

Creating a new force for the future

The proposed merger of
Dorset Police and Devon & Cornwall Police



Working together



2015 alliance agreed



25% of staff



38 business cases



21 live business areas



Where we are today

Operational Policing

- Roads Policing
- Dogs
- Firearms
- Drones
- Prevention
- Integrated Offender Management

Operational Support

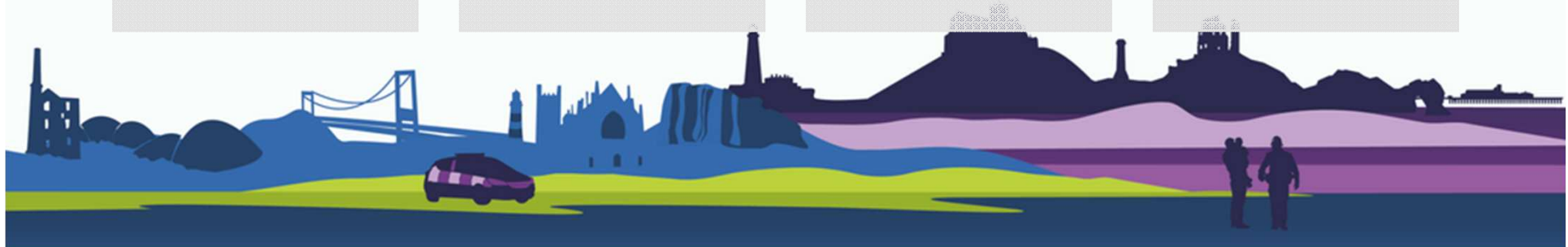
- Ops Planning and Command
- Alcohol Licensing
- Professional Standards
- Intelligence
- Evidential Property

Business Support

- Legal Services
- Finance
- People
- Information Management
- Business Change
- Audit, Insurance and Risk
- Fleet Services
- Admin
- Business Support Services
- ICT

Other teams due to go live this year

- Firearms Licensing
- Major Crime
- Corporate Communications and Engagement
- Resource Management Unit



This is the right thing to do

**Long-term sustainability of
policing provision**

**Increased operational
resilience**

Transformation

**Efficiency, for example, through
reducing duplication**

**Stronger voice for rural, urban
and coastal policing in the
national landscape**

**Wider public-sector
transformation**

**Growth through reinvestment
of savings in the frontline**



This is really the right thing to do

Decision making

- 4 corporations sole
- working styles
- philosophy
- agendas



Governance

- 3 governance strands
- no clear lines of oversight
- governance costs
- opportunity costs



Key Lines of Enquiry

1. Does the merger proposal have a clear **economic** basis? (including a clear and viable path for precept equalisation)
2. Will the merger improve the **efficiency** of the police?
3. Will the merger improve the **effectiveness** of policing?
4. Will the merger have an impact on **public safety**?
5. Does the proposal have sufficient **local support**?
6. Adherence to the **merger process** and its effective management
7. How, due to the merger, the public will continue to have an **effective voice/scrutiny** on policing in Dorset? (which covers a large geographical area)



I. Economic Basis

Aims	Weighting (%)	Weighted score		
		Existing state	Merge	Extended strategic alliance
Improved Service to the Public	52%	16%	30%	19%
A More Resilient & Sustainable Police Service	17%	3%	10%	6%
Increased Operational Efficiency	18%	5%	10%	6%
Increased Accountability	5%	1%	4%	2%
Increased National Influence	8%	3%	5%	3%
Total	100%	28%	58%	36%

2. Efficiency: Cost-benefit

	Option			Option		
	1	2	3	1	2	3
	Status Quo	Alliance extension	Merger	Status Quo	Alliance extension	Merger
	Total (£'000s)			NPV (£'000s)		
Benefits						
Total	97,567	101,303	142,741	79,846	82,874	116,189
Cost						
Total	11,439	11,614	14,704	10,188	10,333	13,086
Net benefit pre-adjustments	86,128	89,689	128,038	69,658	72,542	103,103
Less:						
Total Optimism Bias and Risks	43,361	42,744	39,899	35,568	35,052	32,582
Total after optimism bias and risk adjustment	42,767	46,945	88,139	34,090	37,490	70,521

2. Efficiency: Productivity

- Static efficiency:
 - Restructuring operational capability
 - Elimination of duplication
 - £3.4m to frontline
 - Reduction of supervisory posts
- Dynamic efficiency:
 - Removal of inefficiencies



3. Effectiveness

- Single joined-up operating model
- Reduction in inspection regime: HMICFRS, FMS
- Single vision and mission: Better insight and analysis
- Single performance management framework
- Opportunity to implement good practice



4. Public Safety

- Resiliency across geography, including in rural and coastal communities
- Better ability to work with, and support, partners
- Whole system approach – co-commissioning, data sharing, joint needs assessments
- Value for money, economies of scale, capability







5. Local Support: Summary

The Home Office has given clear guidance regarding which stakeholders it considers engagement is vital.





