

# Proposed merger engagement report

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DEVON AND CORNWALL POLICE & CRIME COMMISSIONER  
AND DORSET POLICE & CRIME COMMISSIONER



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## Introduction and aims

Devon & Cornwall Police and Dorset Police formally entered into a strategic alliance in March 2015. This is consistent with the direction set nationally by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the Government, where neighbouring forces are encouraged to work more closely together.

The two forces have worked together to improve delivery, resilience and flexibility, as well as save money and increase efficiency in over 30 administrative and operational business areas.

The chief constables now see this as a timely opportunity to progress the alliance further and create a new, more resilient police force for the future.

As the merger is a voluntary proposal, there was no legal requirement for a consultation, however there is a legal requirement for the police and crime commissioners (PCCs) to seek views of the public. In discussion with the Home Office it was agreed that engagement with stakeholders across Cornwall, Devon and Dorset was vital.

The aims of the engagement were:

- To seek the views of staff, the public and stakeholders on the possible merger, including any areas of policing they would like to see investments being made
- To promote the engagement as widely as possible to those who live and work in the three counties and raise awareness of the proposal to change
- To ensure that engagement took place with a proportionally representative cross-section of our communities

## Methodology

### Stakeholders

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

Groups from which sufficient support is required are:

- Officers, staff and volunteers
- Trade unions and staff associations
- Local public
- Local Members of Parliament
- Local authorities

In addition, no clear objection would be expected from key policing bodies. These would include:

- HMICFRS
- NPCC



- College of Policing
- Police and Crime Panels for Devon & Cornwall and Dorset

## Engagement materials

A range of engagement materials were developed consisting of:

- A dedicated website at [www.futurepolicing.co.uk](http://www.futurepolicing.co.uk) featuring the survey, proposal, benefit, FAQs, press releases and blogs from the police and crime commissioners (PCCs).
- An animated video lasting one minute that explains the timeline of the proposed merger. The video was used on social media and on the Future Policing website.
- An animated video lasting under three minutes with narration by the PCC that explains why the proposal to merger is being explored. A version was created for both forces and narrated by the respective PCC. The two videos were featured on the Future Policing website and the artwork was used for social media and paid for advertisements.
- A 'talking head' video for internal use featuring both chief constables and PCCs that explains the rationale for the merger proposal.
- Additional video clips of the chief constables and PCCs filmed in-house for social media usage.
- A leaflet replicating the messages of the Future Policing website.
- An online survey.
- A hard copy survey.
- An easy read version of the survey, the proposal, and the FAQs.
- A telephone survey.
- Additional graphics for social media produced in-house.
- Presentations and briefings for delivery to officers, staff and volunteers, the public and stakeholders.
- Intranet site accessible by both forces.
- Artwork for internal promotion via screensavers (Devon & Cornwall Police) and intranet homepage (Dorset Police).
- Artwork for internal and external digital screens at stations and police enquiry offices.
- Community messages on Devon & Cornwall Alert and Dorset Alert.
- Advertisements in local newspapers including Western Morning News, Dorset Echo and Bridport News.
- Advertisements in BH Life and Poole News.
- Pop-up banners for use at events.

## External engagement activity

### Survey promotion

- A link to the Future Policing website was placed on the homepage of the official websites of both forces and offices of the police and crime commissioner.
- Header images on official social media accounts were used to encourage the public to have their say.
- An embargoed media launch was held at both Middlemoor and Winfrith HQs the day before the public launch of the survey. Both chief constables and PCCs were interviewed by local media. This resulted in multiple news articles online and in print, alongside interviews on local radio and television news programmes.
- The survey was promoted on Facebook, Twitter, Instagram and Snapchat throughout the engagement period.
- Paid for advertisements ran on the office of the police and crime commissioner (OPCC) Facebook accounts at various points between July and September.
- Random sample telephone surveys began the week commencing 2 July. A total of 2,000 surveys were commissioned and were distributed across the two force areas to represent the population of the proposed new force.
- Advertisements were placed in local newspapers including the Western Morning News, Dorset Echo and Bridport News at the start of the engagement period.
- Two advertisements appeared in BH Life (90,000 copies) and Poole News (72,000), which are free council-run magazines in Dorset. The magazines are distributed across the whole of Poole and Bournemouth and are also available for free at libraries, council offices, community centres and selected supermarkets (Tesco, Sainsbury's, Co-op) across the area. Content is also available online.
- Secondary promotion of news stories appeared in community magazines and newsletters across Dorset and in Neighbourhood Watch newsletters.
- Independent community newsletters like Mudeford Magazine, Blackmore Vale Magazine and Bournemouth Town have featured the merger.

A list of engagement costs can be found in *Appendix 1: Engagement costs*.

### Public events and meetings

The public had the opportunity to talk to officers and staff about the proposal to create a new force at a variety of events over the summer, including the Bournemouth Air Festival, the Launceston Show, the Holsworthy Show, and Plymouth Respect. Paper copies of the survey and an app version were available for the public to fill in at all events.

Both police and crime commissioners attended public meetings throughout the engagement period where they spoke to members of the community. Some events were hosted by the relevant office of the police and crime commissioner, others by groups such as Safer Camborne and the Association of Dorset Watches.

A list of public events can be found in *Appendix 2: Public events and meetings*.

## External stakeholders

It was important to talk to organisations such as local authorities and our other blue light partners in the area that would be covered by the new force. As stated in the methodology, local Members of Parliament and policing bodies such as the College of Policing and the National Police Chiefs' Council were engaged with.

The chief constables, PCCs, and other chief officers attended meetings of all sizes, from one-on-one chats to presentations at full council meetings.

Engagement has taken place with all of our local authorities, using different approaches. Some have engaged by correspondence, others have requested bespoke briefings to senior politicians and officers, and others have held public debates as part of their council processes. This has included all upper tier local authorities as well as district, town and parish councils. Senior officers from the respective police forces and offices of the police and crime commissioner have supported this engagement. One-to-one meetings have also been undertaken by the chief constables and PCCs with political leaders of local authorities by request. In Devon and Cornwall the PCC is already embedded in local partnership meetings in geographical areas, for example, Cornwall Leadership and Torbay Together. This has enabled wider face-to-face discussions with community leaders in these areas.

## Internal engagement activity

It was important to record the views, opinions and concerns of officers, staff and volunteers in both forces.

Before the engagement period began, Inspire events for senior leaders (officers and staff) in both forces were held in Wadebridge, Exeter and Wimborne. Chief officers and OPCC executives talked about why the creation of a new force was being explored and what would change. Groups were given key talking points to discuss there and then, providing instant feedback to the Merger Team.

Chief officers and members of the Merger Team visited teams from both forces and gave over 40 briefings and updates to groups including senior management teams, trade unions and staff associations. Presentations were also given to local reference groups who advise police on the operational policing impact on diverse communities. In August five roadshow events were held at three venues in Dorset where chief officers spoke about the merger and answered questions from officers and staff.

