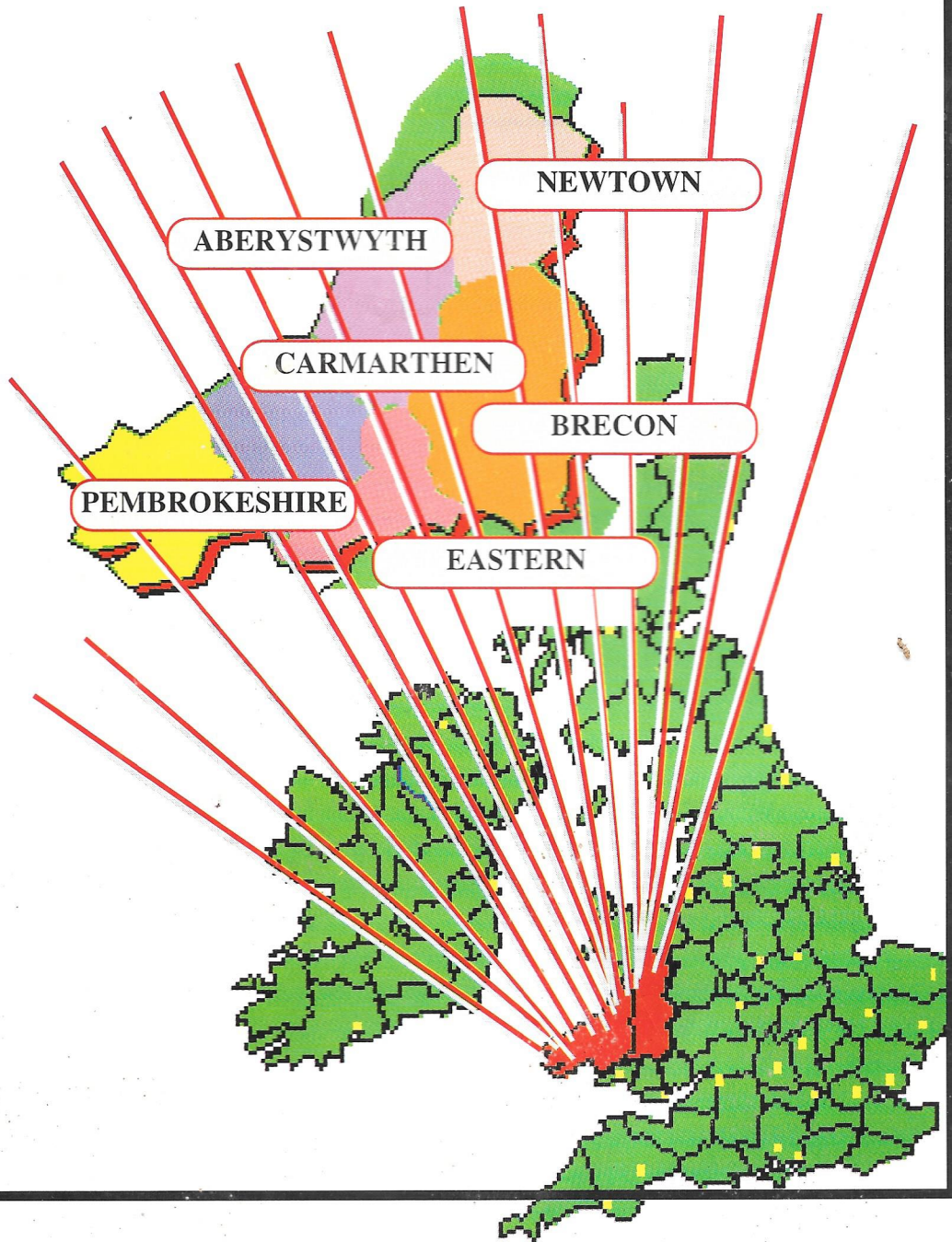
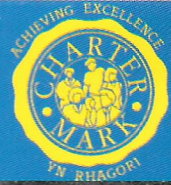


