



NATIONAL POLICING STRATEGIC FRAMEWORK



"With you, making Mauritius safer"

Permanent Strategic Planning Capability

(strategic direction at Force and Divisional level)

Mauritius Police Force

National Policing Strategic Framework

Blue Print

“Permanent Strategic Planning Capability”

(strategic direction at Force and Divisional level)

This ‘Blue Print’ is one in a series of six strategic documents, each of which deals with one pillar of the National Policing Strategic Framework (NPSF). The others are:

- Community Policing – greater accountability to the community.
- Achieving a Human Rights Compliant Organisation – a commitment to professional standards.
- Human Resource Management Capability – modernising our human resources management.
- Intelligence-Led Policing – development of proactive responses.
- Enhancing Reactive Capability – a step change in the quality of reactive activities.

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PERMANENT STRATEGIC PLANNING CAPABILITY

(strategic direction at Force and Divisional level)

1. INTRODUCTION

The advent of globalisation and the subsequent transformation taking place across the world, have brought about a host of challenges to policing ranging from crimes against person, morality and property to emerging crimes such as organised, transnational and cyber crimes. Criminals, on the other hand, have become more sophisticated in their approach. Stakeholders and members of the public are, hence, constantly exerting pressure on the Police for greater vigilance, competence and excellence.

Across the globe, it is no secret that most leaders and managers have moved towards strategic planning and management with regard to the functioning of their organisations. Similarly, in a bid to meeting modern day policing challenges and demands, law enforcement agencies, worldwide, are now invariably making use of this evolving managerial concept. Hence, a change in management style, that is, moving towards strategic concepts and direction in the current business of policing is more than justified. Today, police forces need to think strategically, analyse situations and problems strategically and initiate strategic changes.

No doubt, strategic management not only enables an organisation to be forward looking but also helps to scan the environment in order to identify threats, opportunities, weaknesses and strengths. It also helps to identify future needs, provide clarity on organisational goals, vision and mission and above all, proactivity.

In this endeavour, the Mauritius Police Force will in its current management style, introduce the element of strategic planning process so as to:

- Provide quality services by being proactive;
- Encourage employee involvement, commitment, dedication and team work within the framework of professional standards;
- Enhance Human Resource Management capability;
- Formulate strategies and plans through research and development;
- Support Management in decision-making based on fact, figures, evidence and intelligence products; and
- Allocate resources efficiently and effectively.

*“I keep six honest serving men, they taught me all I knew; their names are: What and Why
and When and How and Where and Who”*

Rudyard Kipling, Just-So Stories, “The Elephant’s Child”

2. AIM

We will be a strategically driven, forward-looking organization, which will work towards meeting the expectations of our customers within the framework of professional standards.

3. MOVING TOWARDS STRATEGIC PLANNING & MANAGEMENT

Strategic management, as a modern concept, is evolving at great pace in this globalised world. Within the threshold of strategic management and planning, there are various processes that should be taken into account, to successfully manage an organisation. Albeit the fact that the way strategic management is treated by renowned authors differs, the end product however, remains the same based around the three core strategic processes¹, viz: Strategic Analysis, Strategic Choice and Strategic Implementation.

3.1 Strategic Analysis

Strategic assessment provides analysis of the current situation for prioritising business, together with matters that may pose significant threat in the medium and long term. This is important as anticipation of threats on the horizon enables decision-makers to re-align resources, develop training and procure equipment and prioritise activity to meet the threats head-on. We will make optimum use of strategic analysis through various management tools such as the SWOT and PESTEL analysis, so as to help executives, senior managers and supervisors by providing major facts and forecasts derived from analyses of both the internal and external environment.

3.2 Strategic Formulation and Choice

We will build on this analysis to develop strategies, evaluate their workability and choose the best option. We want to see the big picture looking at the police organisation as a whole within the context of its mission and mandate. For a strategy to be successful it must be consistent with its goals and values and to achieve this, new structures, processes and changes in the way in which we work, will be required.

