

MALTA POLICE
TRANSFORMATION STRATEGY
2020-2025



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September 2020

FOREWORD BY THE MINISTER FOR HOME AFFAIRS, NATIONAL SECURITY AND LAW ENFORCEMENT

As politicians, we tend to speak a lot about change. Some might call it a buzzword, while others might take the reference to change with a pinch of salt. Nonetheless, I personally feel that it is an absolute privilege for me to actively promote change in some of the country's most crucial institutions.

However, I must call a spade a spade and admit that change does not always come easy, especially when trying to instil change in organisations and entities which have a long history of doing things in a certain manner. The Malta Police Force is no exception. Despite its ingrained systems which have formed over years of tradition, I am confident that we will deliver change.

When I sat down to write the foreword to this Transformation Strategy, I felt at ease knowing full well that, in the face of all the challenges that have arisen, I am writing about an institution that has managed to achieve great results throughout the years. In my role as Minister for Home Affairs, I meet many capable officers; however, even the best individuals are not permanent. It is for this reason that we must establish a system that is based on a solid foundation which will provide the proper structures for the MPF to work, regardless of who is at the helm of the Force.

This Strategy will lay the groundwork for the modernisation of the Malta Police Force – a transformation that will lead the police to perform at a higher standard. I must point out that this Strategy outlines the actions we want to take in the next five years. However, through various strategic objectives, we are ensuring that the proper foundations are set for generations to come.

The Strategy includes several ambitious proposals that represent a change in culture. Some proposals may require every member of the Force to go the extra mile, while others may require more accountability.



As a Government, we are supporting these changes because we want to have a better Police Force. I am certain that, as a result of this Transformation Strategy, we will have the proper structures and procedures in place, thus leading to a more motivated workforce. To achieve this, we will keep investing in new technologies and increasing the Force's resources.

It will not be an easy journey, but it will definitely be worthwhile. Once we achieve the desired results, our communities stand to benefit, and members of the Force will be proud of their accomplishments.

Politics is about making a difference, and this significant reform will bring about the change the country really needs. As a Government, and especially, as the responsible Minister, I can truly say that we are committed to transforming the Malta Police Force into a strong Malta Police Service, making it one of the country's most positive institutions.

Byron Camilleri

Minister for Home Affairs, National Security
and Law Enforcement

FOREWORD BY THE CHAIRPERSON OF THE MALTA POLICE GOVERNANCE BOARD



Why Change at all? Societal Change through a Transformed Service

A transformation in action is one that takes place in a pensive mode, with little fanfare, but quiet work that aims to deliver.

The Malta Police Force Transformation Strategy goes beyond a Reform Strategy since it partakes in the reform, while ensuring that it is implemented through a radical transformation in the modus operandi of the entity.

Transformation goes beyond merely the internal structures, but expands towards a holistic approach in the transformation of the social, natural, and physical environments. The Police Force exists in the society it operates in; thus, its transformation affects and is affected directly by societal change.

The process is not something that happened on this launch day, nor was it a few weeks' remit, but it rather reflects years of perseverance, insistence, strive, and dedication, at times even against all odds. Five years ago, we were lone dreamers, who started a process to change something that was ingrained in routine, in reactivity, and steadily approaching a gridlocked functionality. Old entities are reluctant to change, and MPF is not an exception; however, change overcomes those that lag. Therefore, the objective was to understand what did not work in previous attempts, to understand the political will, or lack of it, in order to drive change over the past decades, and to understand bottom-up approaches to ensure ownership by all of any change. The first level bottom-up approach was coupled with the executive's and legislative's approval at second level.

This is now in the past, and the activities of the past months have enabled the transformation to become a seeking target, a drive that was embraced by change champions that brought on board the most transformative elements. These included legislative changes, internal work by the CEO office that sought the acquisition of the third level approval that took the form of the EU backing of such a transformation, such that the funds sought were actuated and the current product posits such a deliverable.



Gleaning success can only be trumpeted once the implementation of the Strategy is in full sway; however, the changes already evident reflect not only the desire to Change, but the drive to ensure morphing into a professional, multi-dimensional, society-centred service. This is only achieved through the individual officers' ownership of the Transformation Strategy and its new mission and values, as well as through society's take-up and feedback cycle throughout the change itself.

As the Board of Governors, the remit to ensure the transformation is embedded in its very existence, serving as an instigator, driver, monitor, and evaluator. The Board works in silence that ensures delivery.

There is no going back. The Force will become a Service for society in its physical and virtual realities. Society cannot drag a reactive entity along with it, but can readily work in conjunction with a rejuvenated proactive entity that offers a human-centred safety and security net.

Professor Saviour Formosa

B.A.(Hons)(Melit.), M.Sc.(G.I.S.)(Hudd.), Dip. App.Soc.Stud.(Melit.), Ph.D.(Hudd.), F.R.G.S.

Chairperson
Board of Governors
Malta Police

INTRODUCTION BY THE COMMISSIONER OF POLICE



I am pleased and honoured to be endorsing the *Malta Police Transformation Strategy 2020-2025*. This EU-funded Strategy is the result of considerable commitment by a great team of people who, notwithstanding the challenges brought about by a pandemic, have succeeded in drafting a clear roadmap for a successful future for such an important entity within Maltese jurisdiction.


Police are a central element within a democracy, and the functions of the Malta Police revolve around the betterment of Maltese society. Through highly dedicated staff, the Malta Police Force, the country's major agency responsible for the safety and security of Maltese citizens, has year on year ensured that Malta remains a safe place, indeed one of the safest worldwide.

As the frontliners of justice, it is fundamental that the Malta Police Force enjoys the trust of the citizens it serves. Notwithstanding the Malta Police's consecutive success in reducing criminality, rendering Malta one of the safest countries, police trust ratings have in recent years plummeted to all-time lows. These are clear signs of the pressures faced by the Malta Police Force to move away from its traditional ways, deeply rooted in an organisation spanning over two hundred years of history, to become more modernised and more citizen-centric. We need to achieve this goal, while concurrently achieving efficiency and effectiveness, displaying value for money. Maltese citizens are nowadays more vociferous and increasingly willing to take to public fora and social media to demand increased governance and accountability from the Malta Police.

