provided a detailed overview of the investment plan across the Force area.

In addition, a key stakeholder consultation document was sent to all the stakeholders requesting a formal response to the proposals by the 30th November 2014.

b) Employees of Merseyside Police;

During September meetings were held with representatives of the Staff Associations and Trade Unions to discuss how the changes will impact on employees of Merseyside Police. A key stakeholder consultation document was also sent to the Staff Associations and Trade Unions requesting a formal response to the proposals by the 30th November 2014.

In addition, during September, October and November the PCC and Deputy PCC attended the Chief Constable's Staff road shows to present the consultation details to staff and discuss how they may impact on them. The road shows also provided staff with an opportunity to ask both the PCC and Chief Constable questions on the proposals. At the end of the road shows employees were invited to respond to the public consultation.

The PCC and Chief Constable also met with the Area Commanders to talk through the estate strategy and the Area Commanders were asked to disseminate the details to staff within each BCU area. The existing internal communication channels within the Force were also used to deliver the strategy to staff. This included the use of Force intranet, screensavers and video messaging.

c) The General Public.

The public stage of the consultation was launched at a press conference on 1st October 2014, at Merseyside Police Headquarters. This was attended by a broad range of regional print and broadcast outlets and received widespread coverage. Both the PCC and Chief Constable participated in numerous interviews and case studies were also provided. This coverage explained the eight -week consultation period and the consultation methods as detailed below.

Following this launch and during the consultation period, the PCC gave numerous interviews to regional press and participated in a hour-long phone-in with Radio Merseyside taking questions from members of the public.

The Public consultation took place via several communication channels, including:-

- a) Microsite – this was designed specifically as a 'go to' point for the public.
- b) Public response forms – which could be returned via freepost.
- c) A series of public engagement events took place across each BCU. The events provided an effective two-way communication giving the

public a say in their own community. At least one public meeting was delivered by the PCC in each BCU area, with a series of local community road shows in locations of high footfall. These meetings were attended by the PCC and Deputy PCC assisted by representatives of the Force Neighbourhood Teams and the Commissioner's Community Engagement Team. These informed residents of the changes on an area level, requested feedback and distributed information leaflets. The PCC was flexible in this approach and attended other public meetings, such as Parish Council meetings, and held extra public meetings when and where requested. Information packs, which explained the objectives of the proposals and provided a detailed overview of the investment plan for each BCU area, were also distributed at the meetings.

In addition, all events were promoted through weekly updates to the press, as well as through the Commissioner's website and through all social media platforms.

- d) The Commissioner's social media platforms were used to encourage people to have their say either via the microsite or by attending an event. The details of all public meetings and community road shows were also promoted.

The public consultation ran from the 1st October to the 30th November 2014.

From the 1st October the PCC and Deputy PCC has spoken to 3,764 people via 47 public and staff meetings.

1.3 Confidentiality of Information

- 1.3.1 Although this report contains responses received during the consultation process, no personal details are published in compliance with the Data Protection Act.

1.4 Contact Details

- 1.4.1 If you have any queries regarding this response, please contact:-

The Office of the Police & Crime Commissioner for Merseyside

Allerton Road Police Station
Rose Lane
Liverpool
L18 5ED

Section 2 - Summary of Responses

Part A: General Public Consultation

Overview

The PCC received 2,491 completed returns. Of these returns 2,279 (91.49%) agreed with the proposals, 163 (6.54%) said No and 49 (1.97%) stated that they didn't know. The responses received from each BCU area are detailed in the table below:-

BCU	Yes	Yes %	No	No %	Stated Don't Know	Stated Don't Know %	Total	Total %
Liverpool	439	93.40	22	4.68	9	1.91	470	100.00
Wirral	421	95.25	21	4.75	0	0.00	442	100.00
Sefton	745	84.66	101	11.48	34	3.86	880	100.00
St Helens	370	94.87	16	4.10	4	1.03	390	100.00
Knowsley	304	98.38	0.97	0.12	2	0.65	309	100.00
Grand Total	2,279	91.49	163	6.54	49	1.97	2,491	100.00

The PCC attended 37 public meetings during the consultation period, 6 were held in Knowsley, 6 in Liverpool, 10 in Sefton, 8 in St Helens and 7 in Wirral. A total of 2,688 people attended these meetings. Details of the meetings are contained in **Appendix 5**.

The public were also provided with the opportunity to comment on the proposals and 291 comments were received. The table below summaries the comments made and analysis then over each BCU area.

	Liverpool	Liverpool %	Sefton	Sefton %	Wirral	Wirral %	Knowsley	Knowsley %	St Helens	St Helens %	Total	Total %
Good Idea	9	3.09	29	9.97	10	3.44	21	7.22	15	5.15	84	28.87
Excellent Idea	6	2.06	17	5.84	3	1.03	4	1.37	5	1.72	35	12.03
Need more info	0	0.00	2	0.69	0	0.00	0	0.00	0	0.00	2	0.69
Keep it local, accessible and in the community	7	2.41	35	12.03	9	3.09	2	0.69	7	2.41	60	20.62
Keep small/all stations open	6	2.06	20	6.87	3	1.03	2	0.69	0	0.00	31	10.65
Don't see the police anyway	0	0.00	3	1.03	0	0.00	0	0.00	0	0.00	3	1.03
Bad Idea	2	0.69	4	1.37	0	0.00	1	0.34	0	0.00	7	2.41
It's all about money	0	0.00	2	0.69	0	0.00	0	0.00	1	0.34	3	1.03
Want to see more police for the money	8	2.75	17	5.84	7	2.41	3	1.03	12	4.12	47	16.15

Do it now	0	0.00	3	1.03	0	0.00	1	0.34	1	0.34	5	1.72
Longer opening hours	0	0.00	2	0.69	0	0.00	0	0.00	0	0.00	2	0.69
More money and resources for police	1	0.34	3	1.03	2	0.69	3	1.03	3	1.03	12	4.12
Grand Total	39	13.40	137	47.08	34	11.68	37	12.71	44	15.12	291	100.00

It is noted that 40.9% of the responses stated that it was either an excellent or good idea, with only 2.4% stating that it was a bad idea. The second most common response was to 'keep it local, accessible and in the community' and the third was the public wanting to 'see more police for the money'. Nearly, half of the 'comments' received were from residents living within the Sefton BCU area.

Other Comments Made at Public Engagements

Knowsley

- "Won't save jobs long-term"
- "Need to help Police as they are here to help us"
- "Just use current buildings as stations"
- "Problems with ASB at weekends"
- "Use Halewood library"
- "Will be novel to have station in Halewood"
- "Should have been done a long time ago"

Liverpool

- "Protect old iconic buildings"
- "Too much involvement in communities"
- "Need better cars than Hyundis"
- "People won't go into police station but may with a shared facility"
- "Modernise!"
- "Go into Library"
- "Keep council out of it"
- "May encourage people to go in who wouldn't go in traditional police station"

Sefton

- "Low crime anyway"
- "Disgrace"
- "Town Hall would be good location"
- "Work with youth hubs"
- "Initially angered but feel better after explanation."
- "No-one will use a community hub"
- "Get rid of top-heavy managers instead"
- "Tackle ASB"
- "Need a station in Crosby"

“We need more officers, these cuts are too savage”
“Good idea to save jobs”
“Yes, as long as local builders get a chance to build new stations”
“Get rid of this Government!”
“Don't sell or knock down Formby station, they do a great Job”
“More crime will result”
“Disgusting”
“Going backwards”
“Appalling”
“Awful”
“Stop erosion of services”
“More effective financial management required.”
“Use mobile Police stations”
“Too expensive. Renovate Police Station in Crosby”
“New station in train station”
“Will it affect Homewatch?”
“Concerned about location and job losses in Force”

St Helens

“Should have been maintained better over years”
“Refurb current building”
“Waste of money”
“Stay open all the time”

Wirral

“Open police stations”
“Would like to see volunteers manning the desks at police stations rather than police officers.”
“Don't lose focus”
“Glad it will be local”
“Would like to see it in practice”
“Pleased with recent response by police regarding burglary”
“Concerned about security + closure but likes idea of Bebington Re-opening”
“Completely Agree”
“Completely Agree with the proposals”
“Important to replace Well Lane with another station”
“It is important to see police out and about”
“Prefer a proper open police station”
“Sooner the better”
“Improve Police response times”

PCC and Merseyside Police Response;-

“The PCC and Merseyside Police note the overwhelming public support for the Estate Strategy proposals.”

Part B: Key Stakeholder Consultation

Overview

The PCC received 19 responses from key stakeholders, this included 11 returns and 8 letters, emails, etc.

Seventeen respondents supported the objectives and core principles proposed, particularly, the need to provide accessible policing at the heart of communities and the need to explore opportunities for co-locating and collaboration with partners. Two objections were received on the basis that there was a lack of information available to come to a conclusion.

Many of the stakeholders responding expressed a wish to work with the PCC and Merseyside Police to explore opportunities to collaborate through co-location within the existing or new estate.

Detailed Response to Questions

Estate Strategy - Objectives

Q1. Do you agree with the objectives of the Estate Strategy?