3.3 Strategic Implementation

The implementation is the action stage of strategic management. We will mobilise police officers from top to bottom level to put formulated strategy into action. It requires discipline, commitment and sacrifice. Even though good techniques are applied, a plan does not guarantee success, unless it is supported by decisions regarding the appropriate organisational structure, human resource, technology, culture and other issues that can drive change smoothly.

¹ Johnson and Scoles (1997): Exploring Corporate Strategy

3.4 Integrating the Strategic Drive

We will ensure that our Police are strategically-driven and embrace a new culture of professional service relying on the quality of the three methods of service delivery - Community Policing, Reactive Response and Proactivity, whilst at the same time, strictly adhering to Human Rights and Professional Standards. It is obvious that the drive towards the process of strategic management and planning would require the involvement and commitment of all members of the Force so as to achieve a cultural shift. More will be asked of the managers at all levels. The changes will not only mean a different style of policing, but also a different style of managing.

Communication is an important ingredient that moulds the drive towards achieving strategic planning and management. We will rest on openness and transparency, encourage two-way communication at all levels revolving around the bottom-up and top-down approaches. These principles will be driven through a fresh partnership approach, firstly with our internal customers and secondly, with external customers such as the public, NGO's, Public Sector organisations, etc.

4. INTRODUCING STRATEGIC PLANNING AND MANAGEMENT IN THE MPF

4.1 The Structure

The MPF will henceforth draw its strength and direction from the **Permanent Strategic Planning Capability** that will be built up at all police directional levels. At Force level, this permanent planning structure, based at the Police Headquarters (PHQ) will be known as the **Police Strategic Planning Unit (PSPU)**. At Divisional/Branch level, however, it will be known as a **Divisional/Branch Planning Unit (D/B PU)**.

Another important innovation will be the setting up of **Tasking and Coordination Groups (T&CG)** that will create and maintain an active management process in terms of analysis and decision-making.

With the introduction of all these new drives, the present organic and functional structure of all directional headquarters will undergo a drastic transformation as it will be strategically driven and commanders at all levels and personnel will be required to adapt to those changes.

The T&CG and the process involved have been dealt with, in details in the Blue Print for Intelligence-led Policing.

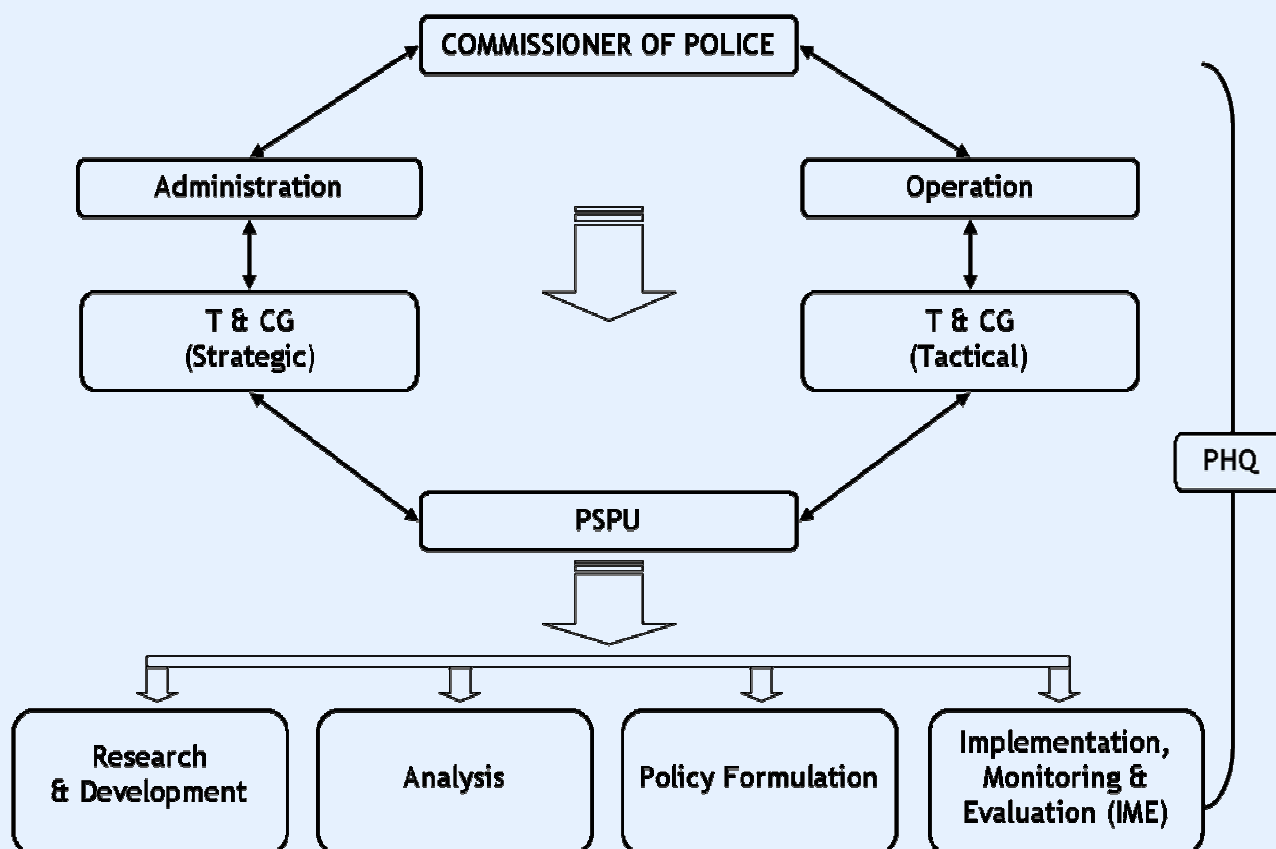
"Why plans can fail:

Due to lack of commitment to planning process, strong resistance to change, failure to set meaningful and verifiable objectives, poor monitoring and control mechanisms..."

Dixon. R (1991): Management Theory and Practice

4.1.1 Force level

The structure of the Police Strategic Planning Unit (PSPU) will be as follows:-



The PSPU will be headed by a Senior Police Officer and will operate directly under the Commissioner of Police. It will provide a vital link to the T&CG and constantly, work in close collaboration with the various D/B PUs.

4.1.1.1 Strands of the PSPU

The PSPU will focus on the following strands:

- (i) Research & Development;
- (ii) Analysis;
- (iii) Policy Formulation; and
- (iv) Implementation, Monitoring and Evaluation (IME).

(i) Research and Development Strand

The area of concerns will revolve around the following:

- ***Environmental scanning:***

The internal and external environment related to policing will be scanned using management tools.

- ***Internal audits:***

Auditing and evaluating the internal structures, systems and processes with a view to improving performance, the working environment and service delivery.

- ***Facilitating the identification of key strategic issues:***

Through consultation and research, identify important issues related to policing.

- ***Supporting the top team in strategic decision-making:***

After consultation and in-depth research in the relevant field, helping managers in the strategic decision-making process.

- ***Engaging with stakeholders:***

Communicating and working in consultation with stakeholders to identify issues and map the way forward.

- ***Achieving internal and external communication:***

Using all existing avenues, electronic or otherwise, to maximize the flow of communication both internally and externally, in order to have at our disposal maximum inputs/feedback to be able to work out new strategies.

(ii) Analysis Strand

Under this strand, we will analyse the root cause of problems/challenges, that is, how and why a problem has cropped up. It will also predict trends using statistical and analytical tools. It is the best way to inform strategic level/management on the way to look forward and find out solutions to problems. While the PSPU will look into matters of national and international concerns such as Human Rights, road safety, terrorist threats, etc, D/B PU will focus on problems specific to the Divisional/Branch jurisdiction such as community issues, noise pollution, domestic violence, speeding, etc.

(iii) Policy Formulation Strand

This will involve the development of strategic plans and formulation of policy through research and consultation. The task of the PSPU will be to develop plans and formulate policy measures concerning the whole country. The D/B PU will address issues specific to their area of jurisdiction.