The *Malta Police Transformation Strategy 2020-2025* will contribute to increased strategic orientation of the Malta Police Force, better management of external dynamics and stakeholders, increased operational efficiency and effectiveness, and optimisation of internal structures and human resources management. The Strategy incorporates also an updated mission statement which looks beyond 2020, a long-term vision revolving, around public trust, while establishing the purpose and direction of the Force.

Through 11 strategic objectives and 49 initiatives, the Transformation Strategy sets three desired outcomes:

1. Increased trust, confidence, legitimacy, and responsiveness externally from the perspective of the community, and internally from that of Malta Police officers and staff;
2. Transformation of the police organisation into a flexible, efficient, data-driven, community-centric, outcome-focused, and modern Police Force; and

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3. Innovation and sustainment of positive changes resulting from reform through leadership and management practices that are both effective and efficient.

The publication of the *Malta Police Transformation Strategy 2020-2025* comes at a time when the Malta Police Force under my helm is committed to changing and adapting to a constantly evolving surrounding environment. Having authored the project proposal myself, there is full assurance and commitment that this Strategy is set to be fully implemented within the next five years. We have in fact wasted no time, and have already embarked on some key initiatives, including an organisational restructuring, which is essentially important to deal with other strategic initiatives.

This Strategy is the recognition that, while much of police work is reactive in nature, there is fundamental scope for planning, particularly strategic planning, to remain a relevant key player in a modern society and an increasingly connected world, where the only thing that is constant is change.

Fully aware that the successful implementation of this Strategy depends highly on key stakeholders, particularly our valued employees, both sworn and civilian, substantial opportunity has been given to these stakeholders at discovery stage to voice their views and proposals for an invigorated Police Force. Consequently, this Strategy is one owned by each and every member of the Malta Police Force through whom we will ensure its successful implementation.

These are truly exciting times for the Malta Police organisation, which is now expected to translate this document into concrete actions so that five years down the line we will be a proud police organisation with high levels of public support through which we will ensure a safe and secure society for everyone.

Angelo Gafà
Commissioner



MISSION AND VISION

The mission statement of the Malta Police has been updated to look beyond 2020

To provide a professional
and trusted policing service to ensure
safety and security in partnership
with the community

Societal need for parallel and proactive change that reflects society's journey towards new norms and values is translated into tangibles that ensure a future-ready police service, while ensuring peace of mind to the social constructs. The Mission endeavours to deliver foresight to a modern academically and operationally agile entity that morphs from a disparate vocational service into an integrated professional service built on procedural reliability and a valid professional delivery based on reasoned, transparent, and accountable deliveries.

This is achieved while providing social actors with a thorough and consolidated approach to safety and security at administrative, operational, and tactile levels thereby ensuring real-time data and information ingestion, leading to live knowledge and rapid action that heightens the immediacy of offering a security net for society in times of stress and a safety net throughout society's progressive evolution.

Achievement of the Mission's goals can only be possible through the immersion of the policing service within the same society it operates in, shying away from unilateral actions, but seeking instead to integrate its actions with the same populace it seeks to serve. The Mission can only be achieved if the way forward is weaved in partnership with the community and its stakeholders in such a way that it brings back the diverse elements into a living process that seeks progress and amelioration through collaboration, debate, and action.

The Vision emanating from the Mission brings
the concept full circle in the achievement
of the goals and targets.

OUR VISION
IS FOR THE
COMMUNITY
TO TRUST US IN
ENSURING A SAFE
AND SECURE
SOCIETY FOR
EVERYONE



STRATEGIC
OUTCOMES



The Transformation Strategy
of the Malta Police has **three** desired
outcomes:

Increased trust,
confidence,
legitimacy, and
responsiveness
externally from the
perspective of the
community, and
internally from that
of MPF officers
and staff

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Transformation of the current police organisation into a flexible, efficient, data-driven, community-centric, outcome-focused, and modern Police Force

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Innovation and sustainment of the positive changes resulting from reform through leadership and management practices that are both effective and efficient