Stakeholders

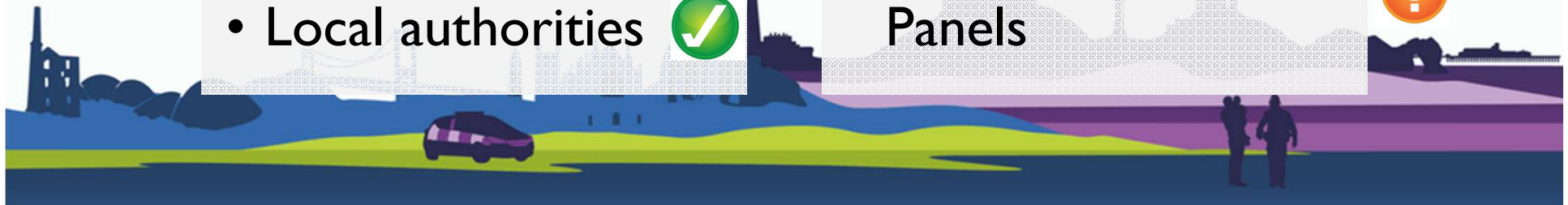
“sufficient support”

- Staff, unions and staff associations 
- Local public 
- Local MPs 
- Local authorities 

Policing bodies

“no clear objection”

- HMICFRS 
- NPCC 
- College of Policing 
- Police and Crime Panels 



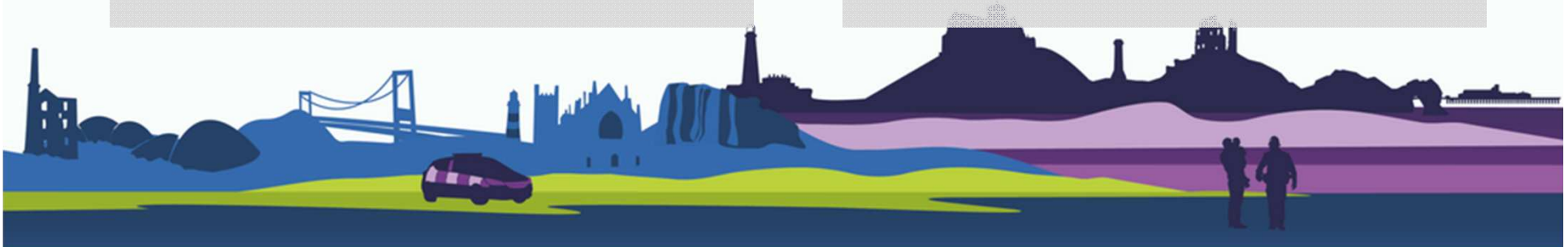
Local Government

Supportive or neutral

- Local Members of Parliament
- Devon County Council
- Torbay Council
- Dorset Council (all council leaders and chief executives)
- District/town/parish councils

Unsupportive

- Plymouth City Council
- Cornwall Council
- District/town/parish councils incl:
 - St. Austell Town
 - St. Hilary Parish
 - Illogan Parish
 - Bodmin Town
 - St. Mewan Parish
 - Corfe Castle
 - Worth Matravers



Trade unions & staff associations

Supportive or neutral

- D&C Unison
- D&C Police Federation
- Dorset Police Federation
- Police Superintendents' Association
- GMB

Unsupportive

- Dorset Unison survey (15% of police staff)