(iv) Implementation, Monitoring and Evaluation (IME) Strand

The work of this strand will involve implementing, monitoring and evaluating all new plans and policies. It will be its primary role to sort out major problems during implementation and help in the smooth monitoring process. It shall evaluate the penetration of strategies and plans and if need be, readjust for better results. Among others, the IME will:-

- ***Monitor the implementation and assess Effectiveness of the Strategic Plans and Force Annual Policing Plans:***

Any implementation process needs to be thoroughly monitored at every step and its effectiveness or drawback properly assessed so that adequate measures are drawn and tested before application.

- ***Setting and Reviewing Milestones and Timescales:***

After proper research, consultation and analysis with all internal and external stakeholders, it will set, monitor and review milestones with a proper timescale so as to achieve the targets set.

- ***Implement, Monitor and Evaluate the pillars of the NPSF:***

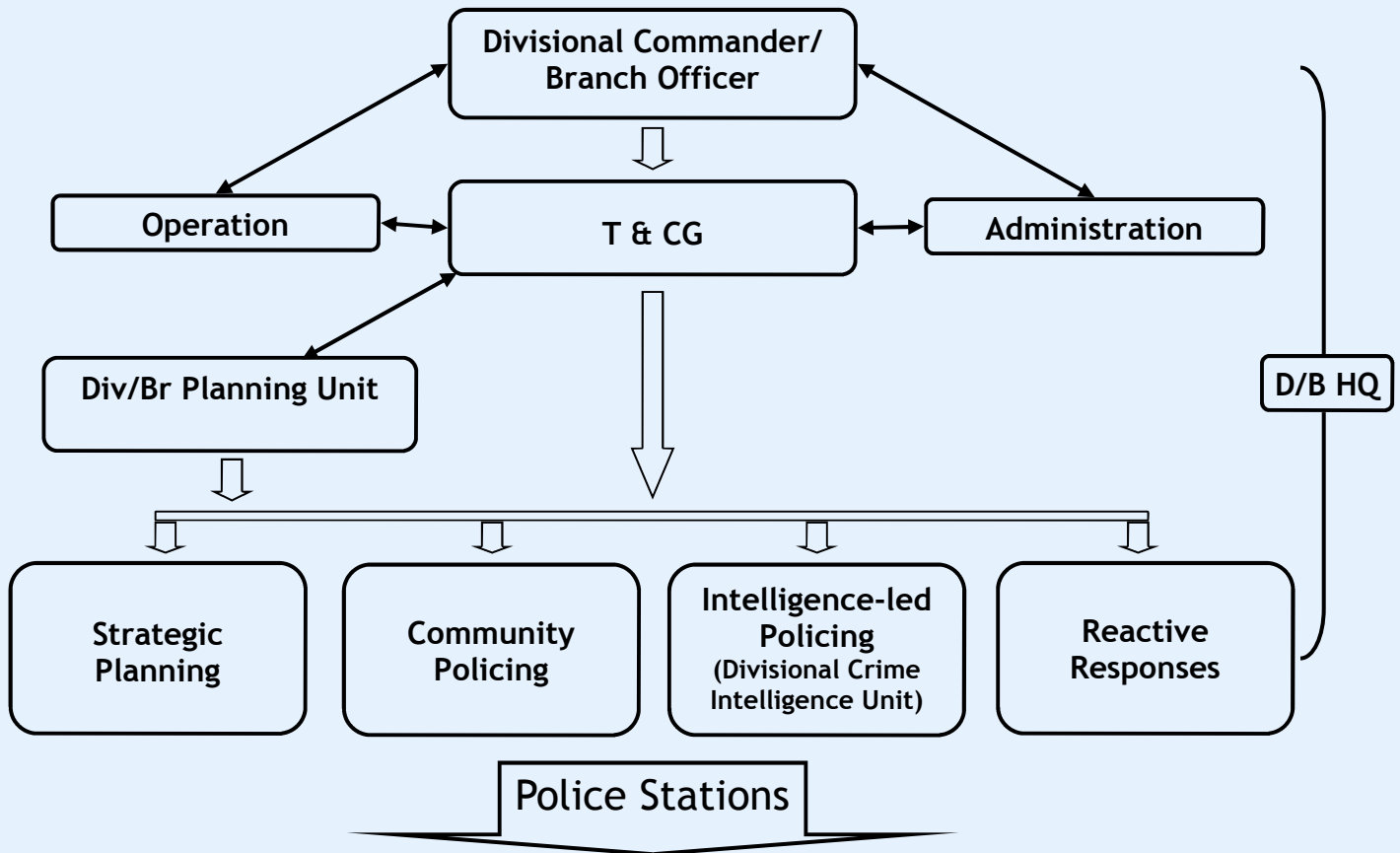
Apart from its usual business, the PSPU's will oversee the implementation and will monitor all the pillars of the NPSF. It will also evaluate their performance by using appropriate research methods and tools.