# *POLICING 2000*



## **The Corporate Strategy of Dyfed-Powys Police**





# *Policing 2000 Corporate Strategy*

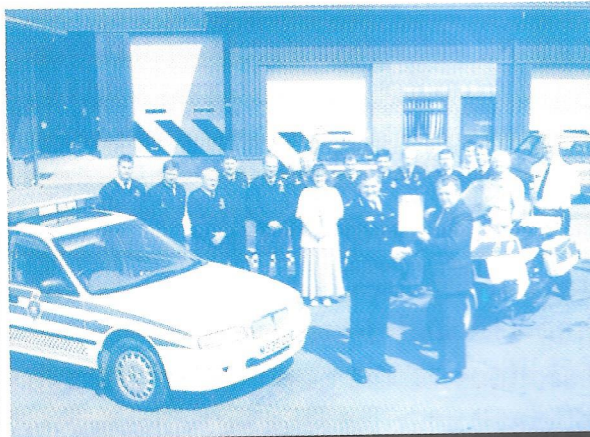
**A strategy formulated and endorsed by members of Dyfed-Powys Police in consultation with our community to provide a framework for policing to the year 2000.**

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# Introduction



"Policing 2000" is the strategy of the Dyfed-Powys Police Service which will provide a framework for policing from 1995 to the year 2000.

As we enter this period the Service is in an excellent position to continuously improve our performance building upon a solid foundation.

Over the past two years we have seen the level of crime reducing and the quality of service being achieved is of an increasingly high standard.

Many other factors such as the prevailing attitudes within society, the economic situation and the effectiveness of the Criminal Justice System can impact upon the level of crime and there can be no guarantee that crime levels can be contained in the future.

Although we have made excellent progress many problems remain. For example, we are unable to meet the needs of the public for a much higher visible presence of police officers on the street, with the number of police officers increasing by only 3% in the past twenty years, against an increase of crime, even taking into account the recent reductions, of some 100%.

Our strong emphasis on the fight against crime with a community based traditional policing approach, supported by top quality specialist resources and advanced technology has proved a winning formula and must remain central to our future progress.





## *The Vision*

As we look towards the end of the century, the vision we work towards is of a confident police service with an open, friendly, courteous and helpful style. An organisation with highly motivated staff empowered to take positive action to continuously improve upon the quality of service.

We may expect highly developed 'Partnership Policing', well marketed and relying upon excellent professional skills of our local staff aided by top quality specialists, scientific and technological support.

The police service in the coming years will be supported by the best in technology but must retain a human, caring face as part of the community, (not apart from the community) policing by consent.

Given an adequate level of resources, there is every reason for both the police and the public in Dyfed and Powys to look forward with considerable optimism to the challenges of the next five years. Working together, we can improve upon success by continuous improvement, building upon current achievements.

## *How do we do it?*

*Working to a mission and purpose, we have adopted a corporate strategy which is supported by:*

- Policing Values
- Core Policing Services
- Our Commitment to the Community
- Marketing

The strategy will be complemented by 4 new key initiatives





## **MISSION/PURPOSE**

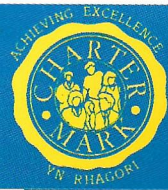
As we plan for the future we must remind ourselves what we are trying to achieve. This may be referred to as our "Mission" or "Purpose".

**"TO MAINTAIN FOR THE PUBLIC  
IN DYFED AND POWYS,  
A TOP QUALITY POLICE SERVICE,  
WHICH MEETS THEIR  
REASONABLE EXPECTATIONS  
AND PROVIDES  
GOOD VALUE FOR MONEY."**

## ***How do we Achieve it?***

In order to achieve this mission and fulfil our purpose we have adopted a corporate strategy based upon the following key points...