Seventeen respondents supported or agreed with the objectives set out. Two objections were received on the basis that there was insufficient information to draw a conclusion.

*The Strategy sets out a series of objectives and core principles for achieving your ambitions which the Council broadly supports. This will allow you to modernise and replace the existing estate where this is required and realise efficiency savings in ongoing running and maintenance costs which will prevent the need for further reductions in front line policing resources.***KS1**

Finally, I am confident that your proposals for St.Helens based on the objectives and core principles set out in the Strategy will deliver an effective and efficient service that will meet the demands and challenges that the service will meet now and in the future. **KS1**

Knowsley Council agrees with the objectives contained within the Estate Strategy. The Council wishes to work with colleagues from the Commissioner's Office to explore opportunities to collaborate through co-location within existing or newly regenerated provision across Knowsley. In particular, there are significant opportunities in the Kirkby area. The Council also supports the objective to remove costly maintenance demands within the Commissioner's existing estate. **Ks2**

While I recognise that there is a need to ensure that the estate of the Police Force meets the needs of that Force for the present and foreseeable future, I am concerned that there does not seem to be enough detail in your consultation about a 'strategy' in order to make a proper judgement as to whether it (a) meets the needs of the community better and (b) is achievable. To make such a judgment would require the dissemination of considerably more information than has, to date, been made available, during this 'consultation'. In particular,

*the proposed sitings for various police facilities in the future appear rather vague, and there is no real information available as to the likely costs and benefits of any new form of provision. As such, it does not seem appropriate to ask the public, or 'stakeholders' to respond with a simple 'Yes' or 'No', on the 'strategy' set out in the consultation documentation to date.***ks5**

OVH agrees with the overall objective of the strategy; that is to provide accessible policing for every community and ensure that the Police Estate meet the Force's current and future needs.

OVH has mixed views on the co-location of services to communities as the consultation document does not provide enough information on how it will function in practice, including the impact on the public and partner agencies (i.e. financial implications and physical presence of police officers). We therefore require more information on 'co-location' to understand its implications and provide a full response.

We do, however, agree that co-locating services to communities, if well implemented, would increase opportunities for partnership working between Merseyside Police and OVH in communities/neighbourhoods in which we operate.

OVH also recognise the need for Merseyside Police to transform its services in order to meet the challenges of austerity measures. However on the whole we are concerned at the impact these changes will have on the overall Police service provided in areas where OVH operates. **Ks8**

The objectives of the Estate Strategy seem sound and align with the work all partners are undertaking around efficiencies and effective delivery of services. In particular, with reference to 3.1.3 (vii) the SSCP welcomes a considered approach towards collaboration with partners **KS13**

Any cutbacks are deemed to be negative but when forced into a situation which requires practical thinking on financial savings it is a measure which hopefully as well as saving money will modernise the forces structure so that it will be able to deal with any situation that arises in the future. **Ks15**

Partially, not sure about the way community police station is being sold, currently existing police station in Moreton for example is at heart of community and police need to be accessible. **Ks17**

The overall objective, as stated in s. 3.1 of the Stakeholder Consultation Document, "to provide accessible policing for every community and ensure that the police estate is not only fit for purpose today, but fit for the future too", is supported. **Ks19**

Q2. Is there anything else that should be included?

Some reference should made in the Objectives to the aim to redirect resources from costly assets to front-line policing services as this would help to reassure stakeholders that the proposed reduction in physical assets does not necessarily equate to a consequent significant reduction in Police officers.

*The Council recognises that the Estate Strategy is effectively a “work in progress”. Specifically, while broad outcomes and initiatives are set out in the Strategy, the Council wishes to receive further and more detailed information on the timescales for the proposed changes and the associated human resource implications in due course, as it is difficult to comment on the proposals with certainty without a full understanding of the resource levels which will be provided from the proposed future Police locations in the Borough. **Ks2***

*Since heat is one of the fundamental requirements of human survival the development of heating systems has a long history and has resulted in a wide variety of option for today's buildings. Many of the systems are common and readily understood by a layperson. Such as adverse weather conditions (installation of both heat and Air condition systems) **ks7***

*It is also noted that the document does not include information on short term effects the Estate Strategy will have on Policing services. We suggest that the document should incorporate an assessment of how the implementation of the Estate Strategy will impact on Policing services in communities during the transformation period and any plans that Merseyside Police has in place to mitigate these challenges. **Ks8***

*There is reference within the objectives to being at the ‘heart of communities’, it would be helpful to enhance the element of ‘police presence’ to be explicit in reference to being accessible to communities. **KS13***

*Hopefully the estate strategy will include an on-going policy to assess if any changes are working positively and to re-assess if they aren't. **ks15***

*If the proposal is to bring new stations to heart of community not sure how this is effective. **Ks17***

*A facility to receive lost property. Purses, wallets, money etc **ks18***

PCC and Merseyside Police Response;-

Approves the objectives contained within the original proposal.

In addition, the PCC and Merseyside Police are committed to continue to explore opportunities to collaborate through co-location within existing or newly regenerated provision across Merseyside.

Estate Strategy - Core Principles

Q3. Do you agree with core principles?

Seventeen respondents supported the core principles proposed. Two objections were received on the basis that there was a lack of information available to come to a conclusion.

*The Strategy sets out a series of objectives and core principles for achieving your ambitions which the Council broadly supports. This will allow you to modernise and replace the existing estate where this is required and realise efficiency savings in ongoing running and maintenance costs which will prevent the need for further reductions in front line policing resources. **KS1***

Finally, I am confident that your proposals for St.Helens based on the objectives and core principles set out in the Strategy will deliver an effective and efficient service that will meet the demands and challenges that the service will meet now and in the future. **KS1**

Knowsley Council supports the core principles contained within the Estate Strategy, and particularly the potential for co-location and accessibility of Community Police Stations. The Council welcomes the proposals for these Stations to be at the heart of communities. The Council also supports the development of solutions which support and protect front-line policing. **Ks2**

OVH appreciates the core principles for the Estate Strategy and strongly agrees with the idea of 'Accessibility'. We believe this principle will strengthen partnership working between OVH and Merseyside Police in tackling anti-social behaviour in the neighbourhoods and enhance opportunities for further collaboration. **Ks8**

Suggest the following amendments / additions:-

(ii) Co-location – this section should be broadened to reference partners as well as to Police departments being co-located.

(iii) Maintenance first – should this section include reference to longer term maintenance issues from any refurbishment or redevelopment to minimise future costs

(iv) Resource management – where co-location with partners is an option there needs to be reference to shared costs of co-location

(v) Accessibility – the wording of this section is vague and it would be helpful to have clarity in what is meant by 'will have access to officers on the beat' as it is not easy to understand what this means for communities. KS13

Yes, in a very difficult financial situation that forces find themselves in. **ks15**

The core principles, as stated in s. 3.2 of the Stakeholder Consultation Document, of Affordability, Co-location, 'Maintenance first', Resource management, Accessibility, 'Focus on the future', Sustainability and Feasibility, are supported. **ks18**

Q4. Is there anything else that should be included?

Security systems are used to ensure the safety of general public and property. The need is to provide facility in a safe community. In high crime areas, extensive perimeter, security monitoring may be necessary. **Ks7.**

OVH views accessibility as crucial for collaborative working between communities and the Police in tackling anti-social behaviour, harassment or domestic violence in the community. This is because increased accessibility to officers will result in high public confidence which means more people will be willing to report incidents or share information with the Police.

We have noted that accessibility to the Police is underpinned by Community Police Stations that will have spaces for meeting the public by appointment or drop-in surgeries during opening hours. We think these arrangements do not provide enough flexibility for the public to access the Police as it is at specified times of the day. **Therefore, we suggest that**

Merseyside Police should monitor and assess times and days that are more effective for the public to access the Police on trial basis, i.e. if the victims of crime wishes to see a Police Officer. Ks8

In addition to the revisions suggested above:

- ***the inclusion of an equalities principle – consideration of equalities requirements for both staff and communities in accessing the estate***
- ***neighbourhood impact – implementation of the strategy will be done with full consideration of impact upon neighbourhoods and partners KS13***

On-going monitoring with feasible options if a move or cutback is endangering anything or anyone. On-going positive assessment of the changes and how they are working. Ks15

Be secure and not interfere if they are part of another facility. Ks17

To keep public informed or progress with regular updates ks18

PCC and Merseyside Police Response;-

Approves the Core Principles contained within the original proposal.

Community Police Station Proposals

Q5. Do you agree with the proposals for a Community Police Station?

The majority of respondents supported the proposals for the Community Police Stations.

The Council agrees with the proposals for Community Police Stations and welcomes the potential for co-location with other services, particularly where there are existing regeneration opportunities which could be further capitalised upon. The Council requests further discussions with regard to the locations of such provision in Knowsley. The Council also wishes to stress the importance of good publicity in relation to the opening hours of such new facilities and how stakeholders can make appointments. Ks2

OVH welcomes the proposals for Community Police Stations because it will facilitate the Police to provide services that are better tailored to the community and/or neighbourhood needs. Ks8

The proposals for Community Police Stations do indicate the availability of a local police presence which is what communities request, however, to be confident in agreeing these proposals greater detail would be needed in terms of what the thinking is around publicised opening hours – would there be a minimum level provided in a community? Agreement with the proposal could only be based upon a clear assurance that opening hours would be in line with the needs of the community.