- ***Work in Collaboration with Tasking and Coordination Groups (Strategic and Tactical):***

The PSPU and the D/B PU will provide timely information and will also make use of the decisions and information released by the Tasking and Coordination Group for proper dissemination and penetration in the organization. The PSPU will oversee different D/B PUs on the implementation of the key pillars of the NPSF at Station levels such as proactivity, quality reactive activity and community policing.

4.1.2 Divisional and Branch Level

The structure of the Divisional/Branch Planning Unit (D/B PU) will be as follows: -



The D/B PU will be under the command of the Divisional Commander/Branch Officer who will be responsible for strategic planning, as well as implementing, monitoring and evaluating community policing, intelligence-led policing and reactive responses. The D/B PU will constantly receive feedback through community policing and field intelligence sources which will be analysed and thereafter, any actionable intelligence transferred to T&CGs.

The development of proactivity will contribute to a large extent in enhancing our effectiveness. Therefore, in our commitment to develop a holistic approach to law enforcement, the D/B PU will coordinate reactivity and proactivity responses so as to enhance quality of service on reported crime and enhance collaboration between internal specialists. The co-location of these functions (community policing, proactive and reactive) in a single unit could allow for a much better coordination of crime reduction, detection and community safety strategies within the Division.

The functions of the D/B PU will be inter alia as follows:-

- Planning, research and development, analysis, policy formulation, and IME;
- Ensuring proper implementation and monitoring of other pillars of the NPSF;
- Evaluation, allocation, progress monitoring and finalisation of reported crime;
- Crime advice (prevention, risk etc); and
- Linkage between the specialist roles of Community/ Neighbourhood Officer, Youth Liaison Officers (*Brigade Pour la Protection des Mineurs*), and Family Protection Officers, etc.

4.2 Tasking & Coordination Groups (T&CG)

The T&CG will sit at four different levels as follows:

- Force Strategic T&CG;
- Force Tactical T&CG;
- Divisional/Branch Strategic T&CG; and
- Divisional/Branch Tactical T&CG.

This is the way strategic and tactical or operational business is decided. It will transform the police organisation from one that just reacts to problems to one that looks ahead and plans new strategies and considers the provision of resources and the construction of new tactics in order to bring about the reduction of problems.

4.2.1 Force T&CG

Primarily, the Force T& CG will be driven by the Commissioner of Police, and consist members as decided by the latter, but generally, assembling Heads of Divisions/Branches, in order to take stock of the various feedback, information, problems and challenges with a view to finding the solution for an effective service delivery. Supported by the PSPU, T&CG will take decisions and set the operational strategy to address the current and emerging issues facing the Force. In particular the Force T&CG provides support to the Commissioner of Police in the finalisation of the strategic products described below and issuing the Force Control Strategy².

4.2.2 Divisional/Branch T&CG

On the other hand, Divisional Commanders and Branch Officers will have their own T&CG and will be held more accountable and responsible for planning the right response within their area of command. They will analyse and examine day-to-day running of their Divisions/Branches, identify problems and shortcomings and formulate their future needs in a professional way.

² The Force Control Strategy sets out and communicates the current strategic operational priorities of the Force and is the prime guidance to Divisional Commanders and Branch Officers to achieve the objectives of the Force Annual Policing Plan.

The role of Divisional/Branch Strategic T&CG in supporting the Force strategic direction is two-fold; first, to receive the Force Control Strategy (Plan) and draw their local plans accordingly. This might mean changing the balance of resources, issuing local instructions on priorities etc, second, to feed information to the Force T&CG for the purpose of the strategy cycle. At Divisional/Branch level, the T&CG will receive from the D/B PU a Tactical Assessment³ and other intelligence products for action. The Tactical Assessment will be one of the contributions from the Divisions/Branches for the Force Annual Report and the Threat Assessment.

