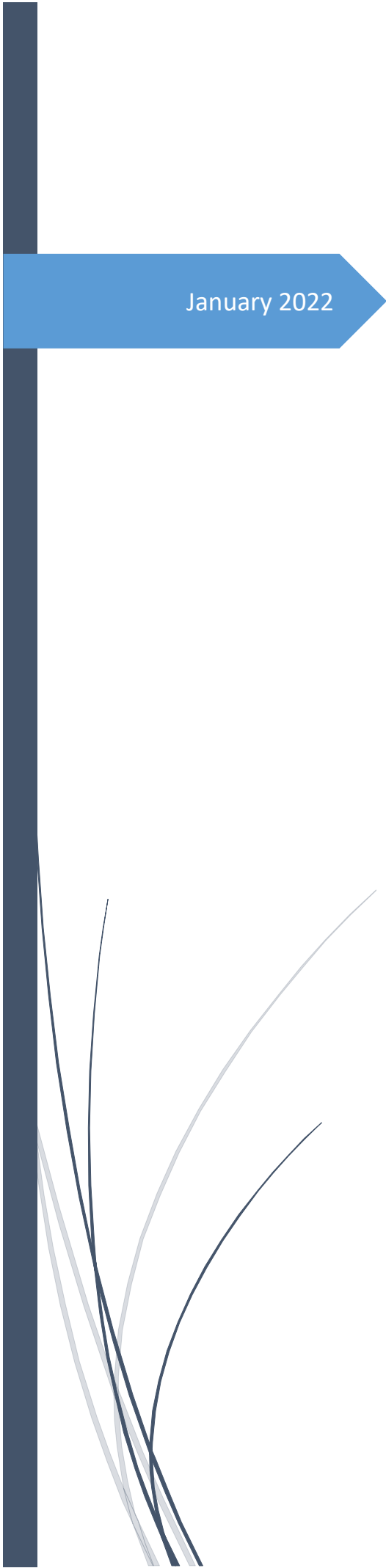


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January 2022

# The development of a strategic plan for Dyfed Powys Police

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## **Executive Summary**

The purpose of this document is to outline how Dyfed Powys Police can develop a strategic plan. To achieve this, strategy and how it is interpreted and implemented was analysed.

Dyfed Powys Police is a public body and large organisation employing with over 2000 people with an annual budget of over £60 million pounds (2022-23). There are powerful stakeholders that play a key part in all corners of its activities and therefore the development of a strategic plan is essential across all layers of its hierarchical structure.

The findings establish that strategy is simplistic in logic and complex to install. Literature provides many definitions of strategy and detail of its heritage. It is viewed as the long term thinking of an organisation and a strategic plan is to set out the desired destination. Dyfed Powys Police operates in a complex environment, the actions (and inactions) and decisions across Policing are constantly scrutinised, monitored, assessed, and commented upon.

To avoid over planning and under delivery, any plan needs to be well informed, kept simple, learnt, and taught by those affected by it. This should then underpin the decisions made in terms of priority and provide clarity across the workforce.

The strategic plan should follow well researched structures referenced. Each assist Dyfed Powys Police to set out its strategy to encompass its vision, mission, and objectives, and to do so will involve engagement, consultation and alignment to its biggest customer, the public. Theorists outline its simplicities, but with varying layers across the political landscape, much work is required to avoid confliction and maintain strategic direction.

This paper outlines models and research to assist in understanding the status of the organisation with concluding remarks and the recommendations follow the ethos of the exploring strategy framework for the implementation.

## **Introduction**

Since the introduction of the Police Reform and Social Responsibility Act (PRSA) 2011, Policing continues to adapt to the inception of Police and Crime Commissioners (PCCs) or Mayors in large cities. The debate continues as to whether this governance framework was politicisation via the back door (Brain 2012, p.18), and a direct and dangerous threat to the operational independence of Policing Chiefs (Joyce 2011, p. 10), or an approach equating to a move towards strengthened accountability (Raine & Keasey, 2012, p. 122)

As elected PCCs hold the purse strings and ability to dismiss Chief Constables (CCs), Policing has had to focus on the short and medium term. Coalesced with local and national calls for change, reform and reaction to key events such as deaths of George Floyd and Sarah Everard (BBC, 2021), the policing of the public health pandemic restrictions (Farrow, 2020; Jones, 2020) all cause much to alter direction and a refocus or drift to well laid plans and strategies (Whittingham, et al., 2020, p. 174).

