



DORSET

POLICE & CRIME COMMISSIONER

AGENDA NO:

POLICE AND CRIME PANEL: 22 SEPTEMBER 2017

THE PRISM TRANSFORMATION PROGRAMME

COVER REPORT BY THE CHIEF EXECUTIVE

PURPOSE OF THE REPORT

To provide members with an introduction to PRISM (Police Response Investigation and Safeguarding Model), the five-year Transformation Programme across the Strategic Alliance. Launched in April, and led by Devon and Cornwall Deputy Chief Constable Paul Netherton, the Alliance lead for Transformational Change, PRISM brings together the existing change portfolios across the two forces into a single work programme, managed under a single governance structure.

1. BACKGROUND/INTRODUCTION

- 1.1 Policing is in a time of change. The nature of crime, the explosion of technology, and the shifts within communities all place demand on forces which necessitate adaptation to meet these new challenges.
- 1.2 These external factors, combined with fewer resources than five years ago mean that the current delivery model is stretched to the point that staff and officers are reporting increasing levels of stress; which is neither desirable nor sustainable.
- 1.3 At the same time, these pressures have impacted on service delivery to the public, and the two forces have not always been able to meet the expectations set out by Chief Constables and PCCs.
- 1.4 Change is likely to be an ongoing process in the coming years; and the constant shift in challenges means forces must likewise evolve to keep up. The PRISM portfolio of change will be the way by which this is achieved across both forces.
- 1.5 Achieving a joint operating model across Dorset Police and Devon and Cornwall Police is at the centre of this portfolio.

2. THE PRISM TRANSFORMATION PROGRAMME

- 2.1 There is a clear plan to move both Forces towards a joint operating model. Currently, Dorset Police and Devon and Cornwall Police offer a range of policing services, which are currently arranged in a similar fashion despite providing different functions. The sector-based, geographically owned, policing model is used to manage local policing, patrol/response and investigation teams, whilst linking with nationally accredited supporting specialist capabilities which are strategically placed across both Forces.

- 2.2 Devon, Cornwall and Dorset have been on a three year Alliance journey together. As a result, the forces share a number of capabilities and departments across the three counties. This experience has created opportunities to learn and develop together whilst identifying and working towards shared principles and standards.
- 2.3 The two forces have been able to identify not only a requirement for further significant change, but also, the guiding principles required to help deliver this change. The requirement and guiding principles have been identified as a result of:
- respective demand and capability assessments;
 - the NPCC Policing Vision 2025;
 - feedback from key stakeholders;
 - the changing nature of crime;
 - new and emerging threats;
 - the shift in communities;
 - austerity; and
 - the continued need to deliver the best possible service to our public.
- 2.4 All of this activity and learning has led to an ambitious joint transformational change programme, PRISM. This programme of work will build on the joint activities and learning achieved to date and this learning will be taken forward together to maximise benefits and to provide resilience, agility and responsiveness.
- 2.5 Both forces are in the early stages of the joint PRISM programme and will be testing and piloting different parts of it across the three counties. This activity will enable us to develop a solid operating model based on evidence, testing, engagement and feedback. The achievement of this programme is supported by our medium term financial strategy.
- 2.6 Change will be continuous and investment in cultures will support and help deliver this activity. Plans will, quite rightly, continually evolve following stakeholder engagement and evidence based learning from on-going pilots.

3. FURTHER INFORMATION

- 3.1 The PRISM programme is a complex undertaking, and in the first instance a short introductory video has been produced for the benefit of providing the staff and volunteers of both forces with highlight information. This will be presented at the Panel meeting.
- 3.2 The inaugural PRISM Board was held on 26 April, where a presentation was received providing a more detailed overview of the scope, areas of work and governance of the programme. A reduced version of this presentation is provided at Appendix 1, and will be presented in detail at the Panel meeting.

4. RECOMMENDATION

- 4.1 In conjunction with further detail to be presented at the Panel meeting, members are invited to note this introduction to the PRISM transformation programme.

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