



It is clear that the landscape for British Policing is changing. Criminality is more sinister and global, criminals are more resourceful and the threat of terrorism is very real.

The police responsibility for responding to the needs of our communities is more complex than ever before, exacerbated by the apparent restrictions on social care creating an extra burden on our service. By way of examples; people suffering mental health issues, who often are the most vulnerable in society, are being dealt with in ever increasing numbers by the Police, and the number of missing children and adults is spiralling with little recognition that police intervention is usually too late. These are just some of the operational aspects which create the need for change.

And it's important to note all of this in the context of Wiltshire Police saving in excess of £17 million over the past five years with more savings to come.

That is why we need to be more sophisticated in our approach, change our operating model and improve our service in a way which does not undermine our relationship with the public.

The Chief Constable and the PCC believe that neighbourhood policing should remain at the heart of what we do and this will be made clear in the new Police and Crime Plan. We are responding by redesigning and transforming police structure to keep pace with the changing demands.

Community Policing is a new model which has been drawn up following an extensive two-year review into the way we as a police force work. The work has been complex and detailed, with a significant focus on public service. We have listened to what people want and have come up with, what we believe to be, a policing model which puts members of the public back at the heart of everything we do, while looking at the service we provide, including the changes we can make to ensure we are giving you the most effective, streamlined approach to reducing crime and antisocial behaviour.

Essentially Community Policing simplifies our policing model. It breaks down the barriers between the different job roles and departments in the Force, and gives victims of crime and others a more personalised service. It encourages our staff and officers to become multi-skilled, so they can do more – from patrolling your communities as neighbourhood officers, to responding to 999 calls in emergencies.

Our current model doesn't do that. Too often, staff and officers stick to very prescriptive job roles and can work too much in isolation or silos. They are very focused on their particular job, but don't communicate enough with others involved in an investigation. This can mean investigations are lengthy and complex, with work being passed between numerous departments for them to carry out their small part of the job. And this, in turn, means victims can get confused about who is dealing with their crime, and what the latest updates are.

Community Policing simplifies the process and means staff and officers can go back to an old-fashioned approach of multi-skilled teams. The right person deals with an investigation from the beginning – whether that is a trained call-handler, an officer, a PCSO, or a civilian local crime investigator – and can then follow it through to completion.

The PCC has also invested in new technology which prevents our staff and officers being “chained to their desks”. They have smart phones and 4G laptops, meaning they can work out in their communities improving visibility and accessibility, rather than being hidden away in a police station all the time.

The model has been successfully piloted in the Trowbridge and Warminster areas since October 2015. But this was just the start of the process. We want to continue engaging with the public, explaining to you what this is all about and encouraging you to feed back to us about how it is working.

In the coming weeks and months we will continue the debate and conversation about the changing context of policing so that we can have a more informed discussion about how we can work together with you, volunteers and our partners to provide a continuously improving service. The PCC will also be carrying out consultation with local communities regarding feedback about how this new approach to policing our local communities is working.

### **What is a Community Policing Team?**

The proposed teams will be made up of Police Officers, Police Community Support Officers, Local Crime Investigators, Community Coordinators, Special Constables and Volunteers

- There will be an inspector who will have the overall responsibility and supervision of each community team. The inspector will be supported by a deputy.
- Each team will be led by a sergeant who will have the responsibility of tasking resources to deal with incidents and working with others to identify and offer solutions to medium and long term issues.
- Each Police Officer and PCSO within the team will be allocated an area of responsibility. Officers will be expected to develop background knowledge of the area and be able to identify any high risk victims and high risk offenders, together with identifying any vulnerable locations, areas of high risk and harm and predictive hotspots areas. This will enable officers to work more productively and efficiently in line with the Force control strategy and feed information and intelligence back into the system, providing more targeted and prescriptive daily tasking and briefings.
- Local Crime Investigators will support the team with extensive evidence gathering and case file experience.
- The Community Coordinators will assist officers in identifying community priorities and give direction and guidance around where team members should focus their patrols with regards to locations and individuals. The coordinators will also work with other partner agencies in identifying and resolving local community issues.
- Members of the Special Constabulary will be aligned to a Community Policing area and the teams within them.

### **Other changes**

The Control Room will be embedding a decision making model called THRIVE to individually assess calls.

- **THREAT:** Is there a threat? Who or what is the threat to? (What is being reported?)
- **HARM:** If the threat is carried out what is the likely level of harm?
- **RISK:** what is the likely hood of this threat occurring?
- **INVESTIGATE:** What are the needs of an investigation into the incident?
- **VULNERABLE:** A person is vulnerable if as a result of their situation or circumstances, they are unable to take care or protect themselves, or others, from harm or exploitation.
- **ENGAGEMENT/EXPECTATION:** Would the caller or circumstances of the incident suggest a reassurance visit or would another form of engagement be beneficial.

Once assessed the call takers will decide the appropriate response ranging from closing the enquiry, allocating to dispatch or tasking to a CPT.

## Conclusion

This report is simply a rationale for change and a general overview of the proposed changes. With my teams, I will continue to provide information and details as they become appropriate.

Despite some voiced concerns, it is not a disbanding of NPT, but rather a development of that model of policing, bringing together resources that have been working in isolation and keeping Public Service at the core of our work.

This is a Force wide process but from a personal perspective I fully endorse the new model to you. I genuinely believe in the need for restructure and refocus on the services we provide.

There will of course be issues with the model, but the CPT allows the flexibility of resources to adapt and respond to those issues. CPT also creates the vehicle for improving the way YOUR Police engage with you. There is significant work focussed on our Engagement Strategy and I encourage you to participate when you see the requests.



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