The Merger Team created a dedicated Proposed Merger site on the shared intranet. This featured information about the proposed new force, timelines, the opportunity to submit feedback and ask questions, and a regularly updated frequently asked questions page. An engagement toolkit was set up by the team with briefings and presentations that were relevant to different groups of stakeholders and could be downloaded as needed.

Emails were sent to all officers, staff and volunteers from the chief constables to publicise the survey. Additionally, there were regular internal messages and articles featured in the staff magazines. Merger-related posts on internal message boards were also monitored and responded to by the Merger Team. Officers and staff using social media in both forces were sent key messages by email and proposed merger material was included in Communicate, a resource for local policing teams to use with local press and community newsletters.

The Merger Team also requested volunteer Merger Champions from a variety of ranks and roles across the two forces to help publicise internal messages, talk to their colleagues and gather feedback. The Merger Champions, who represent all geographic areas and departments, received regular emails from the Merger Team and an initial face-to-face briefing about the merger and their role by the Convergence Programme Director.

A list of internal events can be found in *Appendix 3: Internal events and meetings*.

## Traditional and social media

### Website and social media

The Future Policing website ([www.futurepolicing.co.uk](http://www.futurepolicing.co.uk)) was created as a focal point for our online activities. Future Policing was chosen as there is currently no name for the proposed new force; a name for a new force would need to be agreed prior to legislation being laid, if the proposal to merge is agreed.

The total page views of Future Policing between 29 June and 27 August was **41,887**.

	New users	Sessions	Views
Total	15,717	17,210	41,887

A social media campaign was run by the Merger Team across the corporate accounts of both forces and both OPCCs. Additionally, both OPCCs used their channels to promote the availability of easy read material, public meetings in their areas, and community events that their engagement teams were attending.

Messages were kept as consistent as possible across the four organisations with content adapted to meet the requirements of the various platforms as necessary. Social media messages linked back to the Future Policing website to encourage users to read the available material before taking the survey.

Over the summer period four different, but equally significant, social media platforms were used. During this time the Merger Team followed engagements the public had with all posts surrounding the proposed creation of a new force.

The following social media channels were used:

	Devon & Cornwall Police	Dorset Police
<b>Facebook</b>	@DevonAndCornwallPolice	@dorsetpolice
<b>Twitter</b>	@DC_Police	@dorsetpolice
<b>Instagram</b>	@dc_police.999	@dorset_police
<b>Snapchat</b>	dc_police	

	Devon & Cornwall OPCC	Dorset OPCC
<b>Facebook</b>	@devonandcornwallpcc	@PCCDorset
<b>Twitter</b>	@DC_PCC	@PCCDorset
<b>Instagram</b>	@dc_pcc	@pccdorset

Social media engagement measures public shares, likes and comments. It is used to evaluate social media performance. However, this does not necessarily translate to survey completions.

Between 29 June and 28 August, there were **4,969,600** engagements with tweets across the four organisations. There were a further **431,638** engagements on the corporate Facebook accounts.

#### Facebook

Reach	Likes	Clicks	Shares	Comments
<b>431,638</b>	<b>672</b>	<b>24,952</b>	<b>283</b>	<b>1,198</b>

#### Twitter

Reach	Likes	Clicks	Retweets	Comments
<b>4,969,600</b>	<b>493</b>	<b>645</b>	<b>463</b>	<b>129</b>

#### Instagram

Reach	Likes	Comments
<b>17,440</b>	<b>678</b>	<b>12</b>

#### Snapchat

Views
<b>86</b>

#### Notes

- All data relates to social media posts between Friday 29 June and Tuesday 28 August.
- The data is accurate as of Tuesday 4 September.
- The data was taken from all four organisations' corporate accounts and CrowdControl.



### Paid for Facebook adverts

Paid for adverts were placed on the Facebook pages of both OPCCs during the first three weeks of engagement. There were three posts per week, one targeted at residents in each of the three counties. The adverts used imagery from the animated police and crime commissioner videos.

The total reach of the adverts was over **242,000** people, generating over 3,600 clicks through to the Future Policing website. Of this 3,600, 45% of people went on to complete the survey.

### Community messaging

The launch of the survey was promoted using the free community messaging services called Devon & Cornwall Alert and Dorset Alert on 29 June. A total of **25,560** recipients were sent the survey launch message across the two force areas.

	Devon & Cornwall Alert	Dorset Alert	Total
Alerts sent	9,844	15,716	<b>25,560</b>

A second message from the chief constable of each force about the busy summer period emphasising the need for a merger was sent on 14 August. A total of **35,206** recipients were sent this message.

	Devon & Cornwall Alert	Dorset Alert	Total
Alerts sent	19,674	15,532	<b>35,206</b>

During the engagement period, PCC Alison Hernandez's police and crime commissioner newsletter started to be sent by Devon & Cornwall Alert. The July and August issues featured a section on the proposed merger.

Date	Alerts sent
19 July	9,844
16 August	19,283
	<b>29,127</b>

Dorset OPCC sent messages to Dorset Alert users inviting them to learn more about the proposed merger with details of public events.

Date	Title	Sent	Forwarded	Responses
9 July	Dorset Police public meeting – creating a new force	15,749	463	16
1 August	Have your say	15,845	247	1
2 August	Invitation to learn more about the proposed police merger	15,904	399	3
9 August	Invitation to learn more about the proposed police merger – update	15,897	287	12
16 August	Proposed police merger – countywide webchat	15,777	376	2

## Local media

On 6 September 2017, Chief Constable Shaun Sawyer (Devon & Cornwall Police) and retired Chief Constable Debbie Simpson (Dorset Police) announced that they wished to explore a full merger. This announcement was covered in both local and national media with interviews taking place in Exmouth, Devon.

A public survey to gauge opinion on the proposal to create a new force was launched on 29 June.

There was significant coverage of the survey launch across various mediums. Coverage continued throughout the engagement period, including interviews with the chief constables and PCCs on BBC Radio Cornwall, ITV Meridian, BBC Spotlight and BBC South Today.

A full list of media coverage can be found in *Appendix 4: Media activity*.

## Engagement results

### Stakeholder levels of support

#### Stakeholder responses

Key stakeholders were written to by the chief constables and police and crime commissioners, welcoming their views on the proposal to create a new force.

Local Members of Parliament for Cornwall and the Isles of Scilly, Devon, and Dorset were invited to a formal briefing about the proposal in Westminster on 3 July 2018. A total of 20 MPs (or their delegates) attended two sessions, resulting in a number of key points being raised in a question and answer session. The briefings helped paint **a broad picture of support** from the MPs who had provided helpful feedback. The PCCs have maintained an

active dialogue with nominated MPs for their geographic areas throughout the engagement period.

In relation to councils, broadly speaking all of the top tier authorities, district, town and parish councils in Devon and Torbay **are supportive** of the proposed merger. The top tier authorities in Plymouth and Cornwall, along with some parish councils in Cornwall **are not supportive**.