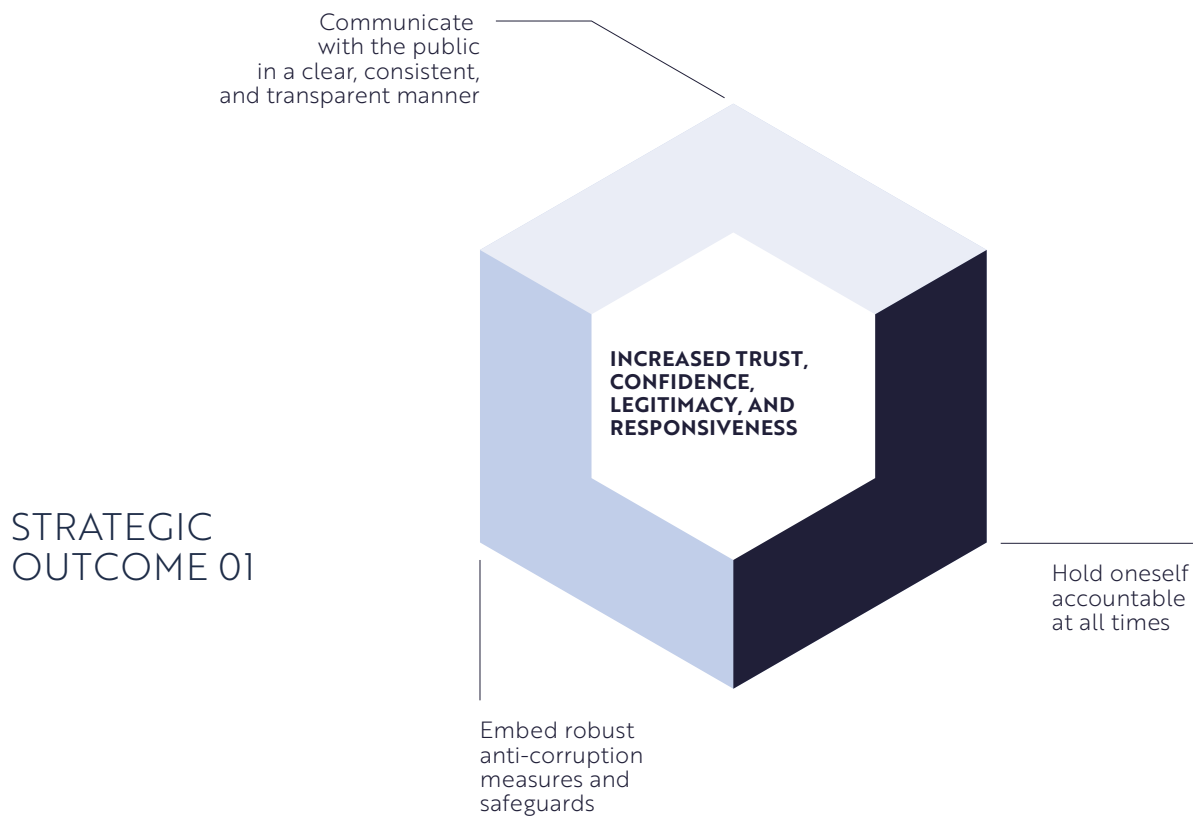
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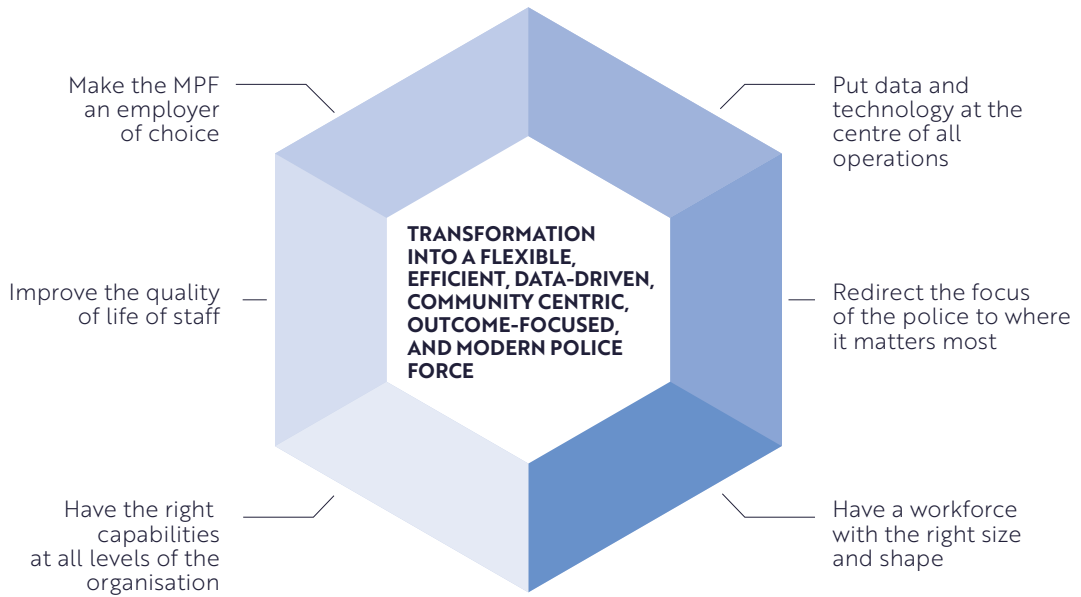


THE STRATEGIC OBJECTIVES OF THE MALTA POLICE FORCE

On the basis of the three desired outcomes of the Strategy, **11 strategic objectives** have been identified and aligned with one of the three outcomes. Each strategic objective, in turn, is assigned with a number of strategic initiatives that can be undertaken in order to meet the objectives. A total of **49 different strategic initiatives** have been identified.



STRATEGIC OUTCOME 02



Create a leadership and management framework to implement and sustain information



STRATEGIC OUTCOME 03

Implement HR practices that reward the behaviours and attributes that are important to the police



STRATEGIC OBJECTIVE 1 **COMMUNICATE WITH THE PUBLIC IN A CLEAR, CONSISTENT, AND TRANSPARENT MANNER**

A significant part of the job of the Malta Police involves some form of communication with the public. Every touch point or interaction has a bearing on the public's perception of the police, thus impacting trust and confidence in the organisation.

The Malta Police acknowledges that community trust and confidence have been negatively impacted in the past years for several reasons. Tangible and concrete steps must thus be taken to rebuild this trust and place the community and the general public at the forefront of the service.

HOLD FREQUENT AND OPEN CONSULTATION WITH PUBLIC INTEREST BODIES

Consultation will serve as a forum to make stakeholders aware of future initiatives and policy changes that the Malta Police plans to embark on. It will further allow public interest bodies to make their voice heard through their feedback, which may subsequently be taken on board for consideration in the design and ultimate implementation of the initiative.

LISTEN TO FEEDBACK FROM THE PUBLIC ABOUT THE SERVICE OF THE POLICE

The Police will implement a mechanism to collect feedback from the people who make use of its service, with a view to improve continuously service delivery. The scope of feedback is all-encompassing, and could cover, for instance, time for the overall service delivery, bureaucracy involved, satisfaction rating, etc. Special emphasis will be placed on gathering feedback that may previously have gone unreported or ignored.

SEEK A QUALITY AWARD FOR THE SERVICE PROVIDED

The Malta Police should seek to undergo the process to draw up a Quality Service Charter and seek to obtain a Quality Award. The Quality Service Charter is a document which informs the general public (as 'customers' of the Police) the level of service they should expect to receive, reflecting the commitment to deliver a service of excellence. Its development, publication, and wide dissemination will assist the public who contact the Police to know their rights, thus paving the way for the delivery of a more customer-focused service.