# CORPORATE STRATEGY



**C** **Crime** - The fight against crime will continue to be our **top priority**. Detailed strategies for crime management and crime reduction will be implemented. Detection will focus upon high quality investigations, the targeting of active criminals and good crime intelligence. Investigations will be carried out to independently and objectively seek the truth regardless of guilt or innocence, applying the highest ethical standards.

**P** **Policing Style** - The traditional, community based policing style will be maintained, supplemented by top quality specialist support and effective advanced technology. Reassuring and protective local patrols will be maintained. We will constantly strive to maintain and enhance the close relationship with our community, listening to their views and fine tuning our policing service to reflect their needs.

**E** **Enhancing Personal Skills** - The key factor in continuously improving our quality of service will be the enhancement and development of the individual and team skills of our staff, enabling them to maintain high levels of performance. Good personal communications throughout the organisation and with the community will be vital. Support staff and volunteers will be totally integrated with their regular police colleagues. The aim of our service will be to maintain the highest possible level of community satisfaction within the resources available. In the ultimate we seek to delight our responsible customers.

**O** **rganisation & Management** - A flexible organisation, responsive to necessary change will be sustained and developed. It will feature a high level of delegation throughout with operational and financial management centred at local level. Decisions will be taken as closely as possible to the operational area. Individual staff at every level will be empowered to fully carry out their role, minimising any need to refer decisions upwards. The well established open, participative management style will be further progressed by extensive training and self development at all levels of management.

**P** **artnership Policing** - We will increase the effectiveness of our service by further developing positive "Partnership Policing" with the public, other agencies and organisations, and local authorities. Constant communication and consultation will continue to support the partnership approach.

**R** **esources** - Growing demands will place great pressure upon our limited resources. Our Strategy will be to effectively multiply the level of resources by further developing public voluntary support such as the Special Constabulary and the Police Voluntary Service. All staff will be supported by excellent radio and telephone communications, efficient transport and the exploitation of new technology. There will be a relentless and continuing attack on the burden of paperwork and unnecessary administration. Staff levels will be maintained at the maximum by good management within the cash limits provided by Central Government. Resources will be supplemented by appropriate income generation and sponsorship within national guidelines.





# CORPORATE STRATEGY



**C**

## **RIME -**

The fight against crime will continue to be our highest priority in maintaining a top quality police service.

**O**

## **RGANISATION AND MANAGEMENT -**

We will be a flexible organisation, responsive to the expectations of our public and necessary change.

**P**

## **OLICING STYLE -**

We will maintain a traditional, community-based policing style supplemented by top quality specialist support and effective advanced technology.

**P**

## **ARTNERSHIP POLICING -**

We will further develop partnerships with our public, other agencies, organisations and local authorities in continuing the drive towards a top quality police service.

**E**

## **NHANCING PERSONAL SKILLS-**

Our quality of service will improve through the enhancement and development of individual and team skills for all staff.

**R**

## **ESOURCES-**

We will use all available resources as effectively as possible to provide good value for money.

### **How will it be supported?**

This Corporate Strategy is supported by the following

- Policing Values    - Core Policing Services
- Our Commitment to the Community
- Marketing





## SUPPORTING THE CORPORATE STRATEGY



### *Policing Values*

Dyfed-Powys Police have adopted the national Statement of Common Purpose and Values.

#### THE POLICE SERVICE STATEMENT OF COMMON PURPOSE AND VALUES

*The purpose of the Police Service is to uphold the law fairly and firmly: to prevent crime: to pursue and bring to justice those who break the law: to keep the Queen's Peace: to protect, help and reassure the community: and to be seen to do all this with integrity, common sense and sound judgement.*

*We must be compassionate, courteous and patient, acting without fear or favour or prejudice to the rights of others. We need to be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish our lawful duty.*

*We must strive to reduce the fears of the public and, so far as we can, to reflect their priorities in the action we take. We must respond to well founded criticism with a willingness to change*

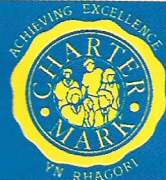
The ability of the service to adopt the above statement will depend on the willing co-operation and assistance of society in general. The maintenance of law and order is the responsibility of society itself not solely that of the police.