In Dorset, all council leaders and chief executives have been briefed and **are supportive**.

In response to a letter to partners from Chief Constable Shaun Sawyer, Devon & Cornwall Police, **nine** partners including Devon and Somerset Fire & Rescue Service, RNLI, Crown Prosecution Service and Maritime and Coastguard Agency, replied with **a supportive or neutral response**.

### Trade union and staff association responses

In Devon and Cornwall a presentation was given to Unison and Police Federation representatives. Questions were raised but **both groups are supportive** of the merger proposal.

In Dorset, a similar presentation was given to Unison and Police Federation representatives. The Police Federation **are supportive**.

Dorset Unison conducted their own survey and emailed 800 members. 180 of the respondents **are not supportive, representing 15% of Dorset police staff** (out of a total of 1,211 police staff).

The Police Superintendents' Association were engaged with at leadership events and senior management team (SMT) presentations. Neither of the local Police Superintendents' Association branches requested further engagement. The national Police Superintendents' Association sent a **strong letter of support** for the proposed merger.

The GMB asked for further contact with both chief constables about the proposed merger. A meeting was held and the concerns raised were in relation to wanting the GMB to be recognised as a trade union by the new force, rather than overall concerns about the proposed merger.

## Survey results

### Headline survey findings

Overall **11,828** people completed the survey, this was composed of 10,037 respondents who indicated that they were members of the public and 1,789<sup>1</sup> who indicated that they were members of staff. Responses were collected by mixed methods, including a telephone survey representative of the population, an open online survey and face to face surveying at engagement events.

The combined public responses to the three headline questions were, as follows:

- **As the police forces already work closely together, a merger seems like the next logical step:**  
Agree – **45%**, neutral – 13%, disagree – 41%, don't know – 1%
- **I don't mind how the police are organised, as long as my community is safe:**  
Agree – **57%**, neutral – 10%, disagree – 32%, don't know – 0%
- **I can see the benefits of the merger over working together in a strategic alliance:**  
Agree – **45%**, neutral – 14%, disagree – 38%, don't know – 2%

As part of the surveying a representative telephone survey was conducted<sup>2</sup>. This indicates that if the entire population of the three counties had been interviewed, it is likely that the results would be similar. The results of the representative telephone survey are as follows:

- **As the police forces already work closely together, a merger seems like the next logical step:**  
Agree – **68%**, neutral – 14%, disagree – 13%, don't know – 4%
- **I don't mind how the police are organised, as long as my community is safe:**  
Agree – **86%**, neutral – 5%, disagree – 9%, don't know – 0%
- **I can see the benefits of the merger over working together in a strategic alliance:**  
Agree – **68%**, neutral – 14%, disagree – 13%, don't know – 5%

32% of combined public respondents stated they were prepared to pay more council tax in the event of a merger, with 56% stating they were not. Within the representative telephone survey 53% stated they were prepared to pay more council tax, with 34% stating they were not.

**Local policing** was the area most often selected for investment.

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<sup>1</sup> This includes the number of telephone survey respondents who indicated that they worked for either Devon & Cornwall Police or Dorset Police. For the purposes of analysis, only those who indicated that they were a member of staff and participated in the online survey have been included as 'staff respondents'. Those who participated in the telephone survey and indicated that they worked for either police force have been included as a 'telephone survey respondent'. Small anomalies in the numbers are caused by non-completion of demographic questions.

<sup>2</sup> The representative survey, which is based on quotas on county, age and gender, is accurate to +/- 2.16% at the 95% confidence level, and shows the majority of respondents agreeing with the three statements.

The demographics of those who responded to the telephone survey show the representative sample was a good reflection of the whole population. The open survey however, as would be expected, does over represent the views of some groups and under represent others.

## Survey approach

The following methods were selected to seek views on the proposals, alongside the wider community and stakeholder engagement.

An open survey was created online, which was open to anyone. This was widely advertised and shared using various forms of communication. It was open from 20 June to 27 August 2018 and during this period 8,577 responses were received. The same survey was also made available through an app on handheld tablets at events and 1,032 responses were received via this method. This method stayed open until 2 September to allow engagement at events which were being attended. There was also the option to complete the questionnaire on paper, and 166 responses were received through this method. Over all this provided 9,775 responses, but it must be noted that this sample is not representative of the total population in terms of demographics. Although there was a large response to the survey via online, paper and tablet, caution should be adopted in respect to confidence levels as this sample is not necessarily representative of the Cornwall, Devon and Dorset population as a whole. As with all open surveys, respondents tend to be those more interested in the topic than those who are not and may not represent the views of the whole population.

Staff of the two forces were also invited to complete the online survey and their responses can be identified to understand their specific views. Of the overall sample of 9,775 who completed the survey online or by app or paper at an event, 8,006 indicated that they were members of the public and 1,767 indicated that they were members of staff<sup>3</sup>.

In order to understand the views of a representative sample of the population, a telephone survey was conducted between 3 July and 27 July 2018. To ensure it was representative of the population of the two police force areas, quotas were set on county, age and gender. In total, the telephone survey achieved a sample size of 2,053, which provides results that are accurate to approximately +/-2.16% at the 95% confidence level. This means that if 50% of respondents responded in a certain way, we can be 95% sure that if all residents of Cornwall, Devon and Dorset had responded to the survey, the actual result would be between 47.84% and 52.16%.

The survey used in all methods sought views in three broad areas. Respondents were asked;

1. The extent to which they agreed or disagreed with three key statements regarding the potential merger

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<sup>3</sup> Small anomalies in the numbers are caused by non-completion of demographic questions

- As the police forces already work closely together, a merger seems like the next logical step
  - I don't mind how the police are organised, as long as my community is safe
  - I can see the benefits of the merger over working together in a strategic alliance
2. Where they felt investments in policing should be made, picking up to three areas from a list, including an 'other' option
  3. If they were willing to pay more council tax for frontline policing in the event of a merger

In addition, if they had any further comments to make in relation to the two forces merging and were able to provide more than one comment. These open ended responses have been thematically coded<sup>4</sup>.

Finally demographic information was collected from respondents. The full report includes details of all those who responded to each method used.

## Survey results – public

The representative **telephone survey** results suggests if the entire population of the three counties had been interviewed, it is likely that the results would be similar (within the accuracy of +/- 2.16% at the 95% confidence level). In excess of two thirds of the population agreed with the three key statements (68%, 86% and 68% respectively). Over half (53%) were willing to pay more council tax. The most common additional comments provided in the telephone survey were positive, with the most frequent being that respondents agreed with the proposed merger or believed that it would have a positive impact, followed by those who agreed with the proposed merger if the quality of policing improves, savings are made or more frontline police are recruited.

