



NATIONAL POLICING STRATEGIC FRAMEWORK



"With you, making Mauritius safer"

The Strategy

Moving from a 'Force' to a 'Service'



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UNODC

United Nations Office on Drugs and Crime

Our Vision

“With you, making Mauritius safer”

Policing around the world keeps changing. In the 21st century it is both a simple and complex matter. Simple because the people of Mauritius want a police service that is effective, honest and fair; complex because policing is now both a global and local issue with more sophisticated offenders, demanding standards of human rights and high legal expectations. Policing in democracies is now seen as much about reducing levels of crime tomorrow as dealing efficiently with investigations. Communities also have higher expectations of their police service and want a greater say in the way in which policing is carried out.

The Mauritius Police Force is ready to respond to these challenges of the 21st century and intends to start a fundamental shift from a Force to a Service.

There are six key elements to this shift:

- **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 resource management)
- **Permanent Strategic Planning Capability**
(strategic direction at Force and Divisional level)
- **Intelligence-Led Policing**
(development of proactive responses)
- **Enhancing Reactive Capability**
(a step change in the quality of reactive activities)

As a Service we will be committed to maintaining the fundamental principle of policing in a democracy; that of serving the people of Mauritius. To enable us to achieve this, community policing will become as important to the organisation as providing the right response in times of need and achieving the highest standards of investigation.

We will endeavour to provide a standard of service that meets the expectation of the community. This means that we must learn to handle the difficult balance between producing results and ensuring that we live up to the commitment this country has given globally to upholding human rights. To us, it is not only important to ensure we do not bring about the conviction of an innocent person through avoidable failings on our part, but that where the Courts convict a person, we can be sure that we have at all times followed due process.

We have significant internal developments facing us. All these have at least one thing in common: getting the best from our people. An essential component of this strategy will therefore be to plan and embark on improvements to our Human Resource management especially recruitment, preparation and development of our officers, career management and professional standards.

To deal with the modern complexity of policing, we need to build a permanent strategic planning capability. We need to reflect on what is happening, consider the possible future trends and plan accordingly for the right response at Force and Divisional level. We will be committed to the production of an Annual Report on our activities and we will publish our Plans for the forthcoming year as part of our commitment to the community. These plans will inform the PBB process. This permanent strategic planning capability, the framework of tasking and coordination and community policing will make it possible to respond to and work effectively with both a national police authority and regional police advisory councils. It is our view that the creation of such an authority and councils will significantly assist in achieving our aims of service to the community.

As crime problems become more challenging and offenders more sophisticated, we must develop our ability to find solutions through proactivity. This is not just about the development of information-led policing techniques to resolve crime series and tackle prolific offenders but also about helping communities, particular through partnership with other agencies, to do the utmost to prevent and reduce crime.

And finally, we know that reactive investigation requires effort to maintain it at the highest possible standard. The Government is continuing to make available the latest aids to crime investigation such as the use of DNA and providing the right legislation to ensure we have the powers that are appropriate. Achieving the full benefit of the best methodology brings us challenges in the development of officers and systems. We will respond to those challenges and are committed to matching the performance of police services in the larger democracies.

Whilst these are the principle outcomes we seek to deliver, we must also look to our internal development. Achieving the standards we seek in respect of our performance in these six areas requires us to work differently. The commitment to community policing and proactivity will require better management. We must develop analytical capability and build a more knowledgeable cadre of officers. If we are to become more open with the public on how we conduct ourselves, we must become more transparent internally in how the service is managed and make better use of our people. Linked with that transparency will be a greater trust in our officers. Supervision will still be important to us to ensure the elimination of mistakes and the reduction of poor performance but we will seek a more flexible workforce that demonstrates greater initiative.

Some of these changes will take us more time. Developing the culture of an organisation and new essential systems is always difficult. Nor is it without a cost which must be managed against competing alternative public expenditure. We recognise that we will not be able to satisfy everyone but you will find a new commitment to working with and for you.

This is our strategy. Further explanations can be found in the document “Summarising the Plan” which is on our Website “<http://police.gov.mu>”. To guide our organisation and to help implementation, detailed specifications are contained in internal, individual “Blue Print” documents for each of the six key elements of the framework.