## SUPPORTING THE CORPORATE STRATEGY



### Core Policing Services

Having consulted our community, and taking their views into account, the following core services form an important and coherent approach to protecting the people of Dyfed and Powys.

1. To lead **positive crime prevention action** in partnership with the public and other agencies, including working with vulnerable groups such as young people and senior citizens.
2. To **investigate all reported crime**, take appropriate action against offenders and provide support for victims of crime.
3. To provide a **rapid and effective response** when there is an urgent need for police attendance.
4. To **maintain public order**.
5. To maintain effective uniform patrols designed to **provide a local protective and re-assuring service** for the community.
6. To deal with **major incidents and disasters**, co-ordinating the contributions of other services and agencies.
7. To **improve driving standards** by example, education and appropriate enforcement action, concentrating upon the more serious offences and drink-driving; deal with traffic accidents and promote the free flow of traffic.
8. To provide **general caring assistance** to the community in times of difficulty.





## SUPPORTING THE CORPORATE STRATEGY



### *Our Commitment To The Community*

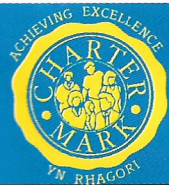
In accordance with our Local Policing Charter we will set and monitor standards for the various aspects of our policing service. We will set a range of performance indicators and regularly update you, our customers, by publishing the results.

We intend to make another successful application for the Charter Mark in 1995, recognising the excellence of our service.





## SUPPORTING THE CORPORATE STRATEGY



### *Marketing*

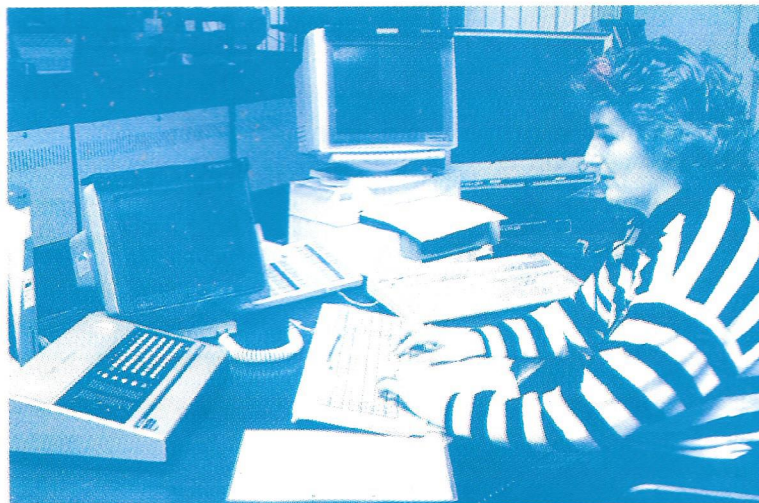
Our Corporate Plan will be underpinned by an effective marketing strategy. As a service, we will organise ourselves around the needs and wants of the customer, rather than our own convenience.

### *Realistic Resource Requirements*

Clearly the maintenance of the present level of service and future developments in line with the Corporate Strategy will require that resources at least keep pace with demand. The high level of efficiency currently achieved reduces the opportunities for further 'efficiency gains'. If demand increases substantially without a commensurate rise in resources then a reduction in our service to the community will result.

Our strategic approach will involve the highest level of flexibility in the deployment of our resources to ensure that they are used to greatest effect.

Both the level of Government funding and the degree to which forces are given the freedom to get on with the job of providing a Police Service which meets the needs of our community, will have a considerable impact on police effectiveness.





# SUPPORTING THE CORPORATE STRATEGY



## FOUR NEW KEY INITIATIVES

### 1. INDIVIDUAL/TEAM SKILLS.

*Concentrating upon developing individual and team skills...*

The continued success of the force depends crucially upon the skill, motivation and performance of police officers, support staff, special constables and other volunteers.