HOLD PERIODIC PRESS BRIEFINGS

A framework for periodic briefings with the press will be drawn up, whose objective is to provide the Police with a forum, where briefings can be held regularly for the Police to be able to communicate with the press (and by extension, the general public). These press briefings will contribute to increasing the community's trust in the service of the Police by creating visibility and awareness of the work being carried out.



STRATEGIC OBJECTIVE 2 **HOLD ONESELF ACCOUNTABLE AT ALL TIMES**

In order to build trust in society, the Malta Police as an organisation must start to hold itself accountable both internally and externally.

Internally, accountability demonstrates discipline and adherence to quality and to the service being delivered. This will be driven from the top of the organisation downwards, and will further instil a sense of pride and duty in the staff.

Externally, accountability signals to the public that the Police is monitoring its own performance. By reporting on objective criteria in a standardised way, the Police will be able to better demonstrate and justify actions taken, plans made, and aspired ambitions, thus helping to build up the public's confidence and trust in the service.

DRAW UP INTERNAL PERFORMANCE TARGETS FOR EACH UNIT

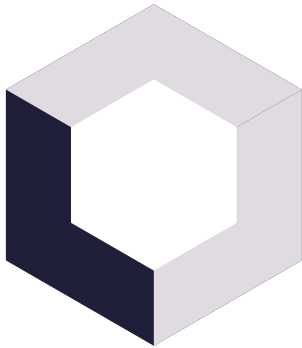
Each unit will draw up measurable performance targets and goals that are specific and reflective of the quality of service that the particular unit aspires to deliver. Targets will be set in line with the mission, vision, and overall strategy of the Malta Police, and will be suitably ambitious thereby providing an overall better service both to internal and external stakeholders. These targets will drive a system of accountability and responsibility, as well as commitment to quality across the organisation.

PUBLISH KEY INDICATORS OF THE PERFORMANCE OF THE MALTA POLICE

In order to contribute to greater transparency with the general public, a suite of reports will be made public on the website of the Malta Police to provide aggregated metrics and statistics on a number of domains, such as, crime rate, preventive stops and searches, and workforce population. Publicising these figures and demonstrating performance against targets will also serve as a long-term contributor to an increase in organisational pride and confidence in the police for both staff and the public.

IMPLEMENT OPERATIONAL INTERNAL AUDIT AND QUALITY CONTROL MEASURES

Based on revised standard operating procedures, processes across the organisation will be reviewed to incorporate inherent quality control measures. The aim of quality control is to ensure that process events are carried out to the correct level of detail and accuracy, and in line with standard operating procedures governing the operation thereby ensuring that a minimum base level of service quality is achieved at all times by all staff involved.



STRATEGIC OBJECTIVE 3

STRENGTHEN ANTI-CORRUPTION MEASURES AND SAFEGUARDS

Addressing police corruption is critical to increasing trust and confidence in the organisation, both internally and externally. It is no secret that Malta is a particularly small country, and thus, the independence (both perceived and actual) of an institution as important as the Malta Police cannot be understated.

Strengthening existing anti-corruption measures and safeguards will help to minimise the risk of manipulation of executive power for private gain or political purposes, while breaking a cycle of impunity.

CONTINUOUS SCREENING OF POLICE OFFICERS

Police staff may often be in a position to influence the direction or outcome of an investigation. Therefore, police officers will be required to submit to regular security clearance by a selected competent authority. Additional screening will be held on all senior staff and officers within sensitive branches of the Police Force. These measures will contribute to the perceived and actual independence of the Police, promoting a zero-tolerance approach towards police corruption across the board.

OFFER ADEQUATE PROTECTION TO WHISTLEBLOWERS

A whistleblower policy will be put into effect and clearly communicated to all Malta Police staff. This sets out the commitment of the Police to ethical work practices and a work environment that fosters mutual respect, open communication, and integrity, consistent with the expectations and plans of the organisation. A clear whistleblower policy will demonstrate the commitment of the Police to anti-corruption and a zero-tolerance stance on disciplinary measures.

CONDUCT REGULAR DRUG TESTING OF PERSONNEL

A policy will be drawn up to safeguard against risks of drug use when on and off duty. All Malta Police staff will be required to submit to regular tests to screen against drugs and any illegal substances. Staff found to be under the influence of banned substances will be subject to disciplinary proceedings, which may lead to termination of employment. Drugs testing and spot checks of belongings will primarily act as a deterrent to drug abuse, while also ensuring that personnel who require support will receive it.



STRATEGIC OBJECTIVE 4 **PUT DATA AND TECHNOLOGY AT THE CENTRE OF THE OPERATION**

The current mode of operating is highly dependent on manual processes and paper-based information systems, thus leading to many inherent consequences for the organisation, including data hoarding in operational silos, data inaccessibility in a timely manner, risk of data loss, and delayed operations due to manual procedures.

In order to meet its desired outcome of transforming into an efficient and data-driven organisation, the Malta Police must put data and technology at the centre of the operation, adopt good data governance practices, and use proven technology as an enabler of 21st century digital policing.

DEPLOY A NEW INTEGRATED CASE MANAGEMENT SOLUTION

A new integrated case management solution will be procured and deployed for use across the organisation, particularly for use by specialist investigative units, district and community police, control room, and any unit that has job responsibilities related in some way to intelligence or investigation. This will replace existing paper-based solutions for recording and collecting of evidence in all cases that are being investigated by the Police. It will further serve as a repository of information about crime, investigation, and intelligence management, amongst others.

INTRODUCE A WORKFLOW MANAGEMENT TOOL

The Police will procure and implement a workflow management tool in order to support administrative business processes. This will replace the current system of manual paper files, which serves to record evidence of a request, track correspondence, progress, and related approvals thereby reducing time spent on administrative overhead (e.g. searching for files, indexing, physical transportation, and archival), while allowing unit heads to have clear and accurate visibility of work in progress.

INTRODUCE A HUMAN RESOURCES MANAGEMENT SYSTEM

The Police will procure a human resources management system to support it in improved access to personnel information and reduction of manual data entry, while acting as a centralised HR support system. HR data will be elevated significantly, being readily available for analysis, while supporting other functions within the organisation. Standard HR processes will be established across the workforce, and made available through an online system through the use of this tool.