The open **online survey** however gives a far more mixed result, with over half (54% and 51%) disagreeing with two of the key statements<sup>5</sup> and the third<sup>6</sup> being more evenly balanced between agreement (46%) and disagreement (42%). A majority (65%) were not willing to pay more council tax. The majority additional comments provided in the online survey were negative, with the most common being that respondents disagreed with the proposed merger or believed that it would have a negative impact, followed by those who felt local knowledge would be lost. Further comments suggested the current service was unsatisfactory or too stretched and the proposed area was too large or the communities' needs were too different.

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<sup>4</sup> **Open comments** tended to be more often provided by those who had concerns, reservations or suggestions. These comments provide a very rich sense of how respondents feel about the potential merger and of the concerns that would need to be addressed should it go ahead. It must be remembered not all respondents offered comments and these must be considered in balance with all the results.

<sup>5</sup> As the police forces already work closely together, a merger seems like the next logical step and I can see the benefits of the merger over working together in a strategic alliance

<sup>6</sup> I don't mind how the police are organised, as long as my community is safe

Surveys conducted using the **app on tablets** at events or on **paper** were more supportive of the merger with the majority agreeing with the three key statements (58%, 76% and 61% respectively). The willingness to pay more council tax was balanced between yes (40%) and no (39%). The additional comments provided in these surveys were more negative, with concerns about size and scale of a new police force, a desire to see investment in frontline policing and concerns of negative impacts and a loss of local knowledge.

Respondents living in Cornwall were the least positive about seeing the benefits of a merger over a strategic alliance, whilst those in Dorset were the most positive. There was little difference between telephone survey respondents living in different counties, or police forces. However, in terms of differences between public (online) survey respondents by police force, those served by Dorset Police were more positive than those served by Devon & Cornwall Police.

When given the opportunity to provide further comments regarding the proposed merger of the two police forces, large proportions of public respondents who took part in the survey online, via app or paper, or the telephone survey suggested that local knowledge would be lost, that local and rural policing is important or that the proposed merger would be bad for local and rural policing. This was particularly noticeable amongst those who took part in the public survey online where this was the second most common response given.

On the other hand, those who took part in the telephone survey and provided further comment about the proposed merger were most likely to say that they agreed with the proposed merger or that they believed it would have a positive impact, in addition to agreeing with the proposed merger so long as the quality of policing improves, savings are made or more frontline police are recruited. This indicates that those who participated in the telephone survey were more agreeable with the proposed merger than those who took part in the open public and staff survey. Furthermore, as the telephone survey was undertaken with a representative sample of those who lived in Cornwall, Devon and Dorset, it can be inferred that this would be the belief largely held by the population of the three counties.

### Survey results – staff

Staff results were more balanced, half or more agreed with the three key statements (52%, 58% and 50% respectively). More than half (55%) were not willing to pay more council tax. The additional comments provided by staff were more negative with concerns about potential perceived negative impacts, the size of the new force and concerns regarding the implications for staff. Staff comments also included suggestions and questions about the potential merger.

## Detailed results by question and method

	Public - telephone (representative)		Public - online (open)		Public - app and paper (open)		Staff - online (open)	
<b>Total responses</b>	2053		6860		1146		1767	
<b>As the police forces already work closely together, a merger seems like the next logical step</b>	Strongly agree & agree	68%	Strongly agree & agree	34%	Strongly agree & agree	58%	Strongly agree & agree	52%
	Neither agree nor disagree	14%	Neither agree nor disagree	11%	Neither agree nor disagree	17%	Neither agree nor disagree	15%
	Strongly disagree & disagree	13%	Strongly disagree & disagree	54%	Strongly disagree & disagree	23%	Strongly disagree & disagree	33%
	Don't know	4%	Don't know	1%	Don't know	1%	Don't know	0%
<b>I don't mind how the police are organised, as long as my community is safe</b>	Strongly agree & agree	86%	Strongly agree & agree	46%	Strongly agree & agree	76%	Strongly agree & agree	58%
	Neither agree nor disagree	5%	Neither agree nor disagree	12%	Neither agree nor disagree	9%	Neither agree nor disagree	11%
	Strongly disagree & disagree	9%	Strongly disagree & disagree	42%	Strongly disagree & disagree	14%	Strongly disagree & disagree	31%
	Don't know	0%	Don't know	0%	Don't know	1%	Don't know	0%