Policing, and Dyfed Powys Police (DPP) for the focus of this document, face significant future challenges with the implications of the global pandemic and the associated financial constraints on public spending. Having a clear understanding and strategy for the future operating context is therefore essential to its success and performance as a public service and organisation.

There are many definitions of strategy and much detail of its heritage, and in the context of this report it is best described as the long term direction of an organisation (Whittingham, et al., 2020, p. 5). To understand and achieve this, a strategic plan can be formulated. This planning process will help shape and define the visions, mission, and objectives to help

achieve this direction. The findings will focus on DPP, a Police Service geographical defined by the former unitary boundaries of Dyfed and Powys. DPP provides a policing service to more than 500,000 residents, with significant seasonal increases in the population. Almost half of the total resident population is aged 45 and over, and 22% are aged over 65, with a high proportion (32%) of Welsh language speakers (Dyfed Powys Police, 2021).

The barometer of success of DPP like many other public authorities is difficult to measure in comparison to other sectors such as the tangible and visible metrics of share price, annual dividends, profit margins or even followers on social media platforms. It must therefore be through public trust and its ability to meet its own visions and strategies, set from within or by others. These are often subjective, capricious, and difficult to measure.

Whittingham, et al., (2020, p. 6) refer to the three horizons framework of strategy (see Appendix 1), depicting time and performance potential as elements to consider. If DPP was to limit its focus on day to day activities (horizon 1), there is risk of stagnation and declining performance., This could be monitored though gradings provided by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) or its own assessments through victim experience, complaints, staff morale or recruitment for instance. Strategy should be used to push beyond this 'horizon', and look to improve, evolve, emerge (2<sup>nd</sup> horizon) or furthermore innovate by investing in research, development, or technology (towards the 3<sup>rd</sup> horizon).

Clearly, large organisations such as DPP understand and document its purpose, vision and mission statements and are often detailed within its Police and Crime Plans (see Appendix 2). This is set by the PCC, in consultation with the CC and under the scrutiny of the Police

and Crime Panel (PCP). This outlines the importance of understanding goals, objectives and performance indicators. Importantly, these plans themselves may be regarded as short to medium term (3-4years), as they are restrictive on the term of office of an elected PCC.

## **Findings**

A strategic plan provides the information to support a strategy for the whole organisation (Whittingham, et al., 2020, p. 516). In Policing there are often papers and reports prepared and researched around creating new teams, disbanding resources in one area for another, investing in technology and so on. These are business cases, and should not be confused with a strategic plan that should be long term and for the whole organisation (Martin, 2014). Rogers, et al. (2020, p. 224) found that the full potential for strategic planning in policing is not achieved and does little beyond the superficial.

Bryson (2018, p. 36) outlines that strategic planning is key to the survival, prosperity, and effectiveness of public bodies. This may be the continuing of work only to a higher standard, or a shift in focus and strategy. (Bryson, 2018) simplifies it as:

- A. is establishing where you (the organisation) are.
- B. is figuring out where you (the organisation) want to go.
- C. is figuring out how to get there.

A and B are the organisations existing or new structure and systems, processes, resources and missions. C is the content of a strategic plan. The planning is not a single entity of each and if considered holistically, the more effective the plan will be. See Appendix 3.

Undertaking a strategic plan has many benefits for DPP. The first would be the actual strategic thinking and learning of what needs to be achieved and how to go about it. It would inform and assist decision making, on an operational and strategic level and assist in prioritisation of focus and tasks. This whole process would enable DPP to understand its own status, reputation, culture, and external environments.

Therefore, it is important to have a structure and Whittingham, et al. (2020, p. 516) outline the below components to a strategic plan.

- Statements - Mission, goals, and objectives
- Environmental analysis.
- Resource and capability analysis.
- Business model.
- Strategic options.
- Proposed strategy.
- Additional resources.
- Key changes in structures, systems, and culture.

### Mission, goals, and objectives

DPP has a newly created Police and Crime Plan (2021-2025) set by its re-elected PCC. To support this, there is a delivery plan to set out how the priorities (of the PCC) will be met and the measures that will be put in place to ensure progress is tracked and available for public scrutiny. The PCC also sets out a vision, with five areas, three key priorities and a set of four values (Dyfed Powys Police and Crime Commisisoner, 2021). See Appendix 2.