The Divisional/Branch Tactical T&CG will examine crime and other operations-related problems on a regular basis. Divisions/Branches will implement the strategy set out at Force level and will therefore, devise ways and means to achieve the set goals and targets and in the course thereof, they will provide feedback to the Force T&CG with a view to devising new strategies befitting the situation.

4.3 The Strategic Products

The MPF will issue the following products:

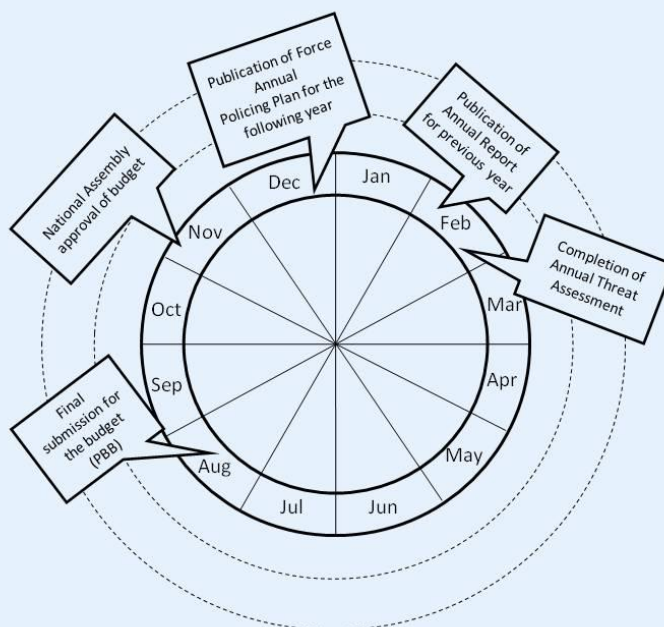
- **Annual Report:** This report, which will be a public document, will be submitted to the Government and other stakeholders describing how we have performed against the PBB targets and the problems that have been identified. The public will also be informed of our actions through the media and our web site. The Annual Report will deal with both Force (concerning the whole Police Department) and Divisional/Branch activities (concerning their own achievement and performance).
- **Annual Threat Assessment:** This document will describe the challenges, threats, and specific risks ahead in order that appropriate preventive action can be taken. It will examine the nature and extent of problems/threats affecting or likely to affect our society. It will help to put in place the Force Control Strategy (Plan) in order of priority so as to address problems and specific responses. The assessment will help direct police resources with the aim of reducing and preventing crime and disrupting criminal activities.
- **Force Annual Policing Plan:** The Policing Plan will describe in details the actions that will be taken to respond to contemporary policing needs and challenges and the organisational strategy. The document will be prepared in consultation with stakeholders such as the Government, Ministries, Local authorities and the public in a timely manner so as to meet the PBB requirements.
- **Prepare a Draft Paper on our Priorities and Targets for Programme-Based Budget (PBB):** In consultation with the Prime Minister's Office and the Ministry of Finance, we will work out our priorities and targets in line with the Annual Policing Plan and Strategic Plan.
- **Strategic Plan (2/3 years):** We will continue to scan the internal and external environment, with a view to analysing key elements or forces that affect the environment in which our organisation functions and we will develop new

³ The Tactical Assessment identifies and monitors the priorities, shorter term issues and new emerging problems within a command area. See also Blue print on Intelligence-led Policing. Full procedural guidance will be provided in the Mauritius Intelligence Model (MIM)

strategies to meet policing requirements. We will formulate our strategic plan in consultation with partners, stakeholders and the community and take into consideration the feedback/inputs and products of the T &CGs.

4.4 Annual Planning Cycle for Strategic Products

The diagram below depicts the annual planning cycle for the production of the strategic products.