FOLLOW BEST PRACTICES IN IT SERVICE MANAGEMENT

A risk-based technology strategy will be drawn up, outlining a plan to implement a service-oriented approach to technology. The IT function will move away from being a 'firefighting' unit to one which can proactively provide the organisation with the best possible support for its technology and infrastructure. This will ultimately contribute to a more seamless service delivery to the public, enabled (rather than hampered) by technology.



STRATEGIC OBJECTIVE 5 **REDIRECT FOCUS OF MALTA POLICE OFFICERS TO WHERE IT MATTERS MOST**

The human resources of the Malta Police are not unlimited, and the current demand on the services offered by the Police are significant and, at times, disproportionate.

The Malta Police is the only body at law that is currently granted executive power to enforce and uphold the law. It is therefore important that any activities that the Police undertakes are aligned with this core responsibility. Where activities currently carried out by the Malta Police may not require executive policing powers or sworn officers to execute, the organisation needs to make a critical evaluation and decision about whether it is still the most appropriate body to carry this out. Those activities which are to remain within the organisation, despite not related to core policing duties, may be outsourced, or carried out by civilians.

On the other hand, for activities that do require executive (policing) power and authority, and are therefore to remain within the remit of the Malta Police, an organised and risk-based approach to policing will be adopted.

DRAW UP AN OPERATIONAL POLICING STRATEGY THAT IS ADAPTABLE AND RISK-BASED

The Police will carry out a comprehensive and countrywide risk assessment exercise which will consider the implications for policing arising from the current and expected future political, economic, societal, technological, and legal situation. Subsequently, the Police will identify priority areas and draw up an operational policing strategy which will set out the key strategic focus of the organisation over the upcoming years. This will be used as a guidepost in matters related to deployment of staff, curriculum of in-service training, recruitment of staff with specialist knowledge and experience, investment in specialist equipment and infrastructure, and prioritisation of police investigations.

ENGAGE WITH EXTERNAL COMMUNITIES AND AGENCIES TO REDISTRIBUTE SOME WORK CURRENTLY DONE BY THE MALTA POLICE

The Police will enter into dialogue with social partners to agree on a way forward about services which are not strictly within the operational remit or jurisdictional responsibility of the Police. Discussions will also be initiated about the devolvement of responsibility of services that are legally within the remit of the Police to other government agencies, authorities, or departments thereby reducing demands on district police officers' time, hence allowing sworn officers to carry out duties and tasks that require executive policing power and responsibility.

MAXIMISE USE OF CIVILIANS WHERE THIS IS NEEDED AND RELEVANT

The Malta Police will make efforts to facilitate and incentivise the participation of civilian personnel across policing in Malta. Calls will be issued for roles which have been highlighted for civilianisation in order to maximise the utilisation of existing police officers who currently perform such roles, thus focusing instead on core policing duties. The increased utilisation of civilians within Policing will take place gradually over a specified number of years. This will involve taking into consideration the experience of the incumbent personnel and the upskilling potential of officers currently occupying administrative roles, thus shifting to core policing duties.

OUTSOURCE ADMINISTRATIVE SERVICES TO ALLOW THE MALTA POLICE TO FOCUS ON WHAT IT DOES BEST

The Police will explore opportunities for outsourcing of its non-core functions to be better positioned to focus its resources on core policing activities. Such examples of outsourcing opportunities for internal services include catering and cleaning, which are currently the responsibility of sworn officers. Opportunities for outsourcing other support functions will also be considered, particularly for areas where the recruitment of civilians is not successful.



STRATEGIC OBJECTIVE 6 **HAVE A WORKFORCE WITH THE RIGHT SIZE AND SHAPE**

The Transformation Strategy is highly dependent on a review of the organisational design, including functions, roles, oversight, and size. Opportunities for improvements in the effectiveness of the organisational structure currently in place have been identified.

The Malta Police requires a workforce that is better aligned with the needs of the public it serves, and one which is in a better position to meet current and emerging threats. Such a redesign will ensure that capacity and capability exist at all levels in order to deliver a responsive, agile, and flexible police service with the required level of governance and accountability.

RESTRUCTURE, CREATE, AND CLOSE UNITS, AND CLEARLY DEFINE THE REMIT AND OBJECTIVE FOR EACH UNIT

An assessment will be carried out to ensure the best strategic fit of all units, with clear responsibilities. The ways policing and administrative services are delivered will be grouped so that resources are shared and delivered effectively and aligned with the strategy of the organisation. Changes to the organisation's structure will therefore be put into place to ensure effective placement of units. New units required to deliver the transformation strategy and enable focus on new policing areas will also be introduced. The new groupings of capabilities should result in an efficient and effectively structured organisation that is able to meet current and future demands, while further enabling a clear delineation of responsibilities between units, thus addressing any duplication of effort, or gaps in responsibilities.

CONSOLIDATE THE TOP MANAGEMENT STRUCTURE

A number of options for the top management structure were explored, and the way forward is to have two Deputy Commissioners and a Director General Strategy & Support (responsible for consolidating the administrative functions) reporting to the Commissioner. The aim is to decrease the risk of silos within the organisation, hence increasing alignment across top management, while improving oversight and communication effectiveness.

OPTIMISE SPAN OF CONTROL, AND REVIEW SUITABILITY OF ALL RANKS

The renewal of the organisational structure will be supported by revised spans of control (the number of officers being managed by a supervisor in a higher rank). The spans of control will be improved particularly at the lower levels of the organisation thereby leading to a more efficiently structured organisation, with greater empowerment of subordinate staff, accountability, and decision making.

MAINTAIN AND IMPROVE BUSINESS CONTINUITY PLANS, ENSURING A HIGH LEVEL OF PREPAREDNESS TO RESPOND TO DISRUPTION

The development of a thorough business continuity plan (BCP) will give the Malta Police peace of mind that it is able to handle disruption with minimal negative repercussions. The BCP will provide staff with clear, pre-approved guidance and direction about what actions need to be taken to minimise time to recover and continue to deliver the service. Consequently, knowledge will be institutionalised, rather than dependent on a small number of individuals.