It is therefore essential to provide the support and encouragement allowing each individual to develop his or her skills to maximum effect.

### 2. TECHNOLOGY.

*Bringing new technology more and more into 'front line' policing*

To fully utilise the developing skills of our staff they must have rapid access to all the information they require whatever duty they are performing. Developing new technology to supply that information in an operational setting will be a major challenge.





## SUPPORTING THE CORPORATE STRATEGY



### 3. LOCAL 'BEAT MANAGERS'.

#### *Developing the local beat officer into a 'beat manager'*

Local Beat Officers will remain the cornerstone of our policing approach. In the coming years their role will develop into a 'beat manager', leading their local communities to fight crime and improve the quality of life. They will co-ordinate special constables, 'watch' schemes and local organisations to maximise the community effort. Their own developing skills will enable them to become the local 'general practitioners' of policing, calling in specialist support when necessary.

### 4. MARKETING.

#### *Implementing a comprehensive Marketing Strategy*

It is necessary for any modern organisation to develop an effective Marketing Strategy to inform the community about all aspects of the service provided. Far beyond that basic requirement however, is the potential to use marketing techniques to impact upon operational problems.

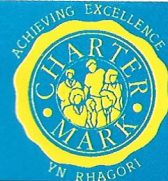
For example, a marketing approach directed towards the drinking driver could be used to deter various groups of potential offenders. Similarly, targeting potential criminals from other areas to make them aware that if they come into Dyfed and Powys to commit crime they are highly likely to be detected, could act as a powerful deterrent against the travelling criminal.

Marketing will allow us to focus upon the needs of particular customer segments and *specifically address their needs.*





# Appendix A





## Appendix B



### *THE POLICING ENVIRONMENT*

The Dyfed-Powys Police area is the largest in England and Wales, covering more than half of the land mass of Wales. From one end of the force to the other is over 160 miles, greater than the distance from London to Cardiff.

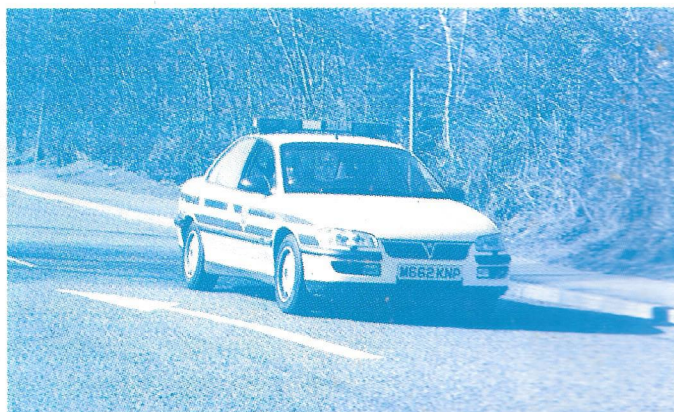
The current population of 474,000 has increased by 11% in the past twenty years, equivalent to a town the size of Llanelli. Given the steady movement of population from urban areas in the United Kingdom to the more rural areas this trend can be expected to continue.

There is also a well established national trend for crime to move from urban areas into the rural parts of England and Wales. This may increase our crime problem. New road systems are opening up areas such as Dyfed and Powys to the travelling criminal, posing a substantial threat which already accounts for 20% of crime arrests.

As urban areas become increasingly crowded, congested with traffic and dangerous, this movement of people into rural areas of Britain may become more pronounced.

Tourism is already a major aspect of life in Dyfed and Powys. The need to provide employment following the run down of our military bases in Pembrokeshire is likely to lead to a greater emphasis on tourism.

The current police establishment is one of the lowest levels of police strength relative to the population in England and Wales. This figure takes no account of the very substantial demands generated by the tourist. Clearly our resources are already well stretched.