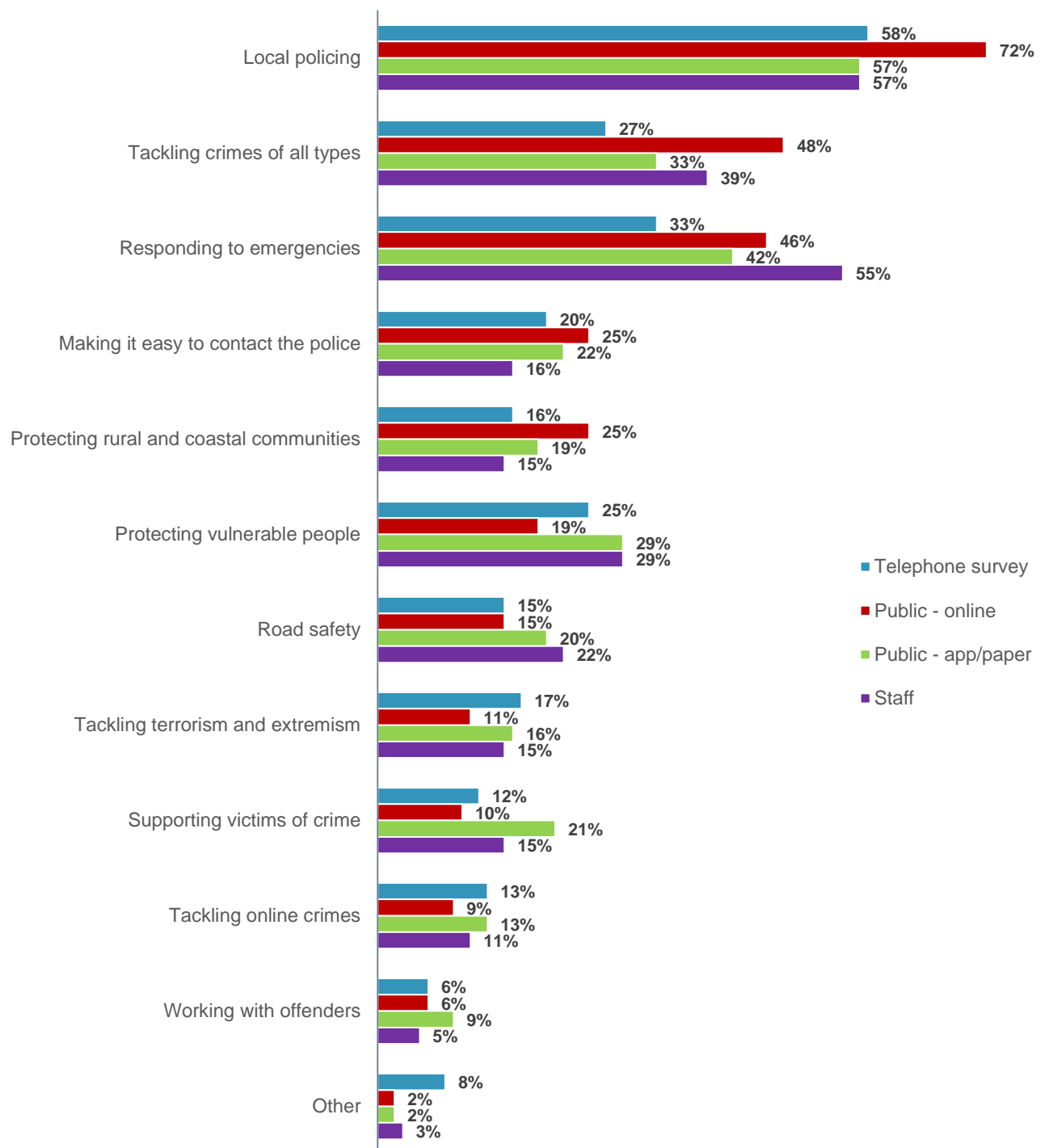


	Public - telephone (representative)		Public - online (open)		Public - app and paper (open)		Staff - online (open)	
<b>I can see the benefits of the merger over working together in a strategic alliance</b>	Strongly agree & agree	68%	Strongly agree & agree	35%	Strongly agree & agree	61%	Strongly agree & agree	50%
	Neither agree nor disagree	14%	Neither agree nor disagree	13%	Neither agree nor disagree	16%	Neither agree nor disagree	18%
	Strongly disagree & disagree	13%	Strongly disagree & disagree	51%	Strongly disagree & disagree	21%	Strongly disagree & disagree	30%
	Don't know	5%	Don't know	1%	Don't know	2%	Don't know	1%
<b>If Devon &amp; Cornwall Police and Dorset Police are merged, would you be willing to pay more through your Council Tax to invest in frontline policing?</b>	Yes	53%	Yes	24%	Yes	40%	Yes	32%
	No	34%	No	65%	No	39%	No	55%
	Don't Know	12%	Don't Know	11%	Don't Know	21%	Don't Know	13%
<b>Is there anything else you would like to say in relation to the two forces merging?</b>	1100		4409		353		691	
<b>% of respondents providing open comments</b>	54%		64%		31%		39%	

All respondents were asked where they would like investments to be made? This chart summarises their responses, with all methods resulting in local policing being the most commonly selected area.

**In previous surveys you have told us you want to invest more in policing.**

**Where would you like to see investments made?**



## County level results by question and method

	Public - telephone (representative)		Public - online (open)		Public - app and paper (open)		Staff - online (open)	
<b>Total responses</b>	<b>2053</b>		<b>6860</b>		<b>1141</b>		<b>1767</b>	
<b>County responses</b>	<b>Cornwall</b>	<b>486</b>	<b>Cornwall</b>	<b>2080</b>	<b>Cornwall</b>	<b>76</b>	<b>Cornwall</b>	<b>241</b>
	<b>Devon</b>	<b>944</b>	<b>Devon</b>	<b>2387</b>	<b>Devon</b>	<b>310</b>	<b>Devon</b>	<b>879</b>
	<b>Dorset</b>	<b>623</b>	<b>Dorset</b>	<b>2302</b>	<b>Dorset</b>	<b>640</b>	<b>Dorset</b>	<b>606</b>
<b>As the police forces already work closely together, a merger seems like the next logical step</b> Strongly agree & agree	Cornwall	57%	Cornwall	16%	Cornwall	30%	Cornwall	49%
	Devon	74%	Devon	36%	Devon	40%	Devon	59%
	Dorset	69%	Dorset	48%	Dorset	69%	Dorset	42%
<b>I don't mind how the police are organised, as long as my community is safe</b> Strongly agree & agree	Cornwall	86%	Cornwall	31%	Cornwall	61%	Cornwall	62%
	Devon	86%	Devon	46%	Devon	68%	Devon	59%
	Dorset	85%	Dorset	59%	Dorset	80%	Dorset	52%
<b>I can see the benefits of the merger over working together in a strategic alliance</b> Strongly agree & agree	Cornwall	60%	Cornwall	18%	Cornwall	23%	Cornwall	46%
	Devon	74%	Devon	36%	Devon	43%	Devon	56%
	Dorset	67%	Dorset	48%	Dorset	73%	Dorset	43%

	Public - telephone (representative)		Public - online (open)		Public - app and paper (open)		Staff - online (open)	
<b>Total responses</b>	<b>2053</b>		<b>6860</b>		<b>1141</b>		<b>1767</b>	
<b>If Devon &amp; Cornwall Police and Dorset Police are merged, would you be willing to pay more through your council tax to invest in frontline policing?</b>	<b>Cornwall</b>	<b>486</b>	<b>Cornwall</b>	<b>2080</b>	<b>Cornwall</b>	<b>75</b>	<b>Cornwall</b>	<b>241</b>
	<b>Devon</b>	<b>944</b>	<b>Devon</b>	<b>2387</b>	<b>Devon</b>	<b>310</b>	<b>Devon</b>	<b>879</b>
	<b>Dorset</b>	<b>623</b>	<b>Dorset</b>	<b>2302</b>	<b>Dorset</b>	<b>642</b>	<b>Dorset</b>	<b>606</b>
<b>Yes</b>	Cornwall	49%	Cornwall	13%	Cornwall	17%	Cornwall	28%
	Devon	56%	Devon	23%	Devon	33%	Devon	35%
	Dorset	51%	Dorset	35%	Dorset	47%	Dorset	29%
<b>No</b>	Cornwall	39%	Cornwall	78%	Cornwall	65%	Cornwall	57%
	Devon	31%	Devon	67%	Devon	51%	Devon	52%
	Dorset	37%	Dorset	51%	Dorset	33%	Dorset	60%
<b>Don't know</b>	Cornwall	12%	Cornwall	9%	Cornwall	17%	Cornwall	15%
	Devon	13%	Devon	11%	Devon	17%	Devon	13%
	Dorset	12%	Dorset	14%	Dorset	20%	Dorset	11%