4.5 Development of Human Resources and Services

4.5.1 Development of Senior Managers

Our managers need capacity building in the field of strategic planning and management and to be ready to face changes, capture opportunities and to effectively meet threats. Managers will need to adopt a more proactive management posture, bearing in mind the future of the organisation and better long-term performance. This will help to achieve understanding and commitment from all staff, from top management to the grass root level. Successful implementation depends on the managers' skill to motivate their staff to give the best possible result. Therefore, it is vital to get the strategic level officers, managers and supervisors prepared for the strategic thinking, analysis and formulation.

4.5.2 Development of New Roles

The success of the PSPU will rest on trained, experienced and dedicated staff. Besides specialist personnel, the Unit will also comprise administrative staff. In the short term, we intend to make optimum use of our graduates and provide them with specialized training.

The Human Resource requirements are as follows:

(i) Manager

The PSPU will be under the charge of a Senior Police Officer with formal knowledge and experience in strategic planning and management with proven leadership and management skills.

The Manager PSPU will be responsible for the smooth running of the PSPU and will work directly under the command and control of the Commissioner of Police. He will lead the team throughout the process as regards the preparation and implementation of the strategic and policing plans.

On the other hand, the D/B PU will be headed by the Divisional/Branch Staff Officer or an Officer designated by the Divisional Commander/Branch Officer.

(ii) Researcher

The PSPU will conduct field survey/research in various problematic areas so as to gauge the root cause of the problem. This will necessitate the recruitment of specialists and/or development of specialised/appropriate knowledge and skill of those graduates.

(iii) Analyst

The function of the analyst is to collect, review and interpret a wide range of information in order to make inferences and describe why a situation has, or may occur. The analyst analyses crimes, incidents, future events and intelligence for the preparation of the strategic products used by the T&CG for the purpose of prevention and enforcement action. The analyst will attend the T&CG meeting to answer any questions, or to clarify issues on the analytical content of the products. Furthermore, the analyst will be responsible to the Manager PSPU and will work closely with Force Intelligence Manager, to determine suitable parameters for analysis. He will ensure that he is update on the latest analytical tools and techniques.

(iv) Administrative staff

The unit will be supported by administrative as well as IT staff as will be determined by the Manager.

4.5.3 Development of the Broader service

- **Infrastructure**

The setting up of the PSPU will require an appropriate office space in a conducive environment, where the staff can exercise their duties in strict confidentiality and have the necessary tools and to fully engage in research, analysis, policy formulation and IME.

- **IT Requirements**

Information Technology (IT) is an important tool, and the PSPU will be equipped with the required IT equipment and software. It will be linked to all existing database with internal as well as external stakeholders.

5. IMPLEMENTING THIS BLUE PRINT

The National Policing Strategic Framework (NPSF) is an edifice mounted on six main thrusts that are interlinked and interdependent. No doubt the catalyst role that will be played by the PSPU will be at the heart of the new policing business model that has the power to change the direction of our organization towards high service delivery.

The process will be triggered by the creation of the PSPU on the official presentation of the NPSF. There is a need for further development and training in strategic management, including research and analytical skills that will be taken care of in early 2010.

The Tasking and Coordination Group at Force level will meet strategically at least three times a year and tactically as resolved in due course. At Divisional/Branch level the T&CG will meet monthly from March 2010 as a Tactical group, and Strategically once a year unless directed otherwise by the Commissioner of Police.

At Divisional/Branch level, D/B PU will be set up and will work closely with the T&CG under the command of the Divisional Commander/Branch Officer.

All these new structures, that is the setting up of the PSPU, D/B PUs and T&CG will be essential to produce the strategic documents in time as per the annual planning cycle. The PSPU will not operate in isolation, as it relies on inputs and information from D/B PUs and T&CGs as well.

6. CONCLUSION

There is a constant need to keep on improving our policing style and strategies so as to adjust with major changes and developments occurring in Mauritius in order to better serve the community with the highest standard of professionalism.

We want to ***Put our Public First***. The big change we want to achieve is the engagement of the whole police entity in the strategic planning and management process. This will constitute the lifeblood of the reforms in the organisation.

It is the right time to encourage all police to think, act and walk the talk of a strategically driven organization towards achieving: ***“With you, making Mauritius safer”***.