DEVELOP A STRATEGIC WORKFORCE PLAN TO ACHIEVE A RIGHT BALANCE OF RESOURCES AND CAPACITY

The Malta Police will develop a strategic workforce plan to enable the right-sizing of units and allow the workforce to respond more quickly to demands being placed upon it. A right balance between capacity and capabilities will be established across all units to meet current and future demands, aligned with the organisational strategic plan. The aim of this workforce plan is to move towards an efficient and well-resourced workforce, with the right size of units which have the required skills to fulfil their roles and contribute to achieving the organisational objectives.

INCREASE THE LEVEL OF DIVERSITY ACROSS THE WORKFORCE

The workforce is to be reflective of today's society; thus, a Diversity and Inclusion Strategy is to be devised, emphasising the fostering of a working environment that is open, inclusive, and non-discriminatory. Diversity networks within the organisation will also be established as part of this strategy, thus safeguarding the equal participation of all in terms of gender, LGBT+, and ethnicity. This will aim to ensure that the police are representative of society and well positioned to support today's diverse community and stakeholders.

DELEGATE AUTHORITY AT THE RIGHT LEVELS

A policy will be developed to determine different levels of authority for decision making within the organisation. This will involve the division of authority and powers to subordinates, entrusting personnel with clear roles to achieve collectively the desired results. The policy will enable top management to focus on strategic decisions, making personnel more accountable for their duties. In other police organisations, this usually consists of a Scheme of Delegation which is intended to set out all significant functions and decisions that are delegated to both officers and civilian personnel. The scheme is intended to strike a balance between giving the relevant staff members reasonable managerial freedom and retaining the Commissioner's ability to both hold the officers to account and give managerial direction.



STRATEGIC OBJECTIVE 7

HAVE THE RIGHT CAPABILITIES AT ALL LEVELS OF THE ORGANISATION

The service provided is highly reliant on the quality of the people within the Malta Police. As the nature of crime changes, so must the skills and capabilities required of the Police. Therefore, the organisation must position itself in such a way to attract, develop, and retain a professional workforce equipped with the skills and capabilities necessary for 21st century policing.

Shortcomings in skills and competencies have been highlighted across the Malta Police which may hinder effective policing. Efforts are required to ensure that the right people with the right skills are in the right place throughout the organisation. Training and career related policies are to be put in place, reflecting the requirements of modern policing. Furthermore, these should be offered in a flexible and fair manner in order to ensure that professional and accountable individuals are found within the organisation.

DEVELOP A FORMAL COMPETENCY FRAMEWORK AND A SKILLS AND CAPABILITIES MATRIX

The Malta Police will devise a competency framework for all ranks and roles within the organisation. This will involve two sets of competencies being created: Core Competencies and Role Specific Competencies. The aim of this competency framework is to establish a strategic talent management tool which will support the recruitment process, training at all levels, and performance management. The Police will strengthen the competence and capability of its workforce by ensuring that personnel are selected, developed, and managed in line with a set of behavioural expectations. These behaviours will be outlined within the competency framework and defined for different levels of seniority.

DEVELOP A SKILLS GAP ANALYSIS AND TRAINING NEEDS ANALYSIS

The Malta Police will conduct periodic skills gap analysis and training needs analysis to determine competency gaps between current personnel skills and future skills requirements as set out in the competency framework. This data will then feed into the development of a training plan, while shedding light on whether additional hiring requirements exist, as part of the organisation's strategic workforce planning.

EXPAND EXCHANGE PROGRAMMES WITH OTHER POLICE ORGANISATIONS AROUND THE WORLD

The Malta Police will provide selected members of the workforce with opportunities to expand their skills and knowledge and to develop their careers through exchange opportunities with other police services. The Police will enter into dialogue with other police organisations and educational bodies overseas to explore such opportunities.

IMPLEMENT A REVISED RECRUITMENT AND SELECTION PROCESS

The current recruitment process is to be reviewed, and necessary improvements will be implemented with the aim of attracting and selecting the best possible talent from a wide range of backgrounds to deliver the organisation's objectives. This will identify possible gaps and opportunities to speed up the process, tackle gender imbalance, and strengthen communication. Additionally, transparency and fairness will be increased, and standards will be maintained when onboarding new personnel. This will be carried out in line with a revised recruitment and selection policy thereby establishing a mechanism for objective assessment against pre-set standards in line with the respective position, while ensuring a competitive process, and maintaining fairness and equality throughout.

IMPLEMENT A NEW POLICE CONSTABLE TRAINING PROGRAMME

A new Police Constable training programme is to be set up, and will involve an established period of classroom and hands-on training, covering well thought out content in line with the competencies required for the position. This initial induction training will lead to a Certificate in Policing at MQF Level 4, which will be followed by a supervised probationary period, consisting of mentoring and coaching, providing the recruits with hands-on and supervised police experience. The probation period will consist of regular assessments which, when completed at a satisfactory level, will lead to confirmation in position.

REVIEW IN-SERVICE TRAINING

The organisation will equip all personnel with the skills required to deliver a professional service and meet ever-growing requirements through the enhancement of the quality of in-service training. This will be done through consistent and frequent learning and development, while being rank and role specific. Personnel are to be kept up to date with any changing national legislation, policies, new ways of working, and new forms of crime, and will receive weapons training, where required.

FINALISE THE DEVELOPMENT OF THE UPGRADED PROGRESSION TRAINING PROGRAMMES

The Malta Police will execute the ongoing upgrades to the training programmes for the progression from Constable to Sergeant, from Sergeant to Inspector, and from Inspector to Superintendent. This will aim to structure the progression path and training required by the suitable personnel, while ensuring that relevant training content is delivered. The programmes will consist of a blend of formal learning, coaching and mentoring, networking, and experience.