*As they will not be permanently staffed it would be helpful within the proposal to provide an understanding of what the proposed staffing level would be in order to fully understand what the impact may be upon communities. **KS13***

*Yes, my only concern is the fact that they will only be open at certain hours and they will be almost certainly in the day time. **Ks15***

*Providing each community station becomes accessible. **Ks17***

We note that there is relatively little information about what, precisely, a 'Community Police Station' will mean for the public. The term covers both what we assume are large Stations (e.g. Southport) and smaller Stations (e.g. Ainsdale). In particular there is a lack of clarity as to how many hours per week the Southport and Ainsdale Community Police Stations will be open.

In the light of this lack of clarity about opening hours it is difficult to support the concept of Community Police Stations wholeheartedly.

*We also wish to emphasise the absolute importance that we place on any replacement Police Stations being open and fully operational prior to the closure and disposal of the existing Police Stations in Southport and Ainsdale.**ks18***

Q6. Is there anything else that should be included within a Community Police Station?

*The Council would welcome the opportunity for these locations to be used as reporting centres for hate crimes. **Ks2***

*Need Special Juvenile Unit to be set up. **KS7***

OVH is disappointed that the Community Police Stations will not be permanently staffed, which not only limits the public's accessibility to the Police, but also does not give Police Officers flexibility to respond to emergencies and investigate or prevent crime in the community, as quickly as possible.

We suggest that the Estate Strategy should include the following:

- Specify number of hours the Community Police Stations will be staffed on daily/weekly basis. **Ks8***

*In addition to possible co-location with partners it would be helpful to offer joined up services within the Community Police Station (for example, joint surgeries with partners or support agencies) **KS13***

*As long as there is a physical presence that can be assessed I feel it gives the public the feeling that the police are approachable. Hopefully enough staff, technology and equipment to handle any issues or situations that may arise. **KS15***

*Manned at appropriate times. **Ks17***

Insulated walls for interview purposes **ks18**

PCC and Merseyside Police Response;-

The PCC and Merseyside Police approve the proposals for a Community Police Station, with the addition that the stations are also used as centres for reporting Hate Crime.

In addition, PCC and Merseyside Police are committed to continue to consult with all key partners and the general public on the location of any new Community Police Station before a final decision is made. The PCC also reaffirms her commitment that no Police Station will be closed until a suitable replacement has been opened.

Merseyside Police will also at a local level discuss opportunities to join up services with other partners where appropriate. With regard to opening times and opportunities to meet with Merseyside Police Officers local procedures will be put in place to ensure that the times are clearly publicised.

Specific Proposals for the Knowsley Basic Command Unit

Q7. Do you agree with the proposals for Knowsley?

The Council supports the proposals for Knowsley. In that context, the Council will maintain dialogue with the Commissioner's Office to ensure that:-

- *opportunities for co-location and the utilisation of refurbished buildings are fully understood and maximised; and,*
- *existing regeneration programmes across the Borough are supported and enhanced through the disposal and redevelopment of the existing stations identified for closure.*

The Council also supports the general improvement to facilities across the Borough in order to make them fit for purpose and to meet the demands of 21st Century policing. Members and officers of the Council are keen to maintain dialogue with the Commissioner's Office as developments progress.

*As stated under Question 2 above, the Council recognises that the Estate Strategy is effectively a "work in progress". Specifically, while broad outcomes and initiatives are set out in the Strategy, the Council wishes to receive further and more detailed information on the timescales for the proposed changes and the associated human resource implications in due course, as it is difficult to provide a final and definitive response to the proposals for Knowsley without a full understanding of how the proposed future Police locations in the Borough will actually operate. **Ks2***

Q8. Do you have any comments on the proposals?

The Council supports the proposals for the Borough and stresses the importance of the need to communicate regularly with residents and communities as the Strategy develops further over time. The Council has the following more specific comments:-

- *Prescot - the Council wishes to see the new Community Police Station located within Prescot Town Centre, with the site of the existing Police Station then brought forward for housing development. The Council's Regeneration team is happy to assist the Commissioner's Office in developing such proposals;*
- *Halewood - the Council wishes to see the new Community Police Station located within the existing "Halewood Centre" public service building (i.e. alongside existing public services) with the site of the existing Police Station then brought forward for housing development. The Council's Regeneration team is happy to assist the Commissioner's Office in developing such proposals;*
- *Kirkby - the Council supports the proposed Neighbourhood and Patrol Hub solution. In view of the significant investment taking in Kirkby Town Centre, the Council would be concerned about the possibility of any reduction in the level of Police support available to users of the Town Centre area. It is essential that Merseyside Police is seen to be committed to supporting the ongoing regeneration of Kirkby Town Centre given the priority which the Council attaches to this programme. While the Council acknowledges the wider business merits of moving the existing Police Station, any such move could be seen as a reduction in service by the community, and therefore the Council would only support such a proposal on the basis that a visible and substantial Police presence must remain in Kirkby Town Centre. The Council also highlights the planned new service hub on Knowsley Industrial Park which may enable the Police to be suitably located in both areas and therefore more able to respond to appropriate incidents.*

With regard to the existing Kirkby Police Station, the Council owns adjacent land and strongly requests that any future disposal of the existing Station only be carried out in conjunction with the Council. Not only would such a joint approach contribute in a planned manner to the ongoing comprehensive regeneration of Kirkby Town Centre, but it would also potentially maximise the value to be obtained from the site;

- *Stockbridge Village - the Council supports the retention of the Community Police Station as part of the existing Stockbridge Centre; and,*
- *Huyton- the Council welcomes the refurbishment of the former Magistrates' Courts to serve as a mini-headquarters for the Knowsley Basic Command Unit and seeks discussions with the Commissioner's Office over the potential co-location of Council officers within this facility. **Ks2***

*The Council also wishes to stress the importance of reassurance to stakeholders that the proposed reduction in physical assets in Knowsley does not necessarily equate to a consequent significant reduction in Police officers in the Borough **Ks2***

Ensure that they remain effective for appropriate police response. **Ks17**

PCC and Merseyside Police Response:-

The PCC and Merseyside Police welcome the broad support for the proposals within the Knowsley area, particularly from the Council. All the comments and suggestions made will be explored before any final decisions are made. The willingness of the Council to work with the PCC and Merseyside Police to find suitable locations for the Community Police Stations within the Borough is also very much welcomed. The PCC and Merseyside are committed to working with the Council to find suitable locations and will continue to have on-going discussions with each other. In addition,

we welcome the opportunity to discuss the potential co-location of Council Officers within any new or refurbished location.

Specific Proposals for the St Helens Basic Command Unit

Q9. Do you agree with the proposals for St Helens?

*Finally, I am confident that your proposals for St.Helens based on the objectives and core principles set out in the Strategy will deliver an effective and efficient service that will meet the demands and challenges that the service will meet now and in the future. **KS1***

*The Council welcomes the retention of Community Police Stations in Eccleston and Rainford as these will be accessible to Knowsley residents. **Ks2***

This is to inform you that the Parish Council welcomes the proposals, particularly those affecting the Billinge area. It has no concerns about the proposals. **Ks15.**

Q10. Do you have any comments on the proposals?

First, I welcome the recognition given in the Strategy document to the model of neighbourhood policing that has been developed in St.Helens and which you are now looking to roll out across the rest of the region. I am aware that you recently visited the office at Moss Bank where the Council's Library Services, Helena Partnerships and Merseyside Police are co-located to see at first hand the benefits that the co-location of services can deliver in communities. Following the opening of the Moss Bank office there was a 40% reduction in anti-social behaviour incidents and I am confident that the expansion of this approach will deliver similar benefits elsewhere and promote closer, more integrated working between partner agencies.

The Council acknowledges the significant financial pressures facing the force as a result of the Government's continuing austerity drive and as with all public sector organisations recognises that you are seeking to maintain effective front line policing and tackle serious and organised crime whilst at the same time having to make further savings.

With regard to the specific proposals for St.Helens I am pleased at the recent decision to retain the custody suite in St.Helens. As you will be aware I had significant concerns about the original proposal to close the custody suite and the impact on the future delivery of police services in the Borough. Whilst I appreciate the decision to retain the custody suite, I would still wish to request that serious consideration is given to rebuilding the remainder of the College Street Police Station (as an alternative to refurbishment) as this building is not disability compliant and in very poor condition. I would wish for a full comparison of new build on the existing site verses the cost of refurbishment.

Broadly your proposals for St.Helens will not see any significant changes however I would highlight my concerns regarding the proposed closure of Dane Court Cop Shop and the suggested co-location of the Police Service and Helena Partnerships at the Helena East office at Derbyshire Hill. With regard to Dane Court, following the recent public meeting with local residents I welcome the proposal for the Police to maintain a presence in the area on a surgery basis at Rainhill Library. This I feel will

provide the reassurance local people are seeking and allay concerns and fears that the closure of Dane Court might cause.