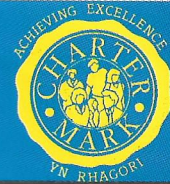


The Police Service is undergoing a period of dramatic change. Many new developments have already been implemented as a result of local initiatives. The Government is now taking a much more powerful, centralist role, for example, by imposing annual key objectives. A number of the legislative changes to the Criminal Justice System will





## Appendix B



also require substantial additional police resources.

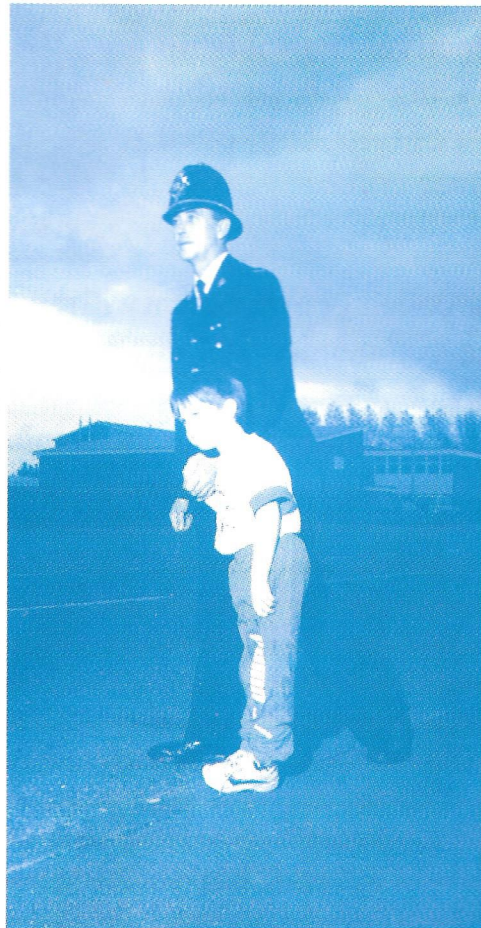
The introduction of 'policing standards' in our Public Charter, and national performance indicators encourage ever higher service expectations on the part of the public. In future we must anticipate even greater pressure on our limited resources. Public demands will increase and we must cope with a centrally driven Government thrust designed to strongly influence local policing.

On the more positive side, under the new legislation Chief Constables will have opportunities to use resources with greater flexibility, providing those adequate resources are made available.

We may expect that developing technology will have an increasing impact upon the pattern of crime. This will effect detection, with advances in forensic science such as DNA profiling, as well as prevention of crime. Developments in electronics, identification marking systems and vehicle tracking systems have the potential, for example, to reduce dramatically thefts of motor vehicles.

Installing closed circuit television into town centres and business premises should act as a powerful deterrent. Advances in the technology of credit cards will undoubtedly make some aspects of fraud more difficult.

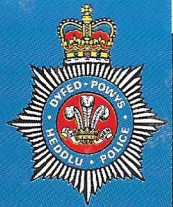
On the other hand the predicted universal availability of 'personal communicators' with the new generation of portable telephones will create additional demands on the Police Service. The opening of international frontiers may lead to greater mobility of criminals, further stretching resources.







## Appendix B



Crime has already become a major political issue, perhaps second only to the economy. The fear of crime, often out of all proportion to the reality, severely reduces the quality of life in some areas of the United Kingdom. There are increasing signs that the public mood is changing, demanding positive action from politicians to effectively combat the problem.

We are showing in Dyfed and Powys that continually rising crime is not inevitable. With effective 'Partnership Policing' it is possible to contain and even reduce crime.



The policing environment will remain challenging and the future uncertain. The community will continue to look towards the Police Service to provide a lead in combating crime and the many other policing issues which will face us over the coming years.

We intend to provide that positive leadership.





**Produced by the**

**Quality Support Department.**

**We are here to help and support.**

**Contact us on HQ ext. 280-283 for more information.**

**We would like to here your comments.**