INCORPORATE SUCCESSION PLANNING AND RETENTION OF PIVOTAL ROLES

Key roles which are difficult to replace and that have a high impact on an effective police service delivery will be identified. Measures and policies to retain personnel within these roles will also be developed, while ensuring operational continuity in the eventuality of their departure. This will further involve evaluating all highly skilled persons, or persons of retirement age, or those approaching retirement. The Police will further create a succession planning framework, which involves preparation for the departure of key personnel, and establishing a pipeline of human resources which are available to be mentored to succeed key persons who leave the organisation.



STRATEGIC OBJECTIVE 8 **IMPROVE THE QUALITY OF LIFE OF STAFF**

The Malta Police will move towards supporting the workforce through a more positive working environment, which enables all the members to serve the public. All personnel should feel valued and cared for within the organisation, and should be able to carry out their duties in an environment that safeguards their quality of life.

Policing as a profession can at times be dangerous and stressful, and requires officers to have a good level of mental and physical health. Therefore, renewed emphasis will be placed on the psychological and physical wellbeing of all members of the workforce. Quality of life of personnel further involves the promotion of health, safety, and wellbeing, which are possible through suitable facilities, support, and flexible work practices.

ENHANCE FAMILY-FRIENDLY MEASURES

Family-friendly measures involve those policies and practices that facilitate the balance of work and family commitments by fostering opportunities that facilitate parental choice about work and care, and promote equality within the workplace. Where operationally possible, additional family-friendly measures will be assessed with an aim to encourage greater gender balance within the workforce, enhanced participation in training, and equal opportunities for career advancements. This thus requires a policy defining who is eligible to apply and what restrictions exist.

IMPROVEMENT IN THE OFFICE AND WORK ENVIRONMENT

The quality of the environment and work experience of all personnel are of great importance, and these will be improved through an upgraded and well-maintained working environment. The aim is to enable a positive employee experience thereby supporting a higher quality service being offered to the public. Personnel within the Police organisation will be provided with the right facilities, tools, and support necessary to deliver the best service possible to the community. These improvements are to include maintenance, upgrades to the office furniture, cleaning of work space, basic commodities for staff, and the required tools.

ENHANCE PLANNING OF SHIFT SCHEDULES

The process of the development of shift patterns will be enhanced in order to complement the organisational needs and the various policing services that are provided. The new system will involve the centralisation of shift schedules, and is to provide readily available information that will guide planning and deployment. This is to be technology enabled thereby reducing manual time required, both for preparation and oversight purposes. This will enhance the communication of schedules through an online tool with the aim of improving the employee experience by supporting their ability to manage personal commitments.

FOCUS ON MENTAL HEALTH

Recognising the significant psychological and emotional demands experienced by personnel, policies and measures will be put in place to support persons at risk of mental health issues (through both preventative and restorative approaches). Further mental health measures will be taken through a renewed emphasis on the psychological wellbeing of all members of staff. This will include increased awareness and training to better detect and handle mental health issues internally and when dealing with members of the public. Those who receive the training will form part of a peer support network that supports personnel who show signs of mental health issues or are at risk following a traumatic incident.

RENEWED FOCUS ON PHYSICAL FITNESS AND OFFICER WELLBEING

The Police will increase the importance and focus given to the physical fitness and wellbeing of the entire workforce. This will be done through the development of a health and wellness strategy aimed to promote the physical fitness and wellbeing of all personnel with a view to becoming a healthier and fitter organisation. The minimum fitness requirements will be reviewed and brought in line with the requirements of today's policing, both for new recruits and the existing workforce. Furthermore, measures will be created to safeguard the occupational health of all personnel, and ensure that the work environment is safe and accessible to all persons.



STRATEGIC OBJECTIVE 9 **MAKE THE MPF AN EMPLOYER OF CHOICE**

The number of recruits joining the Malta Police has over the years decreased significantly, with a drop of 50% since 2016. Additionally, policing is no longer seen as a career for life by all, and a trend is emerging whereby highly skilled and experienced officers are leaving the organisation to join the private sector. In light of this, the Malta Police will focus its efforts to become an employer of choice for persons wishing to pursue a career within the disciplined forces. Therefore, efforts will need to be made to create a culture that is based on a new employment relationship, founded on inclusivity, collaboration, and a unified organisation. This is required to strengthen the organisation's ability to attract and retain the talent required to serve the public in the best possible manner.

BECOME MORE INCLUSIVE THROUGH A REVIEW OF THE ENTRY CRITERIA

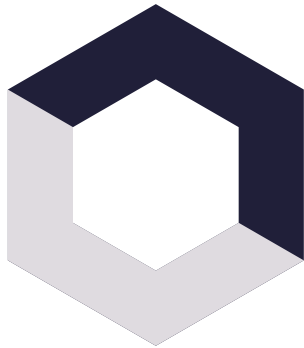
The organisation needs to build a diverse, agile, and responsive policing service that is reflective of society through enhanced entry requirements. This will be done by reviewing and updating the current entry criteria, such as, qualifications and current restrictions. Attracting a more diverse set of applicants is necessary in order to have the capabilities to operate with a high degree of accountability and in line with modern policing standards. As part of the revised recruitment and selection process, the Malta Police will devise a policy with guidance regarding the entry criteria for all candidates.

DESIGN AND OFFER A PROMISING AND REWARDING CAREER PATH FOR CIVILIANS AND SWORN OFFICERS

Personnel will be provided with opportunities to expand their skills and knowledge through clear career opportunities. These will not only be of a vertical nature, but will also include horizontal career opportunities, such as, transfers to other units and exchanges to other police services. An enhanced HR Strategy will involve strategic workforce planning, oversight of employee performance, and training, thus forming part of a talent management framework, leading to enhanced career opportunities and paths for those who demonstrate high professional standards and performance.