## Police force level results by question and method

	Public - telephone (representative)		Public - online (open)		Public - app and paper (open)		Staff - online (open)	
<b>Total responses</b>	<b>2053</b>		<b>6860</b>		<b>1141</b>		<b>1767</b>	
<b>Force responses</b>	<b>Devon &amp; Cornwall</b>	<b>1430</b>	<b>Devon &amp; Cornwall</b>	<b>4467</b>	<b>Devon &amp; Cornwall</b>	<b>386</b>	<b>Devon &amp; Cornwall</b>	<b>1120</b>
	<b>Dorset</b>	<b>623</b>	<b>Dorset</b>	<b>2302</b>	<b>Dorset</b>	<b>640</b>	<b>Dorset</b>	<b>606</b>
<b>As the police forces already work closely together, a merger seems like the next logical step</b> Strongly agree & agree	Devon & Cornwall	68%	Devon & Cornwall	27%	Devon & Cornwall	38%	Devon & Cornwall	57%
	Dorset	69%	Dorset	48%	Dorset	69%	Dorset	42%
<b>I don't mind how the police are organised, as long as my community is safe</b> Strongly agree & agree	Devon & Cornwall	86%	Devon & Cornwall	39%	Devon & Cornwall	66%	Devon & Cornwall	60%
	Dorset	85%	Dorset	59%	Dorset	80%	Dorset	52%
<b>I can see the benefits of the merger over working together in a strategic alliance</b> Strongly agree & agree	Devon & Cornwall	69%	Devon & Cornwall	28%	Devon & Cornwall	39%	Devon & Cornwall	53%
	Dorset	67%	Dorset	48%	Dorset	73%	Dorset	43%

	Public - telephone (representative)		Public - online (open)		Public - app and paper (open)		Staff - online (open)	
<b>Total responses</b>	<b>2053</b>		<b>6860</b>		<b>1141</b>		<b>1767</b>	
<b>If Devon &amp; Cornwall Police and Dorset Police are merged, would you be willing to pay more through your council tax to invest in frontline policing?</b>	<b>Devon &amp; Cornwall</b>	<b>1430</b>	<b>Devon &amp; Cornwall</b>	<b>4467</b>	<b>Devon &amp; Cornwall</b>	<b>386</b>	<b>Devon &amp; Cornwall</b>	<b>1120</b>
	<b>Dorset</b>	<b>623</b>	<b>Dorset</b>	<b>2302</b>	<b>Dorset</b>	<b>640</b>	<b>Dorset</b>	<b>606</b>
<b>Yes</b>	Devon & Cornwall	54%	Devon & Cornwall	18%	Devon & Cornwall	30%	Devon & Cornwall	33%
	Dorset	51%	Dorset	35%	Dorset	47%	Dorset	29%
<b>No</b>	Devon & Cornwall	33%	Devon & Cornwall	72%	Devon & Cornwall	54%	Devon & Cornwall	53%
	Dorset	37%	Dorset	51%	Dorset	33%	Dorset	60%
<b>Don't know</b>	Devon & Cornwall	13%	Devon & Cornwall	10%	Devon & Cornwall	17%	Devon & Cornwall	14%
	Dorset	12%	Dorset	14%	Dorset	20%	Dorset	11%

## Demographics of respondents by method

Demographic	Population - ONS7	Public - telephone (representative)	Public - online (open)	Public - app and paper (open)	Staff - online (open)
<b>Gender</b>					
<b>Male</b>	48%	49% (1,002)	59% (4,013)	42% (484)	58% (1,017)
<b>Female</b>	52%	51% (1,047)	36% (2,497)	56% (639)	36% (634)
<b>Prefer not to say</b>			5% (334)	2% (19)	7% (114)
<b>Age</b>					
<b>Age 16-24</b>	13%	13% (258)	3% (225)	5% (58)	4% (67)
<b>Age 25-34</b>	13%	12% (238)	7% (449)	15% (175)	13% (233)
<b>Age 35-44</b>	13%	13% (274)	9% (647)	18% (210)	25% (447)
<b>Age 45-54</b>	17%	16% (322)	16% (1,070)	18% (201)	33% (577)
<b>Age 55-64</b>	16%	15% (307)	22% (1,502)	15% (177)	15% (258)
<b>Age 65-74</b>	16%	17% (346)	27% (65-74)	17% (190)	1% (25)
<b>Age 75+</b>	13%	14% (277)	8% (567)	9% (108)	0% (6)
<b>Prefer not to say</b>		2% (31)	8% (533)	2% (27)	9% (154)

Demographic	Public - telephone (representative)	Public - online (open)	Public - app and paper (open)	Staff - online (open)
<b>Ethnicity</b>				
<b>Asian</b>	1% (9)	0% (8)	1% (9)	0% (7)
<b>Black</b>	0% (3)	0% (13)	0% (3)	0% (5)
<b>Mixed heritage</b>	2% (28)	1% (82)	2% (28)	2% (27)
<b>White</b>	96% (1,034)	84% (5,741)	90% (1,034)	84% (1,479)
<b>Other</b>	1% (6)	2% (133)	1% (7)	0% 6
<b>Prefer not to say</b>	3% (58)	13% (883)	6% (65)	14% (243)

<sup>7</sup> Population data is being sought for Ethnicity, Disability, Religion and Sexual Orientation and will be add if available

Disability				
Yes	13% (263)	13% (910)	11% (129)	8% (143)
No	85% (1,742)	78% (5,330)	82% (941)	80% (1,420)
Prefer not to say	2% (48)	9% (620)	7% (76)	12% (204)
Religion				
Christian	53% (1,097)	47% (3,202)	52% (592)	41% (731)
Buddhist	0% (7)	1% (31)	0% (4)	1% (10)
Hindi		0% (6)	0% (2)	
Jewish	0% (4)	0% (17)	1% (7)	0% (4)
Muslim	0% (4)	0% (14)	1% (6)	
Sikh	0% (3)	0% (5)	0% (2)	
No religion	41% (833)	33% (2,253)	31% (354)	38% (664)
Other	0% (7)	1% (96)	1% (14)	1% (15)
Prefer not to say	5% (98)	18% (1,236)	14% (165)	19% (343)
Sexual orientation				
Bisexual	1% (22)	2% (137)	3% (31)	2% (26)
Gay/Lesbian	1% (20)	3% (190)	5% (61)	2% (41)
Heterosexual/straight	88% (1,813)	73% (5,056)	73% (829)	76% (1,341)
Other	0% (1)	1% (47)	2% (19)	0% (5)
Prefer not to say	10% (196)	21% (1,430)	18% (203)	20% (354)



# APPENDIX 1: ENGAGEMENT COSTS

## Engagement costs

Item	Cost (excluding VAT)
Survey - print, online and telephone	£26,165.00 (accurate as of 17/09/18)
Video production	£9,151.35
Facebook adverts	£5,916.16
Newspaper adverts	£3,100.98
Magazine adverts	£1,400.00
Leaflet design and print	£750.00
Pop-up banners	£637.50
Easy read materials	£150.00
<b>Total</b>	<b>£47,270.99</b>

# APPENDIX 2: PUBLIC EVENTS AND MEETINGS

The below events were attended by representatives from Devon & Cornwall Police, Dorset Police, Devon & Cornwall OPCC, or Dorset OPCC.