The Chief Officer Group (COG) of DPP, that includes a newly appointed CC, will set out their mission and vision statements, together with priorities. It is important that they do not conflict and share the same long-term vision of the organisation. This is where complexities and competing areas exist. The CC for instance has to consider the strategic policing requirement such as national commitments around terrorism, organised crime and alike, together with matters beyond those that are priority for their own Policing area or priority (Vaughan, 2021), and have national portfolios as part of their role and membership with the National Police Chiefs Council (NPCC). It is also important to understand the difference in each. The mission statement should aim to provide stakeholders (staff, partners, victims, PCC et al) what fundamentally DPP is there to do. A vision is an aspirational statement, statements of corporate values that could essentially be the Code of Ethics in Policing (College of Policing, 2021) based on the standards in public life (Nolan, 1995). Furthermore, objectives could be specific outcomes to be achieved, whether tangible or not. These could be the accomplishment of a specific HMICFRS grading, achieving a level of victim satisfaction or conviction rate or generally safeguarding its communities. These all differ from a strategic statement that should incorporate all of the above.

Although these statements are the first detailed component, it is evident that it should be one of the last and are linked to the results of the environmental scan (Rogers, et al., 2020, p. 213).

### Environmental analysis

The Policing landscape continues to be a complex one and the strategic position of DPP needs to be understood and monitored (Whittingham, et al., 2020, p. 35). There are many models and processes such as *Porters five forces* to understand and gain competitive

advantage (Porter, 1996), the 5P's of strategy (Mintzberg, 1987) and Strategy Change Cycle (10 steps) (Bryson, 2018).

To understand the environment in which DPP operates is important and can be done through analysis such as a PESTEL structure or alike (*Political, Environmental, Social, Technological, Economical and Legal*). All these factors affect or assist performance.

For instance, there are many *Political* factors to consider. The creation and assessment of PCCs continues to be analysed and played out in plain sight where Policing Chiefs and PCCs utilise media to share their views and decisions. This can prove fruitful in transparency and integrity when done well, but in turn have detrimental impact where relations are strained, in evident examples in Wales (BBC, 2013) and beyond.

Devolution of Policing and *legal* powers remains a live topic in Wales with continued attempts from various political establishments and figures, articulated in many commissioned works (Silk Commission, 2014) dating further back to the origin of the Welsh Office. It is evident in the most recent findings proposing devolution of Policing and Criminal Justice (Commission on Justice in Wales, 2019).

DPP must consider how it will face challenges and operate in new horizons whilst operating as a sole operator, and consider merging with neighbouring forces wholly or expanding strategic alliances with sharing of resources and activities, already in existence with specialist departments (Tarian, 2021). However, there would be little benefit in creating a plan that was out of scope or control of Dyfed Powys Police and beyond its remit to achieve. There remains the continued assessment of collaboration. The alliance and subsequent split of West Mercia

and Warwickshire Police (West Mercia Police, 2020) was a public example that risk remains where strategies or visions are not aligned.

There are various stakeholders to consider. *Economically*, the provisional police settlement is set by the Home Office (floor funding) and Welsh Assembly (Revenue support grant) and influenced further by the PCC through matters such as council tax. These are often annual assessment and therefore impact on long term or large-scale investments towards matters such as estate, recruitment, and innovation.

It is therefore essential that DPP understands the flexibility it can undertake. The strategy clock (Whittingham, et al., 2020, p. 213) is a model allowing an understanding of how DPP could position itself around perceived service benefits against value. DPP is a different organisation to others performing the same functions such as the Metropolitan Police or Greater Manchester Constabulary. DPPs strategy may be appropriate as a less urban structure to focus towards high public service without the need to service high volume demand with a screening type approach or model, and less emphasis on national problems encountered in cities.

There are comparable examples in the form of Police Scotland. CC Iain Livingstone QPM, in evidence offered at the Thomas Commisison (Livingstone QPM, 2019), outlined the positives of having a one police force as an equitable and high standard of services. In Scotland, with the absence of Commissioners, the CC is reportable to the Police Authority. Ministers set the priorities but the authority, in conjunction with the CC, set the strategic plan. However, an anlaysis of that plan and its purpose found that this governance created powerful

stakeholders (Loveday 2018, p.8). Terpstra, et al., (2019) outlined this collaborated force failed to focus on local issues and became abstracted from its communities.

Policing may not be in a competitive marketplace, but it is important to be innovative and explore *technological* solutions to reduce administrative business support functions or combat ever changing criminal behaviours. The Policing visions (College of Policing, 2021) (NPCC, 2016) outline key emphasises on utilising technology, enhancing capabilities and innovation as key factors to the success of Policing over the next few decades. It is important to consider these as part of a strategic and tactical plan. There are however different ways of innovating and the strategy needs to reflect this.