In response to the proposals for Derbyshire Hill, I would draw your attention to the significant concerns that tenants, residents and elected members have about Helena Partnership's proposal to close the Tickle Avenue office. The Council would not support any proposed relocation where this is not supported by the community as this would effectively undermine the principles of neighbourhood policing.

I welcome your proposal to open a neighbourhood and patrol hub at Newton-le-Willows as part of the policing offer for the Borough. This will provide reassurances to the community in Newton-le-Willows which will see an increased police presence.

I would also draw your attention to the proposals to reduce the opening times for the public desks at both College Street and Newton police stations. The Strategy document does not make clear the rationale for this decision and it would be useful if you could provide evidence to support this decision which can be shared with elected members.

*Finally, I am confident that your proposals for St. Helens based on the objectives and core principles set out in the Strategy will deliver an effective and efficient service that will meet the demands and challenges that the service will meet now and in the future. **KS1***

In surrendering various units will this compromise public trust/perception of police response
Ks17

PCC and Merseyside Police Response;-

The PCC and Merseyside Police welcome the broad support for the proposals within the St Helens area, particularly from the Council. All the comments and suggestions made will be explored before any final decisions are made.

In particular, a review of the options for the College Street Police Station will be undertaken and the findings shared with the Council before a final decision is made on whether to refurbish or rebuild the site, as suggested.

In addition, following concerns raised by tenants, residents and elected members regarding the proposal to relocation of the Tickle Avenue to premises co-located with Helena East, alternative premises closer to the existing location will now be sought. Once the alternative sites have been identified further consultation will be undertaken.

With regard to opening times and opportunities to meet with Merseyside Police Officers local procedures will be put in place to ensure that the times are clearly publicised.

Specific Proposals for the Sefton Basic Command Unit

Q11. Do you agree with the proposals for Sefton?

The Council welcomes proposals for Maghull and Copy Lane which will see those Stations remaining accessible to Knowsley residents. Ks2

OVH welcomes the proposals to refurbish Marsh Lane to become an Area Headquarters that will accommodate a General enquiries Office and neighbourhood and Patrol Hub. This has been mentioned in specific proposals (3.3.7) but not indicated on the new map (see the appendix 4).

OVH also approve the development of new Neighbourhood Patrol Hub and Community Police Station with General Enquiry Office in Southport and retaining of copy Lane Police Station. Ks8

SSCP agrees with the element of the proposal that retains Police presence in all Sefton neighbourhoods.

The following specific queries relate to the proposals:

- *with the proposal for Marsh Lane to become Area HQ what impact does this have on neighbourhood policing? Will this provision also match that being proposed through the Community Police Stations*
- *will residents in Bootle have same access (in relation to appts, drop ins and surgeries) as residents in areas with Community Police Station provision? Similar queries relate to the Neighbourhood and Patrol Hubs in Copy Lane and Southport*
- *subject to clarity on the query raised in response to Q5 SSCP welcomes Community Police Stations matching current Police Station provision within Sefton, however, we would need to understand the impact this would have on policing in these areas before being able to agree the proposals. Ks13*

While I recognise that there is a need to ensure that the estate of the Police Force meets the needs of that Force for the present and foreseeable future, I am concerned that there does not seem to be enough detail in your consultation about a 'strategy' in order to make a proper judgement as to whether it (a) meets the needs of the community better and (b) is achievable. To make such a judgment would require the dissemination of considerably more information than has, to date, been made available, during this 'consultation'. In particular, the proposed sitings for various police facilities in the future appear rather vague, and there is no real information available as to the likely costs and benefits of any new form of provision. As such, it does not seem appropriate to ask the public, or 'stakeholders' to respond with a simple 'Yes' or 'No', on the 'strategy' set out in the consultation documentation to date.

So, while I generally favour a move towards an appropriate Estate strategy to match future police needs, I cannot, on the basis of what I have seen so far, give any approval for the closure and disposal of Southport Police Station, and the present Ainsdale Police Station without a far-clearer idea being provided by the PCC of the achievability, within the expected budget, of equal or superior provision of the services presently delivered on these sites elsewhere in the town.

I also question the appropriateness of it being assumed that it is the best solution for there to be a single HQ for Sefton Borough Police based in Bootle. I would like to see a considered case for the HQ of this force being placed in Southport, the largest community within the Borough and also one with a major visitor population.

I remain concerned about the practice of police officers from Southport and Formby having to spend hours of their time ferrying arrestees to and from Copy Lane police station, a distant facility which creates a number of problems for both those constituents required to attend there and professionals required to assist them.

*I would hope that the consultation process is extended with more detail provided of both the costings and the likely sitings of various elements of the proposed new estate, and the likely savings generated through the proposed sales of buildings proposed for permanent closure/decommissioning. **KS5***

No, because of the lack of information about opening hours of the proposed Community Police Stations, as referred to in response to Q5 above. In addition we have the following concerns:

1. Following the moth-balling of the Southport custody suite, Southport police officers spend significant non-productive time ferrying arrestees to and from Copy Lane police station, approximately a 90 minute round-trip. We are concerned that the proposals for Southport, as they stand could effectively take away any chance of getting the custody suite re-opened in the town.

*2. It is proposed that the Area HQ for the Sefton BCU will be moved to Bootle, at the very southern extremity of the Sefton Area. We would like to see a considered case for the Area HQ being more centrally located. **ks19***

Q12. Do you have any comments on the proposals?

*The proposals for in Maghull and Crosby will not have a major impact on OVH as a registered provider as we do not have many properties in these areas. **Ks8***

*The distance between the general enquiry offices seems large as there will only be community police stations between Southport and the very edge of Liverpool. Again distance in Sefton is an issue as officers may have to travel soe way to attend an incident in the centre of the borough and it is unclear where these officers would be based. **KS9***

*I think the proposals in the area of Merseyside that I live in have been well thought out and I have no issues with the proposals. **Ks15***

PCC and Merseyside Police Response;-

The PCC and Merseyside Police welcome the broad support for the key objectives and core principles, as well as for the proposals within the Sefton area, particularly from the Council. All the comments and suggestions made will be explored before any final decisions are made.

Specific Proposals for the Wirral Basic Command Unit

Q13. Do you agree with the proposals for Wirral?

Q14. Do you have any comments on the proposals?

Will public still have access all the time. **Ks17**

PCC and Merseyside Police Response;-

Although no formal response was received to the key stakeholder questionnaire from organisations representing the Wirral area, it is noted that broad support was received from the Council, as well as overwhelming support amongst the public on the Wirral for the Estate Strategies key objectives and core principles. The PCC and Merseyside Police are committed to working with all key stakeholders to find suitable locations and will continue to have on-going discussions with stakeholders where appropriate.

Specific Proposals for the Liverpool Basic Command Unit

Q15. Do you agree with the proposals for Liverpool?

*The Council welcomes the proposals to retain the Lower Lane, Eaton Road and Belle Vale Police Stations which will be accessible to Knowsley residents' **ks2***

Q16. Do you have any comments on the proposals?

Other than offering possible visible security for Alder Hey, feel that police should be separate. **Ks17**

PCC and Merseyside Police Response;-

Although no formal response was received to the key stakeholder questionnaire from organisations representing the Liverpool area, it is noted that broad support was received from the Mayor and the Council, as well as overwhelming support amongst the public in the Liverpool area, for the key objectives and core principles.

At the time of the consultation detailed proposals for the Liverpool area were not available due to the implications of merging North and South Liverpool Basic Command Units needing to be fully considered before any proposals could be published. Once these proposals are available the PCC and Merseyside Police will consult on them before any final decisions are made.

Specific Proposals for the Corporate Estate

Q17. Do you agree with the proposals for the Corporate Estate?

*Has the possibility of building a new police headquarters been considered rather than refurbish the existing site? **Leaders and Chief Executives***

The Council agrees with the proposals but would like to be informed of the business case to maintain a presence in the city centre should alternative sites not be identified. The Council's view is that maximum resources should be invested in front-line policing rather than in high-cost city centre accommodation.

*The Council supports the disposal of remaining corporately owned and leased premises which are surplus to requirements. **Ks2***

*OVH acknowledges the proposals for the Corporate Estate and agree that the Force Headquarters should remain in its current location. **Ks8***

*SSCP agrees with the proposals if these represent a more effective and efficient use of corporate resources, which would enable greater investment in neighbourhoods **ks9***

*Yes but hoping that downsizing or moving will not affect operational effectiveness. **Ks15***

*Agreed current HQ often good public visible options. **Ks17***

PCC and Merseyside Police Response:-

The PCC and Merseyside Police will now undertake a review of the possibility of relocating Headquarters instead of refurbishing the existing site. The PCC and Merseyside Police are committed to consulting with all potential partners on a potential new location within Merseyside. In the event an alternative location can be identified a business case will be developed to compare against the option of refurbishing Headquarters before any final decision is made.

Q18. Do you have any comments on the proposals?

To reaffirm discussions between the Council and the Commissioner's Chief of Staff, the Council is keen to explore the potential to accommodate the Force's Fleet Service and Facility (which the Council understands is to be relocated from Maghull) at the Council's Stretton Way facility which is strategically located in Huyton just off Junction 6 of M62 and its interchange with the M57 and A5300. In view of its location, this facility provides excellent access to Halton, Knowsley, Liverpool, St Helens and Sefton.

Alternatively, the Council has a Depot facility in Knowsley Industrial Park which may also meet the Commissioner's requirements.

*The Council would welcome a discussion with the Commissioner as to the respective merits of each solution. **Ks2***

*OVH suggest that Merseyside Police should conduct an assessment of the Force's future needs before disposing any corporate owned estate. **Ks8***

*Concern was expressed regarding changes to Custody Units provision and the impact on agency providing services (e.g. Appropriate Adults) to them, also the need to take into account the views of partners. It was noted that ensuring that the benefits of the changes to the custody estate was the key to public acceptance of the strategy. **KS12***

We both know there is a strong expectation around blue light partners working together, and that there are strong operational benefits to blue light colocation.

Building on strong joint working at the JCC, I believe we should develop a formal strategic alliance to focus attention on police/fire colocations that can be achieved speedily. This could be progressed as a matter of urgency as these should be quick wins for the local tax payers.

In particular, you will be aware of the current station merger plans for Knowsley, St Helens and the Wirral. I'm sure you would agree that engagement between Police and Fire at an early stage on these projects would be beneficial.

*I look forward to supporting you to deliver your strategy and for our services to jointly keep Merseyside safer. **Ks14***

*As long as there enough room and technology to be able to function properly it will not be a step backwards. In difficult times, difficult decisions have to be made. I feel that the proposals are hopefully positive accepting that something had to be done to save money. **Ks15***

*What are these items to be sold off. **Ks17***

*Keeping the community informed is very important in this process **ks18***

PCC and Merseyside Police Response;-

Merseyside Police is currently in the process of completing its review of its custody provision. Once this review is completed if there are any proposals regarding changes to the location of the custody suites further consultation will be undertaken with the local communities and appropriate key stakeholders.

The PCC and Merseyside Police are committed to working with all partners and are especially keen to explore all potential opportunities for improving the efficiency and effectiveness of the police estate; in particular it is willing to continue to have discussions with Knowsley Council to explore the potential for relocating the Force's Fleet Service to the existing sites within Knowsley.

In addition to the stakeholder responses, in discussion of the Estates Strategy presentation at the Police & Crime Panel meeting of 16th October, and at the Joint Audit Committee meeting of 6 November the proposals were welcomed and endorsed.

Part C: Employees of Merseyside Police Consultation

Overview

The PCC attended 11 Chief Constable road shows during the consultation period. The road shows were attended by 1,076 Police Officers and Staff (**Appendix 6 refers**). The PCC and Deputy PCC presented the proposals for the estate strategy and they were well received by the employees and the proposals were broadly welcomed.

Detailed Responses/Comments

- An Enquiry Officer raised concerns about reporting in the press that buildings with GEOs would be open 'around the clock', which will not be true when opening times change.
- Specific questions about the location of individual CPSs in Wirral. PCC explained that the current consultation is on the strategy, and further proposals will be brought when available.
- How the estate strategy would impact on the storage of property.
- How spending money on Police Stations would save money, and why the money couldn't be used to prevent further job cuts.

PCC and Merseyside Police Response;-

The PCC and Merseyside Police note the broad support from the employees of Merseyside Police.

Section 3 - Conclusions

The consultation on the Estate Strategy ran from the 1st October to the 30th November 2014. During this period the PCC and Deputy PCC spoke to 3,764 people via 48 public and staff meetings.

The response to the consultation shows overwhelming support for the underlying objectives and core principles of the estate strategy. In addition, broad support was received on the detailed proposals for a Community Police Station, for each Basic Command Unit area, with the exception of Liverpool which has yet to be published, and for the Corporate Estate.

A number of issues and opportunities have been raised during the consultation and these will be considered before the final decisions are made in each area/location.

Based on the response received the PCC and the Chief Constable now propose to formally adopt the proposed objectives and core principles for taking the Estate Strategy forward. It is anticipated that it will take up to 10 years to implement the Estate Strategy. The PCC and Chief Constable will now develop an implementation plan, which will include the requirement for the PCC to formally consider and approve the individual business cases prior to the commencement of each scheme.

Summary of PCC and Merseyside Police Response;-

Part A: General Public Consultation

The PCC and Merseyside Police note the overwhelming public support for the Estate Strategy proposals.

Part B: Key Stakeholder Consultation

Q1 & 2 Objectives

Approves the Objectives contained within the original proposal.

In addition, the PCC and Merseyside Police are committed to continue to explore opportunities to collaborate through co-location within existing or newly regenerated provision across Merseyside.

Q3 & 4 Core Principles

Approves the Core Principles contained within the original proposal.

Q5 & 6 Community Police Stations

The PCC and Merseyside Police approve the proposals for a Community Police Station, with the addition that the stations are also used as centres for reporting Hate Crime.

In addition, PCC and Merseyside Police are committed to continue to consult with all key partners and the general public on the location of any new Community Police Station before a final decision is made. The PCC also reaffirms her commitment that no Police Station will be closed until a suitable replacement has been opened.

Merseyside Police will also at a local level discuss opportunities to join up services with other partners where appropriate. With regard to opening times and opportunities to meet with Merseyside Police Officers local procedures will be put in place to ensure that the times are clearly publicised.

Q7 & 8 Knowsley

The PCC and Merseyside Police welcome the broad support for the proposals within the Knowsley area, particularly from the Council. All the comments and suggestions made will be explored before any final decisions are made. The willingness of the Council to work with the PCC and Merseyside Police to find suitable locations for the Community Police Stations within the Borough is also very much welcomed. The PCC and Merseyside are committed to working with the Council to find suitable locations and will continue to have on-going discussions with each other. In addition, we welcome the opportunity to discuss the potential co-location of Council Officers within any new or refurbished location.

Q9 & 10 St Helens

The PCC and Merseyside Police welcome the broad support for the proposals within the St Helens area, particularly from the Council. All the comments and suggestions made will be explored before any final decisions are made.

In particular, a review of the options for the College Street Police Station will be undertaken and the findings shared with the Council before a final decision is made on whether to refurbish or rebuild the site, as suggested.

In addition, following concerns raised by tenants, residents and elected members regarding the proposal to relocation of the Tickle Avenue to premises co-located with Helena East, alternative premises closer to the existing location will now be sought. Once the alternative sites have been identified further consultation will be undertaken.

With regard to opening times and opportunities to meet with Merseyside Police Officers local procedures will be put in place to ensure that the times are clearly publicised.

Q11 & 12 Sefton

The PCC and Merseyside Police welcome the broad support for the proposals within the Sefton area, particularly from the Council.

Q13 & 14 Wirral

Although no formal response was received to the key stakeholder questionnaire from organisations representing the Wirral area, it is noted that broad support was received from the Council, as well as overwhelming support amongst the public on the Wirral for the Estate Strategies key objectives and core principles. The PCC and Merseyside Police are committed to working with all key stakeholders to find suitable locations and will continue to have on-going discussions with stakeholders where appropriate.

Q15 & Q16 Liverpool

Although no formal response was received to the key stakeholder questionnaire from organisations representing the Liverpool area, it is noted that broad support was received from the Mayor and the Council, as well as overwhelming support amongst the public in the Liverpool area, for the key objectives and core principles.

At the time of the consultation detailed proposals for the Liverpool area were not available due to the implications of merging North and South Liverpool Basic Command Units needing to be fully considered before any proposals could be published. Once these proposals are available the PCC and Merseyside Police will consult on them before any final decisions are made.

Q17 Corporate Estate

The PCC and Merseyside Police will now undertake a review of the possibility of relocating Headquarters instead of refurbishing the existing site. The PCC and Merseyside Police are committed to consulting with all potential partners on a potential new location within Merseyside. In the event an alternative location can be identified a business case will be developed to compare against the option of refurbishing Headquarters before any final decision is made.

Q18 Other Issues

Merseyside Police is currently in the process of completing its review of its custody provision. Once this review is completed if there are any proposals regarding changes to the location of the custody suites further consultation will be undertaken with the local communities and appropriate key stakeholders.

The PCC and Merseyside Police are committed to working with all partners and are especially keen to explore all potential opportunities for improving the efficiency and effectiveness of the police estate; in particular it is willing to continue to have discussions with Knowsley Council to explore the potential for relocating the Force's Fleet Service to the existing sites within Knowsley.

Part C: Employees of Merseyside Police Consultation

The PCC and Merseyside Police note the broad support from the employees of Merseyside Police

PCC and Merseyside Police Estate Strategy

The Objectives of the Estate Strategy

The overall objective of the strategy is to provide accessible policing for every community and ensure that the police estate is not only fit for purpose today, but fit for the future too.

The Estate Strategy aims to deliver new and refurbished accommodation which will facilitate modern ways of working, effective partnerships, efficiency improvements and increased flexibility and mobility.