## Public events and meetings

### June 2018

Event / meeting	Date	County
Devon local reference group	13 June	Devon
Cornwall local reference group	26 June	Cornwall
North Devon diversity festival	30 June	Devon
Plymouth armed forces day	30 June	Devon
Exmouth pride	30 June	Devon
Safewise – fire station open day	30 June	Dorset
Exmouth pride	30 June	Devon
Exeter respect	30 June to 1 July	Devon

### July 2018

Event / meeting	Date	County
Cornwall blue light day	4 July	Cornwall
Association of Dorset Watches' executive	10 July	Dorset
Plymouth respect	14 July	Devon
BourneFree	14 July	Dorset
Stithians show	16 July	Cornwall
Age UK (Exeter)	16 July	Devon
Tiverton and Honiton Constituency Labour Party meeting	19 July	Devon
Public meeting – Ferndown and Wimborne	19 July	Dorset
One Plymouth meeting	19 July	Devon
Emergency services day (Bournemouth)	21 July	Dorset
Torbay Together	24 July	Devon
Yealmpton show	25 July	Devon
Lord Lieutenants / Deputy Lord Lieutenants' day	25 July	Dorset
Launceston show	25 July	Cornwall
Mid Devon show	28 July	Devon
Swanage regatta and carnival	28 July to 4 August	Dorset
Totnes show	29 July	Devon

## August 2018

Event / meeting	Date	County
North Devon show	1 August	Devon
Honiton show	2 August	Devon
Crime and safety roadshow (Honiton)	4 August	Devon
Bestival	4 to 5 August	Dorset
Devon and Somerset Fire & Rescue Service open day (Exeter)	5 August	Devon
Rotary Club of Exmouth and district	6 August	Devon
Meet your PCC – Isles of Scilly	7 August	Cornwall
Axminster Probus talk	7 August	Devon
Meet your PCC – Exeter	8 August	Devon
Boardmasters	8 to 12 August	Cornwall
Okehampton show	9 August	Devon
BCHA festival of wellbeing	10 August	Dorset
Plymouth pride	11 August	Devon
Dawlish carnival	12 to 17 August	Devon
Public meeting – Blandford	14 August	Dorset
Public meeting – Sherborne	14 August	Dorset
Meet your PCC – St Ives	14 August	Cornwall
Devon blue light day	15 August	Devon
Gillingham and Shaftesbury show	15 August	Dorset
Chagford show	16 August	Devon
Emergency services day (Bodmin)	16 August	Cornwall
Public meeting – Bridport	17 August	Dorset
Public meeting – Lyme Regis	17 August	Dorset
Beautiful Days festival	17 to 19 August	Devon
Tiverton pride	18 August	Devon
Princetown show	18 August	Devon
Public meeting – Bournemouth	20 August	Dorset
Public meeting – Christchurch	22 August	Dorset
Rotary Club of Yelverton	22 August	Devon
Countywide webchat via CoverItLive	22 August	Dorset
Melplash show	23 August	Dorset
Holsworthy show	23 August	Devon
Merger engagement – Plymouth	23 August	Devon
Cornwall pride	25 August	Cornwall
Public meeting – Poole	29 August	Dorset
Public meeting – Dorchester	29 August	Dorset
Dartmouth Royal Regatta	30 August to 1 September	Devon
Bournemouth air festival	31 August	Dorset

## September 2018

Event / meeting	Date	
Kingsbridge show	1 September	Devon
Bideford pride and diversity	1 September	Devon
Totnes pride	1 September	Devon
Rural road safety roadshow (Dartmoor)	1 September	Devon
Dorset county show	1 to 2 September	Dorset

# APPENDIX 3: INTERNAL EVENTS AND MEETINGS

## Internal events and meetings

The below events were attended by representatives from Devon & Cornwall Police, Dorset Police, Devon & Cornwall OPCC, or Dorset OPCC.

### March 2018

Event / meeting	Date	Force
Unison	28 March	Dorset

### April 2018

Event / meeting	Date	Force
Joint partnership group	5 April	Devon & Cornwall and Dorset
Estates - fire service and police	12 April	Devon & Cornwall
Inspire – Devon leaders	17 April	Devon & Cornwall

### May 2018

Event / meeting	Date	Force
Inspire - Dorset leaders	1 May	Dorset
Devon senior management team (SMT)	2 May	Devon & Cornwall
Joint partnership group	3 May	Devon & Cornwall and Dorset
Business board	10 May	Devon & Cornwall and Dorset
Inspire – Cornwall leaders	15 May	Devon & Cornwall
Insight	17 May	Devon & Cornwall
Conurbation Territorial Policing management	23 May	Dorset

## June 2018

Event / meeting	Date	Force
North and West Devon SMT	5 June	Devon & Cornwall
Police Federation	5 June	Dorset
Devon SMT	6 June	Devon & Cornwall
Cornwall SMT	6 June	Devon & Cornwall
Joint partnership group	7 June	Devon & Cornwall and Dorset
Business board discussion group	11 June	Devon & Cornwall Police
Exeter, East and Mid Devon SMT	12 June	Devon & Cornwall
South Devon SMT	13 June	Devon & Cornwall
Merger Champions - Dorset	13 June	Dorset
Unison leadership and branch members	13 June	Dorset
Business board (alliance)	14 June	Devon & Cornwall and Dorset
Merger Champions - Devon	14 June	Devon & Cornwall
Weymouth sergeants	14 June	Dorset
Prevention SMT	19 June	Devon & Cornwall
Specials SMT	19 June	Devon & Cornwall
Merger Champions - Cornwall	19 June	Devon & Cornwall
Plymouth SMT	20 June	Devon & Cornwall
Alliance Operations SMT	25 June	Devon & Cornwall and Dorset
Corporate Communications and Engagement SMT	26 June	Devon & Cornwall and Dorset
Executive question time	26 June	Devon & Cornwall
West Cornwall SMT	27 June	Devon & Cornwall
East Cornwall SMT	27 June	Devon & Cornwall
Joint negotiating and joint consultative committee	27 June	Devon & Cornwall and Dorset
Specials leadership event	30 June	Devon & Cornwall and Dorset

## July 2018

Event / meeting	Date	Force
ACC question time	1 July	Dorset
Dorset OPCC	2 July	Dorset
Estates SMT	3 July	Devon & Cornwall
Force management group	3 July	Devon & Cornwall and Dorset
Dorset duties	4 July	Dorset
Joint partnership group	5 July	Devon & Cornwall and Dorset
Police Federation board	6 July	Devon & Cornwall
Joint executive board	10 July	Devon & Cornwall
Territorial Policing SMT	10 July	Dorset
Estates SMT	12 July	Dorset
Specials SMT	12 July	Dorset
Unison	18 July	Devon & Cornwall
Alliance Audit, Assurance and Risk	23 July	Devon & Cornwall and Dorset

## August 2018

Event / meeting	Date	Force
Joint partnership group	2 August	Devon & Cornwall and Dorset
Roadshow - Dorchester	9 August	Dorset
Roadshow - Bournemouth	14 August	Dorset
Roadshow - Winfrith HQ	22 August	Dorset

## September 2018

Event / meeting	Date	Force
Call Management and Communications Unit (West)	10 September	Devon & Cornwall
ACC question time	24 September	Dorset

# APPENDIX 4: MEDIA ACTIVITY

29 June to 28 August 2018

## Media interviews

### 28 June (embargoed media launch)

- Pirate FM
- Heart FM
- BBC radio, TV and online (covering Cornwall, Devon and Dorset)
- ITV Westcountry and ITV Meridian
- Radio Exe
- Radio Plymouth
- Dorset Echo / Bridport News
- Bournemouth Echo
- Wessex FM

### 29 June

- BBC Radio Devon
- BBC Radio Solent
- BBC Radio Cornwall

### 19 July

- Wessex FM
- BBC Radio Solent

### 14 August

- Cornwall Live / Cornish papers
- Pirate FM
- Heart FM
- ITV
- BBC Radio Cornwall

### 15 August

- BBC Spotlight

### 21 August

- ITV Meridian

### 24 August

- BBC Radio Cornwall



## 25 August

- BBC Spotlight

## Media coverage – trade press

The merger was covered by trade press, websites and blogs.

