

The proposed merger of Dorset Police and Devon & Cornwall Police



Why do we work together?

- Similar policing styles, values, and priorities
- Strong links with our communities
- Shared rural, coastal, and urban geography



25% of policing is already aligned

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, Risk and Insurance
- Fleet Services
- Admin
- Business Support Services
- ICT
- Comms

Other teams due to go live

- Firearms Licensing
- Major Crime
- Resource Management Unit

Merger plans announced

In September 2017, Chief Constable Shaun Sawyer of Devon & Cornwall Police and retired Chief Constable Debbie Simpson of Dorset Police announced the plans for a proposed merger.

Source: BBC Spotlight 6/9/2017



This was 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 was 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



Home Office Assessment Criteria

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. 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



5. Local Support: 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. 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?



The central graphic features four logos arranged in a 2x2 grid. The top-left logo is the coat of arms of Devon & Cornwall Police, with the text "Devon & Cornwall Police" below it. The top-right logo is the Dorset Police crest, a purple shield with a crown and the letters "E R" in the center, with "DORSET POLICE" written around it. The bottom-left logo is the PCC logo, a green map of Devon and Cornwall with the text "PCC Office of the Police and Crime Commissioner Devon and Cornwall". The bottom-right logo is the Dorset Police & Crime Commissioner logo, a purple gear-like shape with the text "DORSET POLICE & CRIME COMMISSIONER". A vertical blue bar with the text "Dorset Police" is positioned between the top two logos. At the bottom of the graphic is a dark blue banner with the text "Working together" in white.