The strategy includes:-

- (i) The requirement to adapt the estate to meet the challenges of the policy of austerity;
- (ii) The need to replace inefficient space with open plan flexible working to maximise space usage;
- (iii) The co-location of services to facilitate improved operational effectiveness and efficiency;
- (iv) The development of appropriate accommodation for each Basic Command Unit and neighbourhood, as well as the corporate functions;
- (v) Resolving the costly maintenance issues within the existing estate and those required in the immediate future;
- (vi) The consideration of commercial opportunities to maximise potential value in the estate whilst providing fit for purpose, affordable alternatives;
- (vii) The need to explore opportunities for collaboration with partners, other agencies and developers through co-location, re-generation and development initiatives to be at the heart of communities, where a visible police presence is needed in each neighbourhood; and
- (viii) The use of more energy efficient building design, via thermal insulation, protection from solar gain, green energy initiatives and zoning of heating and lighting installations.

Estate Strategy Core Principles

The following core principles have been used to develop the Estate Strategy and to identify the detailed proposals for each Basic Command Unit and the corporate estate are:-

- (i) **Affordability:** All solutions will be fully costed with tangible benefits and deliver a significant reduction in running, maintenance and lease costs across the estate.
- (ii) **Co-location:** Functions and departments will be co-located where possible in refurbished or new, efficient accommodation.
- (iii) **Maintenance first:** All larger maintenance issues relating to essential buildings will be addressed.
- (iv) **Resource management:** The full potential of existing buildings will be fully realised.
- (v) **Accessibility:** Community Police Stations will be at the heart of communities and each community served by a station will have access to officers on the beat.
- (vi) **Focus on the future:** Improve efficiency with an estate that is ready to meet future challenges.
- (vii) **Sustainability:** Local social and economic value principles will be applied and all buildings will be fully assessed against key sustainability criteria to ensure environmental and legal compliance, whilst delivering real cost efficiencies.
- (viii) **Feasibility:** All property solutions will support operational policing.

The Estate Strategy in detail

To provide the flexible, accessible policing that neighbourhoods need, this strategy will create more efficient buildings, generate opportunities to co-locate with partners and extend collaborative working.

The Estate Strategy will result in:-

- **The refurbishment and utilisation of existing buildings where possible**, maximising the current estate, **or providing new buildings** with more efficient office and storage space at the heart of communities.
- Identifying and developing commercial opportunities that will create **capital for reinvestment in the estate**.
- **A major refurbishment of at least one large station in each area, creating a headquarters** to accommodate office-based functions and a neighbourhood team in a location that is fit for purpose.
- Accommodating neighbourhood and patrol staff, either by **co-locating or disposing of existing buildings to provide new, better located facilities**.
- **Developing Community Police Stations** to support neighbourhood policing in locations where older stations are in the wrong areas or are no longer suitable. These will give police officers and police community support officers a real base in each community where they can meet the public and operate more effectively.
- Building **a new Operational Command Centre for the Matrix Serious and Organised Crime portfolio** (releasing leased accommodation) and implementing **essential refurbishments to Merseyside Police Headquarters**.
- **Delivering real savings via the release of a number of leased properties**, presently costing in excess of £1million each year and reducing the overall number of buildings in the portfolio.

The police custody estate is subject to a separate review and will be the subject of further discussions at a later date.

The BCU Estate solution will comprise of the following property types:-

BCU Headquarters

The strategic plan for the BCU estate is to bring together predominantly desk based staff, some of which are currently dispersed in existing buildings to be accommodated within the BCU Headquarters along with a Neighbourhood and Patrol Team.

Where applicable within the BCU the proposed desk based staff include the following:-

- Command Team.
- Area Admin.
- Operational Tasking Unit.
- Proactive team.
- Investigations (CID, Sigma, Vulnerable Persons Unit).
- General Enquiry Office.
- Proactive Unit.
- Field Intelligence Officers.
- Stronger Communities Team.

The co-location of desk based staff will enhance the opportunities to exchange information and share resources, reducing the amount of travel time when attending meetings and generally improving working efficiencies. Following the centralisation of desk based personnel, this will release space within other buildings, therefore leading to opportunities to rationalise the estate.

The refurbishment of the existing buildings will be extensive; this will improve the layouts and provide open plan office space required to facilitate new ways of working whilst also improving the building energy performance and reducing the current maintenance liability.

The BCU Headquarters will provide the following:-

- A flexible and future proofed space.
- Parade on space and facilities (including lockers and changing rooms).

- Meeting rooms.
- General Enquiry Office.
- Improved layout to maximise benefit of natural light and ventilation.
- Improve the building energy and thermal comfort performance e.g. improved thermal insulation.
- Break-Out/Touch down spaces.
- Storage space.
- Refreshment space.
- Upgrades to the electrical distribution, e.g., daylight and presence control on lighting installations.
- Gymnasium.
- Disability Discrimination Act compliance.
- Parking for vehicles and bicycles.
- Delivery of solutions to resolve on-going maintenance issues relating to for example mechanical and electrical installations and roof coverings to clear backlog and required planned maintenance.

Neighbourhood and Patrol Hubs

The future Neighbourhood and Patrol Hubs will predominately be used by the

Neighbourhood and Patrol teams. The accommodation required lends itself more towards a flexible open plan style with a number of support spaces.

The Neighbourhood and Patrol Hub will provide:-

- Lockers and Storage for kit and equipment.
- Changing facilities.
- Briefing room.
- Writing room.
- Refreshment area.
- Vehicle and bicycle parking.

- Gymnasium.

The Neighbourhood and Patrol facilities will be used for staff to parade on; therefore, space is required for lockers and the storage of Airwaves and/or CS gas.

Community Police Stations Proposal

The Community Police Station will provide officers with:-

- Space to be able to meet with the public by appointment or during publicised opening hours, through a 'drop in' during a surgery-style approach. This could be a community room or meeting room within a shared building;
- A small office/ writing space to access policy systems;
- Refreshment and toilet facilities, which could be shared; and
- Storage area for uniform and equipment.

Where there is no operational requirement for the Community Police Stations to be used for officers to report on duty; space will be provided for future flexibility should this be required.

The precise location and design for the Community Police Station will vary dependent on facilities available in the area. The PCC and Merseyside Police will actively seek premises that enable co-location with partners to reduce costs and improve accessibility.

A Community Police Station will typically demonstrate the following features:-

- They bring staff to the heart of their communities rather than 'distant stations'.
- They will be accessible to members of the public by appointment or during publicised opening hours.
- They will not be permanently staffed and will not provide a General Enquiry Office function unless otherwise stated.
- They will have access to private areas to meet the public.

The locations of the proposed Community Police Stations will be detailed within the specific proposals for each Basic Command Unit.

Specific Proposals for the St Helens Basic Command Unit (coterminous with St Helens MBC).

St Helens

- Retain and refurbish existing Area Headquarters to include a General Enquiry Office and Neighbourhood and Patrol Hub.

Newton-le-Willows

- Dispose of the current building and replace with a new Community Police Station and Neighbourhood and Patrol Hub.

Rainford, Billinge, Moss Bank, Millersdale, Tickle Ave, Eccleston

- Retain as Community Police Station or Co-located Community Police Station.
- Relocate Tickle Avenue to premises.

Sutton, Thatto Heath

- Replace with a co-located Community Police Station.

Central Street and Dane Court

- Surrender the lease for the Dane Court Cop Shop.
- Surrender the lease for Central Street offices.

Atlas House

- Multi Agency Strategic Hub remains co-located with Partners.

Specific Proposals for the Sefton Basic Command Unit (coterminous with Sefton MBC).

Marsh Lane

- Phased refurbishment of station to become Area Headquarters and accommodate Marsh Lane Neighbourhood and Patrol Hub and General Enquiry Office.

Southport/Formby/Ainsdale

- Develop new Neighbourhood and Patrol Hub for Southport and Formby. Dispose of both existing police stations and custody suite on completion.
- Develop Community Police Station with General Enquiry Office in Southport.
- Community Police Station for Formby and Ainsdale and disposal of existing sites upon completion.

Maghull

- Provide a Community Police Station replacement and dispose of existing police station.
- Relocate Vehicle Fleet Management to site at Smithdown Lane.

Crosby

- Provide a Community Police Station replacement and dispose of existing police Station.

Copy Lane

- Retain and refresh Copy Lane Police Station.

Specific Proposals for the Wirral Basic Command Unit (coterminous with Wirral MBC).

Wallasey

- Retain and refurbish to become Area Headquarters and accommodate Wallasey Neighbourhood and Patrol Hub and General Enquiry Office.

Birkenhead/Upton

- Develop new Neighbourhood and Patrol Hub and dispose of existing police stations on completion.
- Community Police Station replacement in Upton.
- Community Police Station replacement with General Enquiry Office in Birkenhead.

Bromborough / Bebington

- Retain and refurbish Bebington to become a Community Police Station and Neighbourhood and Patrol Hub replacement for Bromborough.
- Dispose of Bromborough.

Heswall / Hoylake / Moreton /Well Lane / Laird Street

- Replace each with a Community Police Station and dispose of the existing police stations.

Specific Proposals for the Liverpool Basic Command Unit (coterminous with Liverpool CC).

The merger of Liverpool North and South has delayed the progress of the Estate Strategy in this area. The Strategy for Liverpool will follow **the same core principles** as the rest of Merseyside.

Discussions are taking place with Alder Hey Hospital regarding the possible provision of a Community Police Station within their site leading to the disposal of Eaton Road Police Station.

Specific Proposals for the Corporate Estate

Force Headquarters will remain in its current location and be refurbished subject to a satisfactory business case, alternative sites to be considered if they represent a more financially viable alternative.

Smithdown Lane and Mather Avenue to be refurbished.

A new Operational Command Centre will be developed that will provide space for protective services and specialist functions.

All remaining corporate owned and leased premises to be disposed of.

Background Information

2.1 The Current Police Estate

- 2.1.1 The PCC owns all land, buildings and assets used and operated by Merseyside Police. The current estate consists of 78 buildings with a total gross internal floor area of circa 110,000m² and it costs approximately £12million per annum to run and maintain the buildings. A number of the buildings are leased by the PCC at an annual cost of around £1million. The average age of the buildings is 52 years, with the oldest building occupied dating as far back as 1890, which means that the estate requires constant funding to ensure that it remains operational. Details of all the land and buildings owned or occupied can be found on the PCC's website.
- 2.1.2 The properties are mixed in use and include: Police Headquarters in Liverpool City Centre, Police Stations, Office space, Training areas, Stables, Laboratories, Car Parks, Firing Range, Vehicle Work Shops and tenanted houses.
- 2.1.3 The properties are contained within the Merseyside geographical boundary that includes Wirral, Sefton, Liverpool, St Helens and Knowsley. In addition to these properties, PCC and Merseyside Police are also involved in a number of collaborative and regional projects which result in the need to manage buildings within the North West, namely, Cheshire, Lancashire and Greater Manchester.

2.2 Estate Challenges

- 2.2.1 The buildings in use vary in size but commonly have inefficient layouts, with typically cellular office accommodation and insufficient locker space for storage of kit and equipment. The heating systems are often inefficient and although boilers can be replaced the single pipe installations provide little opportunity to introduce zoning controls that can lead to a reduction in energy consumption and the carbon footprint.
- 2.2.2 Another consequence of the ageing estate is that it is more expensive to maintain. It is noted that investment is needed even if the Estate Strategy is not implemented. For example Force Headquarters, the building is now 37 years old, certain parts of the building fixtures and installations have started to fail and require replacement e.g. heating and ventilation systems and windows. These are significant and major works that will lead to disruption and considerable cost. They cannot be ignored as failure may make the building uninhabitable for existing use.

- 2.2.3 For corporate functions, i.e. those serving the whole Force, the spread of the estate and space available results in the fragmentation of departments and portfolios. For example the Protective Services portfolio is currently based on seven different sites. Improvements and consolidation of the estate will result in operational efficiencies which help in delivering the challenges of the austerity measures.
- 2.2.4 As the Force reduces in size due to the austerity measures, pockets of space are becoming available but as the estate is already fragmented efficient use of this space is very limited. The space in Neighbourhood Stations is underutilised in some locations, with as much as 60% of the space no longer occupied. However, the opportunity to make savings from this space is limited as a local base is still required albeit smaller than the existing provision.
- 2.2.5 With the continuing challenges of the austerity measures the most significant way to reduce estate costs is to rationalise the estate, to meet this challenge the estate needs to be re-configured. Put into context if austerity continues at its current pace it is estimated that the Force will have reduced by over 40% in numbers by 2018 but still retains the same estate as before the austerity measures.
- 2.2.6 The past few decades have seen a significant geographical shift in housing and population. Urban regeneration and suburban development has meant that some police stations are no longer right at the heart of communities. This is because the communities themselves have moved to new, thriving estates. In addition, the way that residents are using the police service continues to evolve, with many people preferring to contact the police service, report suspicious activity or access police services by phone or online rather than calling into the stations themselves. In 1974, when Merseyside Police was formed, it received 190 thousand calls. Last year, the call handlers took more than 830 thousand calls.

2.3 Estate Strategy Proposals

2.3.1 The Objectives of the Estate Strategy

The overall objective of the strategy is to provide accessible policing for every community and ensure that the police estate is not only fit for purpose today, but fit for the future too.

The Estate Strategy aims to deliver new and refurbished accommodation which will facilitate modern ways of working, effective partnerships, efficiency improvements and increased flexibility and mobility.

The strategy includes:-

- (ix) The requirement to adapt the estate to meet the challenges of the policy of austerity;
- (x) The need to replace inefficient space with open plan flexible working to maximise space usage;
- (xi) The co-location of services to facilitate improved operational effectiveness and efficiency;
- (xii) The development of appropriate accommodation for each Basic Command Unit and neighbourhood, as well as the corporate functions;
- (xiii) Resolving the costly maintenance issues within the existing estate and those required in the immediate future;
- (xiv) The consideration of commercial opportunities to maximise potential value in the estate whilst providing fit for purpose, affordable alternatives;
- (xv) The need to explore opportunities for collaboration with partners, other agencies and developers through co-location, re-generation and development initiatives to be at the heart of communities, where a visible police presence is needed in each neighbourhood; and
- (xvi) The use of more energy efficient building design, via thermal insulation, protection from solar gain, green energy initiatives and zoning of heating and lighting installations.

2.3.2 Estate Strategy Core Principles

The following core principles have been used to develop the Estate Strategy and to identify the detailed proposals for each Basic Command Unit and the corporate estate are:-

- (ix) **Affordability:** All solutions will be fully costed with tangible benefits and deliver a significant reduction in running, maintenance and lease costs across the estate.
- (x) **Co-location:** Functions and departments will be co-located where possible in refurbished or new, efficient accommodation.
- (xi) **Maintenance first:** All larger maintenance issues relating to essential buildings will be addressed.
- (xii) **Resource management:** The full potential of existing buildings will be fully realised.
- (xiii) **Accessibility:** Community Police Stations will be at the heart of communities and each community served by a station will have access to officers on the beat.
- (xiv) **Focus on the future:** Improve efficiency with an estate that is ready to meet future challenges.
- (xv) **Sustainability:** Local social and economic value principles will be applied and all buildings will be fully assessed against key sustainability criteria to ensure environmental and legal compliance, whilst delivering real cost efficiencies.

(xvi) **Feasibility:** All property solutions will support operational policing.

2.3.3 The Estate Strategy in detail

To provide the flexible, accessible policing that neighbourhoods need, this strategy will create more efficient buildings, generate opportunities to co-locate with partners and extend collaborative working.

The Estate Strategy will result in:-

- **The refurbishment and utilisation of existing buildings where possible**, maximising the current estate, **or providing new buildings** with more efficient office and storage space at the heart of communities.
- Identifying and developing commercial opportunities that will create **capital for reinvestment in the estate**.
- **A major refurbishment of at least one large station in each area, creating a headquarters** to accommodate office-based functions and a neighbourhood team in a location that is fit for purpose.
- Accommodating neighbourhood and patrol staff, either by **co-locating or disposing of existing buildings to provide new, better located facilities**.
- **Developing Community Police Stations** to support neighbourhood policing in locations where older stations are in the wrong areas or are no longer suitable. These will give police officers and police community support officers a real base in each community where they can meet the public and operate more effectively.
- Building a new **Operational Command Centre for the Matrix Serious and Organised Crime portfolio** (releasing leased accommodation) and implementing **essential refurbishments to Merseyside Police Headquarters**.
- **Delivering real savings via the release of a number of leased properties**, presently costing in excess of £1million each year and reducing the overall number of buildings in the portfolio.

The police custody estate is subject to a separate review and will be the subject of further discussions at a later date.

2.3.4 The proposed BCU Estate solution will comprise of the following property types:-

BCU Headquarters

The strategic plan for the BCU estate is to bring together predominantly desk based staff, some of which are currently dispersed in existing buildings to be accommodated within the BCU Headquarters along with a Neighbourhood and Patrol Team.

Where applicable within the BCU the proposed desk based staff include the following:-

- Command Team.
- Area Admin.
- Operational Tasking Unit.
- Proactive team.
- Investigations (CID, Sigma, Vulnerable Persons Unit).
- General Enquiry Office.
- Proactive Unit.
- Field Intelligence Officers.
- Stronger Communities Team.

The co-location of desk based staff will enhance the opportunities to exchange information and share resources, reducing the amount of travel time when attending meetings and generally improving working efficiencies. Following the centralisation of desk based personnel, this will release space within other buildings, therefore leading to opportunities to rationalise the estate.

The refurbishment of the existing buildings will be extensive; this will improve the layouts and provide open plan office space required to facilitate new ways of working whilst also improving the building energy performance and reducing the current maintenance liability.

The BCU Headquarters will provide the following:-

- A flexible and future proofed space.
- Parade on space and facilities (including lockers and changing rooms).

- Meeting rooms.
- General Enquiry Office.
- Improved layout to maximise benefit of natural light and ventilation.
- Improve the building energy and thermal comfort performance e.g. improved thermal insulation.
- Break-Out/Touch down spaces.
- Storage space.
- Refreshment space.
- Upgrades to the electrical distribution, e.g., daylight and presence control on lighting installations.
- Gymnasium.
- Disability Discrimination Act compliance.
- Parking for vehicles and bicycles.
- Delivery of solutions to resolve on-going maintenance issues relating to for example mechanical and electrical installations and roof coverings to clear backlog and required planned maintenance.