Whittingham, et al., (2020, p. 321) refer to first movers and a second or a fast second innovator. First movers are recognised as the key to the two innovators; however, first mover strategies can be risky. Heavily research and development led and with elected public purse strong holders (PCCs), this strategy requires deep thought and engagement to be supported and accepted on a local level. There are certain advantages as a second mover. This could be to learn and utilise experiences from others and develop and adjust for own regional distinctions.

### Capability analysis

The resources and capabilities of DPP will contribute to its long-term performance and competitive advantage (Porter, 1985). For DPP to operate in higher horizons, it has to ensure it has a professionalised workforce and an ability to possess specialist capabilities.

It can be difficult to ignore and refrain from delving deep into the historical and cultural practices in Policing and understand its focus. If a strategy and vision is towards problem solving, restorative justice, prevention and participatory budgeting for instance (Vitale, 2017), it may be wider and bigger than strategic change alone, and potentially a major cultural change. Understanding if the strategic issues are informed by or effect the culture and the links between them are centrally important to manage the strategy of DPP.

To understand its own culture, Whittingham, et al. (2020, p. 170) refer to the cultural web. See Appendix 4. At the centre of this web is the paradigm, a set of assumptions that are evident across the organisation. For instance, if the focus and belief of the workforce across DPP is an emergency service and to respond to community needs, consciously or not, officers and staff are unlikely to focus on the origin of problems to prevent such incidents, or develop innovative ideas and support restorative type approaches.

As detailed, a large proportion of the community across DPP are welsh language speaking and there is an association with trust and legitimacy with its communities where the workforce is representative (Machura, et al., 2019) and thus plans in recruitment and accessibility to services needs to fit into these factors within the strategic plan. The response to the health pandemic has highlighted how police interact with the community in uncertain times will either build or damage its legitimacy (Jones, 2020, p. 584).

Analysis of a Resource-Based View (RBV) of strategy development in comparison to market led decision making and gaining a competitive edge was undertaken to understand if people (and talent) are more dominant in providing a competitive edge. Lynch & Baines (2004, p.15)

concluded that government policy, beyond an organisations own resource capability, were the primer shapers on public industries with an associated impact on strategy development.

### Business model

Whittingham, et al., (2020, p. 221) refer to three unified constituents of a business model, (i) value creation (addressing needs of the public), (ii) value configuration (the activities and resources aligned to delivery of services by DPP) and (iii) value capture (the benefits and costs associated with delivery and outcomes).

DPP can create value through the service it provides to residents in the area through its ability to be an emergency response, to safeguard its communities through interaction and partnerships and prevention of harm through visibility and accessibility. To deliver this it must configure itself to be able to respond to each part of its community, whether young, old, rural, or urban. To safeguard an aging adult population for instance often the target of cyber related crime, it must understand and respond to community needs and criminal behaviours. This can be resource intensive and expensive practice, and therefore for value capture, DPP will need to innovate to reduce costs and resources within other areas, or value configuration through collaboration and partnerships. This could be local allegiances with health, education, local authorities on matters such as public protection, fraud prevention and shared estate.

### Strategic options

In assessing options, it is important to adopt a critical approach. Whittingham, et al. (2020, p. 184) outline four lens, that individually or collectively enable further understanding of how strategy can be developed. Each lens (design, experience, variety, and discourse) enable an

insight into how strategy develops, identify assumptions of the organisation (culture) and role at the top. A design lens is the formalised rationalised view to plan a strategy step by step. The experience lens bases on traditional and subjective way of doing things that have served well for individuals. The variety lens focusses towards ideas and innovations less focussed towards an evidence-based approach. The discourse lens is a more rounded assessment and could be used by DPP to analyse behaviour and language (written and spoken) of strategy across the workforce. Adopting a critical approach will mean that each have value and inform decision making.

It is also important to identify and understand the stakeholders as part of options. Internally, these include and are not restricted to staff associations, the Office of the PCC, Welsh Assembly Government, each of the four local authorities, and beyond them local and town councils. Furthermore, the Home Office, HMICFRS, College of Policing, Crown Prosecution Service (CPS), and partners such as health authorities, National Probation Service (NPS), Her Majesty's Court and Tribunal Services (HMCTS) are all identified on business and corporate levels. DPP also has a corporate social responsibility, in that it has a wider duty to its strategic plan to not only those with the power and level of interest, but the wider workforce and public in general.

Mapping of each stakeholder is important to understand their level of power and interest. For example, if DPP aims to improve its conviction rate of Serious Sexual Offences, it cannot do so in isolation. CPS make the charging decisions and thus any attempt to improve this area must be done in collaboration. CPS have their own 5-year strategy to improve in this area (Crown Prosecution Service, 2021). CPS would be regarded as high in power in this vision

and no doubt highly interested in the plan. Moreover, DPP must work wider with health, third sector agencies so that victims are encouraged to come forward and supported.

DPP has a multi divisional structure with each area (four in total, Carmarthenshire, Ceredigion, Pembrokeshire, and Powys), managed by local senior leadership teams, with centralised support functions. This allows local issues to be addressed and expertise in differing regional challenges and ability to develop ideas and introduce quick solutions. The disadvantages of such a structure are that each may be operating differently from another, with local priorities away from organisational visions, ill-concerned with others performance and operating in separate identities. This may be classed as organisational separation where the challenges and focus in Ceredigion may be wholly distinctive to those in Carmarthenshire. This would be ill-suited to an organisational strategy designed to achieve force performance via a holistic HMICFRS grading, or an ethos of knowledge sharing and innovation for instance. Therefore, consideration is needed around a Hybrid approach (Whittingham, et al., 2020, p. 212) to allow flexibility across differentiation, but this strategy lack the benefits of consistency evident in horizontal strategies across business units (Porter, 1996, p. 365).

A strategic alliance, where two or more organisations share activities and resources to pursue a common strategy (Whittingham, et al., 2020, p. 347) could be considered. Notwithstanding the failed Policing merger referenced, there are local examples of success (Tarian, 2021). Further opportunities may present themselves as part of an environmental analysis around support functions, estate, or operational matters. It is important that assessments are wide and consider other statutory organisations and third sector agencies as equitable or non-equity alliances. This may support increasing a participatory budgeting approach by PCCs

and creating third sector and community based projects with a targeted approach (Dyfed Powys Police and Crime Commissioner, 2021), (Vitale, 2017).

Strategic and operational decisions are both important and can only be effective if aligned with each other (Bovaird & Loeffler, 2016, p. 122). Evidence based policing should play a key part in these key decisions around priority setting, use of resources. This may present itself from environmental scanning and are evident in policing visions. Sherman (2020) outlines policing experience as distractive and clouds evidence creating short termism, further supported by Martin & Mazerolle (2015, p. 37) recommending radical reform. Fleming & Rhodes (2018) conclude that this evidence is simply not enough, outlining policing craft and knowledge key to decision making on operational and strategic matters.

### Proposed strategy

The centrepiece of an organisations strategic plan should be its generic strategy (Porter, 1985, p. 25). It is important to distinguish between a deliberate and an emergent strategy, developed from the behaviours and activities inherent across DPP. There are clear benefits to each approach (Elliott, et al., 2020) (Whittingham, et al., 2020) (Vining, 2011) (Rogers, et al., 2020) (Mintzberg & Waters, 1985, p. 258). Deliberate strategies are often the outcome of a single leader or senior figure. Many public services have a robust governance framework but are still led by one person, and thus strategic leadership may manifest by command or vision of an individual (Whittingham, et al., 2020, p. 406). This is commonplace in Policing, often with the appointment of a CC or PCC eager to import and implement their own vision or priorities. This can cause a drift in strategy from previous visions and planning and cause stagnation or confusion.

The strategic plan may derive from intended planning across many levels including chief officer (corporate), financial, and operational (business). Furthermore, it may come about from external factors such as government policy, change of leadership or elected governments.

Emergent strategies are embryonic and based on a series of decisions and reaction to or proactive towards trends, such as criminal activities and behaviours, victim's needs, or lifestyle changes. They have the potentially desirable characteristic that they are likely to correspond to the needs of the environment in which they emerge (Bovaird & Loeffler, 2016, p. 139). There are often legislative adjustments, calls for reform or a health pandemic for instance and therefore, where powerful stakeholders indicate a new direction for Policing, DPP must embrace.

Although an emergent strategy specifically requires continued environmental scanning, an evaluation is important to both strategies. Whittingham, et al., (2020, p. 376) refer to employing strategies that are Suitable, Acceptable, Feasible, and subject to Evaluation (SAFE).

### Resources

This component outlines the work required to formulate the strategic plan, whether this consist of a project team a mix of individuals across the organisation or both. Importantly, it should not be restricted to employees of DPP. Engagement forums with victims and witnesses, the stakeholders and furthermore from minority groups across the area are likely to add value to the structure and improve its legitimacy. Bryson, et al. (2018) indicate that planning is underrated and creates a positive perception from within, whereas Martin (2014,

p. 84) outlines that over formalised planning, often to provide the feelings of safe and perfection, is dangerous.

### Key changes

DPP is operating in a complex environment. It has many services to provide and focus on and it is important to devolve or spread strategy and influence across the organisation (Whittingham, et al., 2020, p. 422). With this, where senior level ranks have diminished and are often targeted for savings during times of austerity, training and guidance is needed to middle level managers (Inspectors and Chief Inspector or equivalent) in order to understand their influences and raise the administrative autonomy (Hansen & Ferlie, 2016, p. 13).

Hansen & Ferlie (2016, p. 15) concluded that the likelihood of useful strategy applied in public services organization was dependent on three key dimensions. These were a high degree of administrative autonomy, marketplace conditions (competition) and performance-based budgeting. Following the work undertaken in the other components detailed, it would be necessary to understand the changes required. If the strategy is to expand alliances or collaboration with other forces or partners for specific deliverables, such as forensic units, organised crime, or counter terrorism, this may impact on the financial and resources commitment in this area.

An equally important factor to each component of this plan is leadership. Leaders exist at all levels but the lack of diversification through dominance of men, underrepresented ethnic minorities and leaders from outside Policing across Chief officer roles (Smith, 2016, p. 317) has done little to assist in promoting legitimacy and broader thinking (Hoggett, et al., 2018).

If DPP is to focus beyond the horizon of here and now, it should develop and promote transformational style leadership across its structure (Vito, et al., 2014).

## **Conclusion**

Literature on strategic planning often focusses on for-profit and the drive towards profit margins, competitive advantage, and market share. DPP is an organisation that trades in another currency, a public service ethos, and it is therefore important to undertake this planning to achieve goals, create a continuity of effort and achieve performance related effectiveness according to its vision. To harness that ethos DPP must decide upon its strategy and focus on it (Bryson, et al., 2018). Doing everything with equal attention means doing them with equal inattention and priorities require difficult decisions. A plan will assist to provide clarity about what is required.

Developing a strategy to predict the future can feel risky, and planning can help mitigate this. If a strategy feels comfortable, it probably isn't very good (Martin, 2014, p. 80). It is clear through planning, DPP can align itself with its environment to develop its own structures to enhance the likelihood of its success and sustainability (Rogers, et al., 2020, p. 213).

DPP's purpose will be influenced by its stakeholders, each dependent on their interest and power. These may be more formally recognised through its governance structures. For instance, Criminal Justice Boards must involve HMCTS, CPS and NPS, or Change and Transformation Board with local academia and College of Policing.

Cultural and institutional influences of DPP will impact upon its strategic plan and development and the seven elements of the cultural web (Whittingham, et al., 2020) can be used to analyse DPPs culture and strategy.

On a business level, the strategy framework (Porter, 1985) and the strategy clock (Whittingham, et al., 2020) assist DPP in assessing hybrid and differentiation type strategies as part of its divisional structure and understand or create its uniqueness (competitive advantage) to its services.

On a corporate level, the strategy and scope of the organisation will be presented by the Chief Officer Group. The future challenges are well documented, and most are not achievable on its own. The formation of alliance(s) and/or collaboration are key and factors such as urgency, uncertainty and capability are key considerations of strategy implementation.

DPP's divisional structure will influence strategy, but strategic choices may influence the structure, particularly alliance and collaboration developments. Using each lens to understand how strategy can be developed across DPP will be useful, with discourse allowing a rounded approach towards legitimacy and future developments (Whittingham, et al., 2020, p. 194). This will enable DPP to innovate, as a fast second, and is likely to be more acceptable (financially), achievable (capability) and aligned to Policing visions. Change is a key function to the avoidance of stagnation within the first horizon and transformational and/or situational leadership are more suited styles to adapting to the environment and forward-facing views.

DPP must decide upon a deliberate or an emergent strategy, although this may evolve from other components of the plan, but it will need to be a specific decision moving forward.

To conclude, Martin (2014, p. 16) outlines three rules to follow:

- *Keep it simple* - capture the strategy in short documentation that addresses how to operate and what success looks like.
- *Avoid perfection* - Strategy is not about finding answers.
- *Make the logic explicit* - be clear about what must change to achieve strategic goal(s).

## **Recommendations**

An emergent strategy will assist DPP to be flexible in its long-term goals and missions in an ever-changing environment, limiting strategic drift through changes of personnel, financial landscapes, and key future events.

With recent changes at senior level in DPP and with impending HMICFRS assessments, timing is important. It would be advisable to undertake this work when any implementation or change is more likely to occur. It may not be as simple as ABC (Bryson, 2018), but utilising the strategy framework of Whittingham et al (2020), assists in the recommended development of DPPs strategic plan.

## **Status and Positioning**

- Environment: Conduct a PESTEL type analysis to understand external influences.
- Stakeholders: Identify and create a plan for engagement and inclusion, understanding power and interest.
- Culture: Understand the assumptions and beliefs (culture) of workforce across DPP – in the form of workshops, surveys and local consultation.
- Resources: Analyse strategic capability (internally) and use Gap analysis and seek to address outcomes.
- Industry: Scan first level innovators and seek to be a fast second, adapting to move own organisation forward.

## **Choices**

- Business strategy: Undertake a review to understand identity (DPPs competitive advantage) using lenses to inform decision making.

- Corporate strategy: Understand parameters of portfolios of staff, departments and how they align to the overall strategy.
- Alliances/Collaboration: Pursuance of strategic alliances with new and existing partners around centralised functions.
- Planning: Focus towards an emergent strategy that allows environmental adaptations and maintains continued focus on goals and visions.
- Innovation: Assess Policing visions and devise how to meet the predicted future challenges with dedicated resource and budgeting.

### **Implementation**

- Organise: Assess performance outcomes and standardise across the organisation.
- Practice: Create statements of vision and mission to assist when difficult decisions present themselves.
- Processes: Evaluate and define what performance metrics will be used and how data is gathered.
- Leading and change: Provide skills and training to middle level managers to increase the levels at decisions are made and strategy and strategic management is understood (Hansen & Ferlie, 2016).
- Simplify: Include detail and several focal points in statements i.e. innovate, partnerships, safeguarding (Rogers, et al., 2020, p. 220).
- Evaluate: Conduct an assessment (consider peer, academic or Inspectorate led) of the strategic plan to ensure it is Suitable, Acceptable, Feasible and Evaluate (Whittingham, et al., 2020, p. 393).

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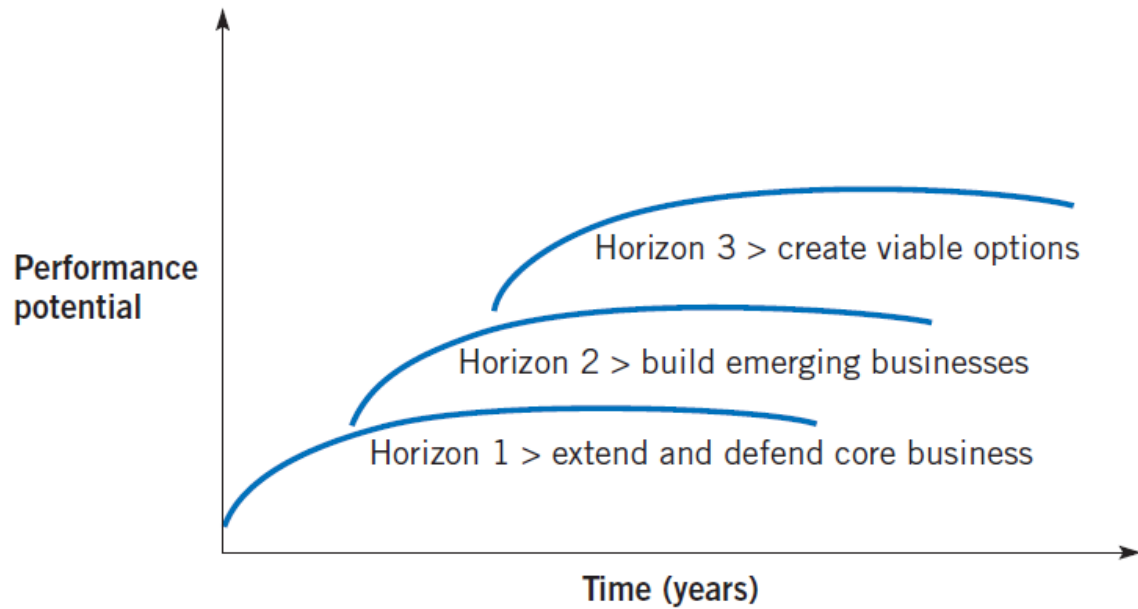
## **Appendices**

1. Three horizons Framework Strategy
2. Dyfed Powys Police and Crime Plan 2021-2024
3. ABC of Strategic Planning
4. Cultural web

## Appendix 1

### Three horizons for strategy

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Source (Whittingham, et al., 2020)

## Appendix 2

### Dyfed Powys Police and Crime Plan 2021-2025 (extract)

#### Dyfed-Powys Police and Crime Plan 2021-2025

#### A Dyfed-Powys of Safe Communities

Comwyddwr Heddlu a Throsedd  
Dyfed-Powys  
Police and Crime Commissioner

#### My Vision: A Dyfed-Powys of Safe Communities

My overarching vision for 2021-25 is to keep the communities of Mid and West Wales safe, maintaining trust and confidence in our police and criminal justice system as a whole.

This means:

- 1** We keep our communities safe, supporting them when there is crime and anti-social behaviour.
- 2** Our services are accessible to all communities, recognising diversity and Welsh language.
- 3** We take a public health approach to high community harm problems, including substance misuse, violence against women and girls and mental health.
- 4** We deliver a policing and justice system that meets our communities' crime prevention needs, protects the public and builds resilience.
- 5** Our meaningful, far-reaching public engagement drives strategic decision making.

This Plan sets out my commitments to contributing to my vision. I anticipate that the Chief Constable will establish how Dyfed-Powys Police will contribute through their Delivery Plan. True change cannot be achieved alone, especially across our complex justice system. As such, I will also be encouraging partners to reflect on how our combined efforts can help improve services for our communities.

I will use a range of qualitative and quantitative measures to answer our collective progress against these outcomes. Updates will be provided to the Police and Crime Panel and will also be published on my website.

#### Values

In order to achieve my vision of 'A Dyfed-Powys of safe communities,' I will encourage the police and all other criminal justice system organisations to work efficiently and effectively by:

Working together

Being accountable

Being sustainable

Engaging widely

#### My Vision

Safe communities

Accessible services

Public Health approach

Meets communities' needs

Public engagement

**Priority 1:**  
Victims are supported

**Priority 2:**  
Harm is prevented

**Priority 3:**  
Our justice system is more effective

#### Values

Working together

Being accountable

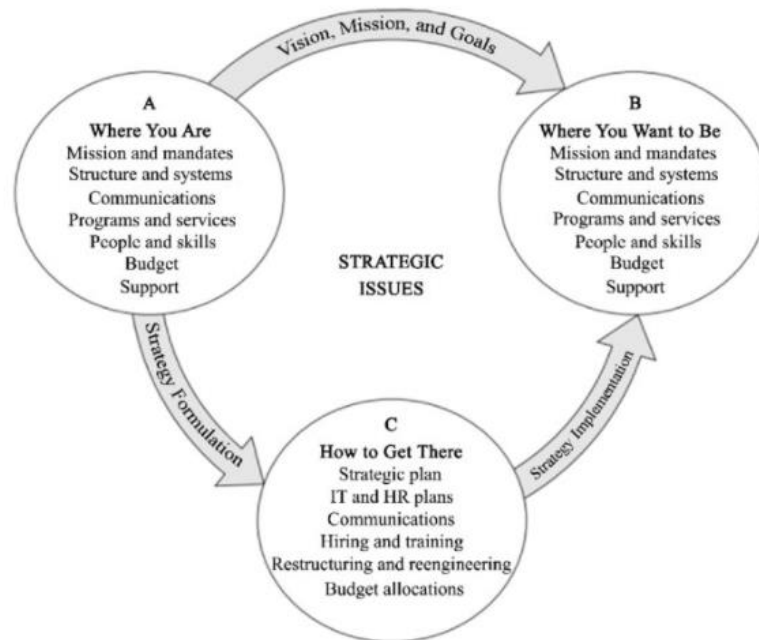
Being sustainable

Engaging widely

Source: (Dyfed Powys Police and Crime Commisisoner, 2021)

### Appendix 3

#### ABC of Strategic Planning



Source: (Bryson, 2018)

### Appendix 4

#### The Cultural Web



Source: (Whittingham, et al., 2020)

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