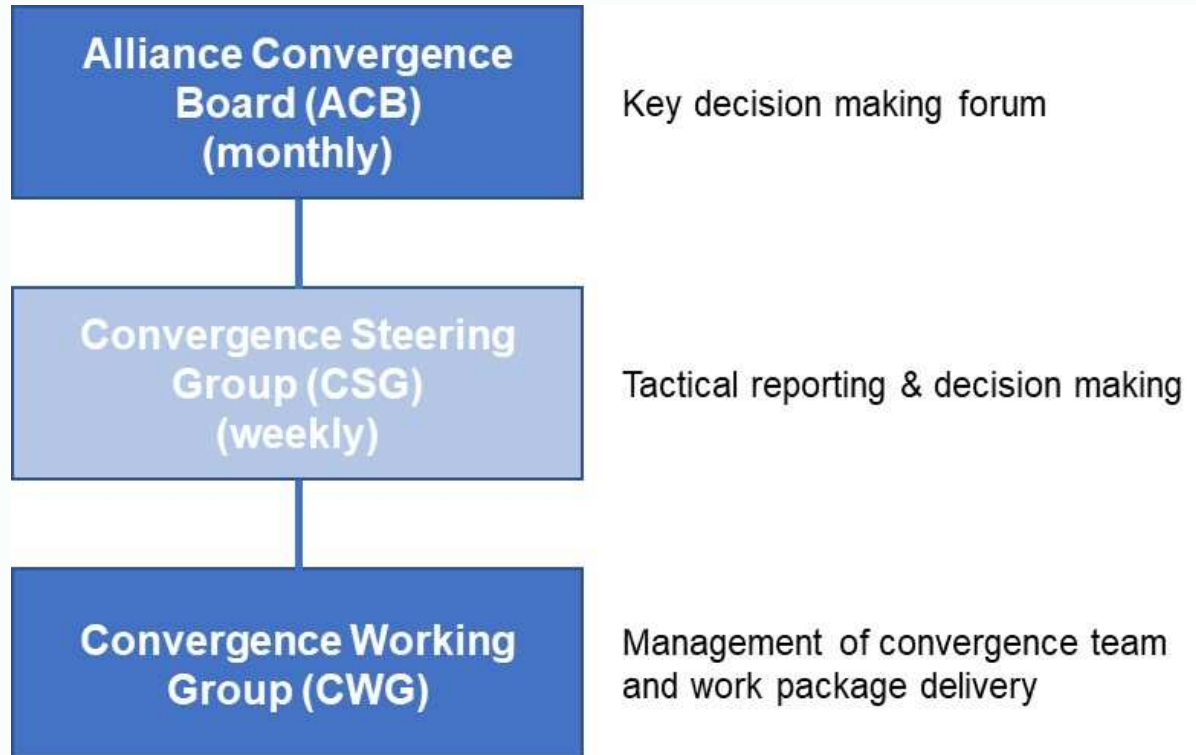


Public

- **11,828** responses (**1,789** of whom were staff)
- The combined responses to the headline questions were:
- As the police forces already work closely together, a merger seems like the next logical step: Agree – 45%, neutral – 13%, disagree – 41%
- I don't mind how the police are organised, as long as my community is safe: Agree – 57%, neutral – 10%, disagree – 32%
- I can see the benefits of the merger over working together in a strategic alliance: Agree – 45%, neutral – 14%, disagree – 38%



6. Merger process



Roles and Responsibilities

Role	Individual	Main responsibilities
Senior Responsible Owner (SRO)	CC Shaun Sawyer	Ultimately accountable for the Programme on behalf of the four corporations sole. Chair of the Convergence Steering Group (CSG) and reporting to the Alliance Convergence Board (ACB).
Deputy SRO	CE Simon Bullock	Deputy to the SRO, providing leadership and accountability in SRO's absence
Programme Sponsor	PCC Martyn Underhill	Sponsor on behalf of the two PCCs, responsible for monitoring the overall success of programme delivery and applying the necessary scrutiny and assurance.
Chair, ACB	PCC Alison Hernandez	Regularly chairing meeting of the ACB
Programme Director	ACC Sharon Taylor	Responsible for the successful delivery of the Programme Plan on behalf of the SRO. Chair of the CWG.

Controls

- Merger programme
- Audit Committee
- Police and Crime Panels
- Strategic risks and issues
- Benefits management and realisation
- Stakeholder management
- Programme plan



7. Effective voice / scrutiny

- Loss of direct local political accountability
- Ability to represent a larger area
- Potential models:
 - Deputy or assistant PCCs
 - Councillor advocates
 - Volunteer advocates
 - OPCC engagement / outreach workers
 - Better use of technology



Any questions?



Devon & Cornwall Police

Dorset Police

PCC
Office of the Police
and Crime Commissioner
Devon and Cornwall

DORSET
POLICE & CRIME
COMMISSIONER

Working together