Neighbourhood and Patrol Hubs

The future Neighbourhood and Patrol Hubs will predominately be used by the

Neighbourhood and Patrol teams. The accommodation required lends itself more towards a flexible open plan style with a number of support spaces.

The Neighbourhood and Patrol Hub will provide:-

- Lockers and Storage for kit and equipment.
- Changing facilities.
- Briefing room.
- Writing room.
- Refreshment area.
- Vehicle and bicycle parking.

- Gymnasium.

The Neighbourhood and Patrol facilities will be used for staff to parade on; therefore, space is required for lockers and the storage of Airwaves and/or CS gas.

Community Police Stations Proposal

The Community Police Station will provide officers with:-

- Space to be able to meet with the public by appointment or during publicised opening hours, through a 'drop in' during a surgery-style approach. This could be a community room or meeting room within a shared building;
- A small office/ writing space to access policy systems;
- Refreshment and toilet facilities, which could be shared; and
- Storage area for uniform and equipment.

Where there is no operational requirement for the Community Police Stations to be used for officers to report on duty; space will be provided for future flexibility should this be required.

The precise location and design for the Community Police Station will vary dependent on facilities available in the area. The PCC and Merseyside Police will actively seek premises that enable co-location with partners to reduce costs and improve accessibility.

A Community Police Station will typically demonstrate the following features:-

- They bring staff to the heart of their communities rather than 'distant stations'.
- They will be accessible to members of the public by appointment or during publicised opening hours.
- They will not be permanently staffed and will not provide a General Enquiry Office function unless otherwise stated.
- They will have access to private areas to meet the public.

The locations of the proposed Community Police Stations will be detailed within the specific proposals for each Basic Command Unit.

2.3.5 Specific Proposals for the St Helens Basic Command Unit (coterminous with St Helens MBC).

St Helens

- Retain and refurbish existing Area Headquarters to include a General Enquiry Office and Neighbourhood and Patrol Hub.

Newton-le-Willows

- Dispose of the current building and replace with a new Community Police Station and Neighbourhood and Patrol Hub.

Rainford, Billinge, Moss Bank, Millersdale, Tickle Ave, Eccleston

- Retain as Community Police Station or Co-located Community Police Station.
- Relocate Tickle Avenue to premises co-located with Helena East housing.

Sutton, Thatto Heath

- Replace with a co-located Community Police Station.

Central Street and Dane Court

- Surrender the lease for the Dane Court Cop Shop.
- Surrender the lease for Central Street offices.

Atlas House

- Multi Agency Strategic Hub remains co-located with Partners.

2.3.6 Specific Proposals for the Sefton Basic Command Unit (coterminous with Sefton MBC).

Marsh Lane

- Phased refurbishment of station to become Area Headquarters and accommodate Marsh Lane Neighbourhood and Patrol Hub and General Enquiry Office.

Southport/Formby/Ainsdale

- Develop new Neighbourhood and Patrol Hub for Southport and Formby. Dispose of both existing police stations and custody suite on completion.
- Develop Community Police Station with General Enquiry Office in Southport.
- Community Police Station for Formby and Ainsdale and disposal of existing sites upon completion.

Maghull

- Provide a Community Police Station replacement and dispose of existing police station.
- Relocate Vehicle Fleet Management to site at Smithdown Lane.

Crosby

- Provide a Community Police Station replacement and dispose of existing police Station.

Copy Lane

- Retain and refresh Copy Lane Police Station.

2.3.7 Specific Proposals for the Wirral Basic Command Unit (coterminous with Wirral MBC).

Wallasey

- Retain and refurbish to become Area Headquarters and accommodate Wallasey Neighbourhood and Patrol Hub and General Enquiry Office.

Birkenhead/Upton

- Develop new Neighbourhood and Patrol Hub and dispose of existing police stations on completion.
- Community Police Station replacement in Upton.
- Community Police Station replacement with General Enquiry Office in Birkenhead.

Bromborough / Bebington

- Retain and refurbish Bebington to become a Community Police Station and Neighbourhood and Patrol Hub replacement for Bromborough.
- Dispose of Bromborough.

Heswall / Hoylake / Moreton /Well Lane / Laird Street

- Replace each with a Community Police Station and dispose of the existing police stations.

2.3.8 Specific Proposals for the Liverpool Basic Command Unit (coterminous with Liverpool CC).

The merger of Liverpool North and South has delayed the progress of the Estate Strategy in this area. The Strategy for Liverpool will follow **the same core principles** as the rest of Merseyside.

Discussions are taking place with Alder Hey Hospital regarding the possible provision of a Community Police Station within their site leading to the disposal of Eaton Road Police Station.

2.3.9 Specific Proposals for the Corporate Estate

Force Headquarters will remain in its current location and be refurbished subject to a satisfactory business case, alternative sites to be considered if they represent a more financially viable alternative.

Smithdown Lane and Mather Avenue to be refurbished.

A new Operational Command Centre will be developed that will provide space for protective services and specialist functions.

All remaining corporate owned and leased premises to be disposed of.

Appendix 4

List of meetings Held with the Key Stakeholders

Title of Meeting	Date	Time	Location	Attendees
MP's briefing at Force HQ	September 5 th	2-3pm (30 mins talk, 30 mins FAQ's)	Cotton Suite, HQ	Each of Merseyside's MPs have been invited.
Staff Associations and Trade Unions	September 8 th	2-3 pm	PCC's office	Representatives from Unison, GMB, Merseyside Police Federation & Merseyside Police
Merseyside Criminal Justice Board	September 10 th	1-3pm	Cotton Suite, HQ	Presentation to full Board.
Merseyside Community Safety Partnership	September 12 th	10 to noon	Knowsley Borough Council, Huyton	Presentation to full Partnership.
Voluntary, Community, Faith and Social Enterprise (VCFSE) Network	September 18 th	2 to 4.30pm	Kumba Immani Centre	Representatives from the VCFSE sector.
Merseyside Local Authority Leaders and Chief Executives	September 19 th	9.30 – 11am	Merseytrave I – Mann Island, Liverpool	All leaders & Mayor, plus chief executives.

Appendix 5

List of Public Meetings and attendance Figures

		Liverpool
1	1	Liverpool Roadshow - Smithdown
2	2	Liverpool Roadshow - Mather Ave
3	3	Liverpool Roadshow - Rice lane
4	4	CVS Quaker House
5	5	Liverpool Roadshow - Utting Ave
6	6	Liverpool Public Meeting
		Wirral
1	7	Wirral Roadshow - West Kirby
2	8	Wirral Roadshow - Heswall
3	9	Wirral Roadshow - Bromborough
4	10	Wirral Roadshow - Bidston
5	11	Wirral Roadshow - Pyramids
6	12	Wirral Public Meeting
7	13	Wirral Older Peoples Parliament
		Sefton
1	14	Sefton Roadshow - Bootle
2	15	Sefton Public Meeting - Ainsdale
3	16	Sefton Public Meeting - Formby
4	17	Sefton Public Meeting - Magull
5	18	Sefton Roadshow - Southport
6	19	Sefton Roadshow - Formby
7	20	Sefton Roadshow - Crosby
8	21	Formby Guildhall Public Meeting
9	22	Sefton Public Meeting - Southport
10	23	Sefton – Southport Parish Council
		St Helens
1	24	St Helens - D1 Roadshow
2	25	St Helens - D2 Roadshow
3	26	Rainhill Parish council meeting 1
4	27	Rainhill Parish Council Meeting 2
5	28	Mission in the Economy _ Public Meeting
6	29	Newton Public Meeting
7	30	St Helens Public Meeting
8	31	St Helens - D3 Roadshow

		Knowsley
1	32	Knowsley Roadshow - Huyton
2	33	Knowlsey Roadshow - Halewood
3	34	Prescot _ Roadshow
4	35	Knowlsey Roadshow - Kirkby
5	36	Kirkby Public Meeting
6	37	Huyton Public Meeting
37	0	Grand Total

Appendix 6

List of Chief Constable Road Shows attended by the PCC

Date	Session Time	Venue
Monday 1st Sept 2014	14.00 - 15.30	HQ Lecture Theatre
Thursday 25th Sept 2014	14.00 - 15.30	HQ Lecture Theatre
Tuesday 30th Sept 2014	14.30 - 16.00	Upton Station (Wirral)
Monday 20th October 2014	14.00 - 15.30	St Helens Station (St Helens)
Monday 27th October 2014	14.00 - 15.30	HQ Lecture Theatre
Tuesday 28th October 2014	10.00 - 11.30	HQ Lecture Theatre
Wednesday 29th October 2014	14.00 - 15.30	Crosby Lakeside Adventure Centre
Monday 3rd November 2014	14.00 - 15.30	Mather Ave (Liverpool South)
Tuesday 11th November 2014	14.00 - 15.30	HQ Lecture Theatre
Tuesday 25th November 2014	14.00 - 15.30	HQ Lecture Theatre
Monday 1st December 2014	10.00 - 11.30	HQ Lecture Theatre