## 24 July

- <https://news.npcc.police.uk/releases/police-chiefs-blog-cc-sara-thornton-chief-constables-council-july-2018>

## 1 August

- [https://www.policeoracle.com/news/HR\\_personnel\\_and\\_staff\\_development/2018/Jul/31/merged-force-would-have-more-than-400-extra-frontline-officers--says-acc\\_98444.html](https://www.policeoracle.com/news/HR_personnel_and_staff_development/2018/Jul/31/merged-force-would-have-more-than-400-extra-frontline-officers--says-acc_98444.html)

## 15 August

- [https://www.policeoracle.com/news/HR\\_personnel\\_and\\_staff\\_development/2018/Aug/15/Lack-of-business-plan-on-force-merger-sparks-concerns\\_98573.html](https://www.policeoracle.com/news/HR_personnel_and_staff_development/2018/Aug/15/Lack-of-business-plan-on-force-merger-sparks-concerns_98573.html)

## Media coverage – local media

The links below give a flavour of the local media coverage during the engagement period. Some articles appeared on multiple local sites and those duplicates have not been included.

## 29 June

- <https://www.bbc.co.uk/news/uk-england-dorset-44645187>
- <http://www.bournemouthecho.co.uk/news/16322407.proposed-police-merger-would-see-new-force-responsible-for-25-million-people-between-lands-end-and-highcliffe-created/>
- <http://www.dorsetecho.co.uk/news/16321507.proposed-police-merger-would-see-new-force-responsible-for-35-million-people-between-lands-end-and-highcliffe-created/>
- <https://www.heart.co.uk/exeter/news/local/time-to-merge/>
- <http://www.itv.com/news/meridian/2018-06-29/public-urged-to-have-their-say-on-proposed-dorset-police-merger/>
- <https://www.piratefm.co.uk/news/latest-news/2620958/video-should-devon-and-cornwall-police-merge-with-dorset/>
- <https://www.piratefm.co.uk/news/latest-news/2620986/video-why-a-police-merger-could-cost-cornwall-more/>

## 2 July

- <https://www.plymouthherald.co.uk/news/plymouth-news/public-survey-launched-police-merger-1739014>
- <http://www.radioplymouth.com/news/local-news/listen-police-force-merger-open-for-consultation/>

## 5 July

- <http://www.bournemouthecho.co.uk/news/16335364.display/>

## 6 July

- <http://www.bournemouthecho.co.uk/news/16338706.plans-for-local-government-reorganisation-present-policing-with-a-massive-opportunity-for-change-says-dorsets-police-and-crime-commissioner/>
- <https://www.devonlive.com/news/devon-news/extra-430-frontline-police-promised-1757866>
- <http://www.dorsetecho.co.uk/news/16336313.combining-job-roles-new-police-and-fire-community-support-officers-could-soon-be-in-dorset/>

## 9 July

- <http://www.cornish-times.co.uk/article.cfm?id=116364&headline=Debate%20on%20police%20merger%20plan&sectionIs=news&searchyear=2018>
- <https://www.cornwalllive.com/news/cornwall-news/councillors-demand-police-force-just-1758168>
- <http://www.middevonadvertiser.co.uk/article.cfm?id=113723&headline=Three-counties%20police%20force%20opinions%20sought&sectionIs=news&searchyear=2018>

## 10 July

- <http://www.cornish-times.co.uk/article.cfm?id=116369&headline=Police%20merger%20plan%20criticised&sectionIs=news&searchyear=2018>
- <https://www.devonlive.com/news/devon-news/how-three-counties-force-could-1767480>
- <http://www.falmouthpacket.co.uk/news/16344131.councillors-raise-concerns-over-proposed-police-merger/>
- <http://www.falmouthpacket.co.uk/news/16344121.police-merger-could-create-up-to-400-new-jobs-police-chief-says/>
- <http://www.bournemouthecho.co.uk/news/16343605.police-plans-to-merge-forces-for-dorset-devon-and-cornwall-arent-about-funding-cuts/>
- [http://www.thisisthewestcountry.co.uk/news/cornwall\\_news/16344131.councillors-raise-concerns-over-proposed-police-merger/](http://www.thisisthewestcountry.co.uk/news/cornwall_news/16344131.councillors-raise-concerns-over-proposed-police-merger/)

## 11 July

- <https://www.cornwalllive.com/news/cornwall-news/cornwall-council-wants-more-info-1773177>

## 12 July

- <https://www.devonlive.com/news/devon-news/residents-urged-mp-say-potential-1776307>
- <http://www.dorsetecho.co.uk/news/16347895.local-government-reorganisation-is-a-massive-opportunity-for-policing-says-pcc/>

## 13 July

- <http://www.cornish-times.co.uk/article.cfm?id=117380&headline=Debate%20on%20proposed%20merger%20of%20South%20West%20police%20forces&sectionIs=news&searchyear=2018>

## 14 July

- <http://www.dorsetecho.co.uk/news/16353844.dorset-police-merger-under-threat-at-the-request-of-cornwall-civic-chiefs/>

## 16 July

- <http://www.bournemouthecho.co.uk/news/16356835.cornwall-council-questions-dorset-police-and-devon-cornwall-police-merger/>

## 19 July

- <https://www.wessexfm.com/news/dorset-news/2637214/dorset-police-merger-would-bring-greater-say-on-funding/>

## 20 July

- <http://www.bournemouthecho.co.uk/news/16366830.police-officers-will-be-anchored-in-communities/>

## 21 July

- <http://www.dorsetecho.co.uk/news/16367773.dorsets-chief-constable-says-he-will-anchor-pcs-in-communities-but-new-merger-will-usher-in-an-age-of-borderless-policing/>
- <http://www.dorsetecho.co.uk/news/16368543.world-cup-put-added-pressure-on-policing-say-county-police-chiefs/>

## 27 July

- <https://www.northdevongazette.co.uk/news/devon-and-cornwall-police-dorset-merger-superintendent-1-5625548>

## 30 July

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