MEASURES TO INCREASE THE LEVEL OF PRIDE WHEN WORKING FOR THE MALTA POLICE

The Malta Police will ensure that the vision and transformation strategy is effectively communicated across the organisation. In particular, measures that create a positive work environment, increase recognition and trust, and develop the skills of the workforce are to be made very visible. The level of satisfaction and engagement will be assessed frequently in order to highlight specific areas which the workforce views less favourably. The results of the engagement assessment will be used to create tangible action plans, which will lead to improvements in low scoring areas, while increasing the level of engagement of the workforce.



STRATEGIC OBJECTIVE 10

CREATE A LEADERSHIP AND MANAGEMENT FRAMEWORK TO IMPLEMENT AND SUSTAIN THE TRANSFORMATION

Strong, visible leadership is required to execute the organisation's Strategy and deliver a measurable reform. The Malta Police will strengthen internal leadership attributes throughout the organisation to ensure that it reflects best practice professionally and ethically. Senior leadership will set a positive and well communicated future direction that is supported by a clearly defined vision.

Leadership and management development from one rank to the next is to be clearly defined across the organisation, and will be aligned with the transformation required by the organisation. A framework is required to equip leaders at all levels to meet the challenges of the future and empower policing professionals.

DEVELOP AND IMPLEMENT LEADERSHIP DEVELOPMENT PROGRAMMES

The Malta Police will identify the skills and capabilities required by leadership roles, and will provide opportunities for their development to ensure the effective management of staff, accountability, decision making, and change management necessary to realise the required benefits of the Transformation Strategy. A leadership development programme will aim to equip management at all levels to meet the challenges of the future and enhance professional standards through improved supervision and empowerment. This programme will illustrate the capabilities and behaviours which should be demonstrated. In particular, this programme will address the development from Inspector to Superintendent, and from Superintendent to Assistant Commissioner. The leadership development programme will consist of a blend of formal learning, coaching, mentoring, networking, and experience.

BE ACCOUNTABLE TO AN EXTERNAL GOVERNANCE BOARD FOR OVERSIGHT

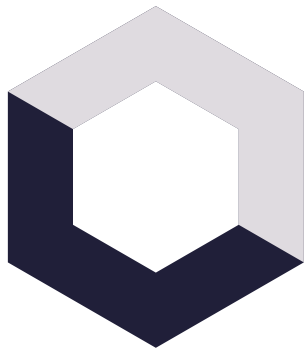
The top management of the Malta Police will consult regularly with the Police Governance Board on matters that relate to strategic direction and vision. A forum will be set up on a sufficiently frequent basis for the Police to report on progress achieved and planned actions that contribute to the fulfilment of this Strategy. The performance targets of top management will be aligned with this Strategy, and the Commissioner will be accountable to the Police Governance Board.

IMPLEMENT AN INTERNAL COMMUNICATION STRATEGY FRAMEWORK

Communication is integral to building trust both within the organisation and externally with stakeholders and the general public. Internal communications will be strengthened with the aim of radically improving how information flows through the enhancement of the communications function, structured senior management meetings, and a communication strategy framework. The framework will support engagement and accountability, and will strengthen the timeliness of information sharing.

DEVELOP AND IMPLEMENT THE CHANGE MANAGEMENT STRATEGY

An effective change management strategy will be put in place to realise the desired benefits of the transformation. As part of the functions within the Transformation and Change Management Unit, change management experts will be included, who will be responsible for devising and executing the change management strategy. A sustainable change management and communications strategy will allow the Police to understand better the stakeholders who will be impacted, how changes within the organisation will impact the stakeholders involved, and how best to manage these stakeholders to mitigate any resistance to the change. Having such strategies in place will further ensure that organisational leaders are aligned in their communication with stakeholders and in prioritising their efforts.



STRATEGIC OBJECTIVE 11

IMPLEMENT HR PRACTICES THAT REWARD THE BEHAVIOURS AND ATTRIBUTES THAT ARE IMPORTANT TO THE POLICE

In order for the Malta Police organisation to transition to the required culture and behaviours, HR practices and policies will need to be elevated to a higher standard. The organisation must be committed to defining measurable HR practices that improve performance, empower the workforce, and demonstrate best practices. The manner in which personnel are evaluated, disciplined, and mobilised within the organisation requires clear structure in order to encourage fairness and transparency.

ESTABLISH A SET OF VALUES, AND TRANSLATE THEM INTO BEHAVIOURS THAT ARE NEEDED

A review of the current organisational values will be carried out to ensure that these reflect the nature and expectations of policing in Malta. Values aim to create a shared understanding of the expected ways of working, and will be translated into behaviours to support enhanced professional standards. The behaviours will be specific actions that define the values by establishing clear expectations for how the police are to conduct themselves.

TRANSPARENT PERFORMANCE MANAGEMENT EVALUATION AND PROMOTION WITH BONUS BASED ON MERIT

The current employee performance management system within the organisation will be revised, and an updated framework will be introduced that encourages clear direction, feedback, and development support for all personnel. The organisation and unit wide priorities and KPIs are to be an integral component of this framework, together with assurance that evaluations and ratings are fair and tied in with career advancement opportunities. Within the revised framework, performance measures will factor in the priorities of the public which are identified and aligned with the organisational strategy. This framework will therefore ensure that performance is captured adequately, while also ensuring that performance targets are aligned with the needs of the public.

TAKE A HARD STANCE ON DISCIPLINE

Clear processes and procedures will be established in order to enforce discipline and ensure that personnel are held accountable for their actions. This is possible through close monitoring of performance against set desired behaviours, policies, and standards. The organisation will also fully set up its Internal Audit and Investigations Unit with the resources it requires.

POLICIES AND PROCEDURES REGARDING INTERNAL PLACEMENT AND MOBILITY

The promotions and transfers of personnel will be based on a revised policy that ensures meritocracy, fairness, and transparency throughout. These decisions are to be based on performance, completion of specified prerequisite training modules, and assurance that the person possesses the required competencies and skills for the new role. The placement of personnel will therefore be determined according to the needs of the organisation, while also taking into consideration the suitability of the individuals for the proposed role.

By adopting the actions proposed in this Strategy, the Malta Police will continue to evolve in an organisation that is at the forefront of symbolising the following values:

