



THE GIBRALTAR ANNUAL POLICING PLAN

2007 - 2008

"Working together to maintain a safe community"

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Foreword



We welcome you to the Gibraltar Annual Policing Plan. This is the first plan under the Constitution of Gibraltar 2006, the Police Act 2006 and procedures introduced by the GPA, under which the RGP produces a draft plan which the GPA then processes. The responsibility for ownership of the final plan rests with the GPA.

This policing plan has been produced after wide consultation with the community, including representative and official bodies. It has the approval of the Governor and the Government of Gibraltar. The plan also incorporates recommendations suggested by Her Majesty's Inspectorate of Constabulary following a re-inspection of the RGP carried out by the Inspectorate at the invitation of HE the Governor and the Government of Gibraltar. The plan describes the policing priorities and performance targets that the RGP expects to achieve over the period. Amongst these priorities are traffic issues and High Visibility Policing, which the community has generally highlighted, as issues that the RGP should focus on.

The policing priorities expected by the community will create increasing demands on the RGP particularly on manpower resources and the employment thereof. The GPA and the RGP are therefore grateful to the Government of Gibraltar for readily acceding to the request for the provision of extra manpower to address the new demands. The Government agreed to increase the establishment of the RGP by a net figure of 23 extra officers. This comprises 15 civil servants who replace police officers carrying out office work and the recruitment of 8 extra constables.

A review is also underway on the manner in which the RGP conducts its business in particular the deployment of the members of the RGP. This review has already borne fruit inasmuch as some extra officers have already been freed up for front line policing.

Putting the policing plan into the public domain is one way of ensuring that all interested stakeholders in policing are properly informed about the challenges facing the RGP and gives an insight into what it does and why it is done.

The GPA clearly understands that the community has a vested interest in how the RGP chooses to use the resources at its disposal to tackle all the policing issues that confront the RGP.

Edward Guerrero OBE JP
Lt Col (Retd)
Chairperson
Gibraltar Police Authority

Louis Wink CPM Dip. Crim. (Cambs)
Commissioner
Royal Gibraltar Police

Introduction

This document contains the strategic and performance objectives for the RGP as agreed by the GPA. It explains the issues that the RGP expect to face and how it intends to address them. The priorities within this plan were proposed by the RGP and approved by the GPA. The following factors were taken into account in the process of deciding on the priorities:

- Results of community consultation
- Results of partnership consultation
- Results of strategic assessments
- Results of baseline assessments conducted by HM Inspectorate of Constabulary.



The priorities for the year ahead are presented under the following headings:

- ✓ Counter Terrorism
- ✓ Citizen Focus
- ✓ Promoting Public Safety
- ✓ Reducing and Investigating Crime



The Gibraltar Police Authority

The Gibraltar Police Authority (GPA) is established under the Police Act 2006. It is an independent body made up of local people, comprising a Chairperson appointed by the Governor, acting on the advice of the Senior Appointments Commission from among persons proposed by the Governor or the Chief Minister; one member appointed by the Governor and one by the Chief Minister; and four members appointed by the Governor, acting on the advice of the Public Service Commission, from a list of persons approved by the Governor and the Chief Minister.

Statutory Duties and Responsibilities

The following are the statutory responsibilities and powers of the Authority as laid down in Section 5 of the Police Act 2006:

a. Maintenance of standards, efficiency and effectiveness of the Force:

- (1) To secure the maintenance of an efficient and effective police force for Gibraltar within the financial resources available to it and on a value for money basis.
- (2) To ensure high standards of integrity, probity and independence of policing in Gibraltar.
- (3) To establish, operate and supervise the process for investigating complaints against police officers under the Act.

b. Financial control:

- (1) To submit to the Minister for public finance, in accordance with the form, procedures and timetables established by the government generally in relation to the preparation of its budget, an annual bid for the Force.
- (2) To ensure value for money in policing.

c. Consultation with the community:

- (1) To provide a mechanism for enhanced police accountability through a process of consultation with the community;
- (2) To provide information on police issues to the community.

Gibraltar Police Authority Composition

Chairperson:



Lt Col (Retd)
E.A. Guerrero OBE JP

Members:



Mr P. Barton CMG OBE



Mr R. Garcia MBE



Mrs V. Canessa



Mr H. Pinna



Mr S. Reyes



Mr M. Ruiz

d. Annual Policing Plan and Annual Report:

- (1) To draw up and publish an Annual Policing Plan in accordance with Section 8 of the Act.
- (2) To draw up and publish an Annual Report in accordance with Section 10 of the Act.

e. Accountability:

- (1) To hold the Commissioner to account for matters which are the responsibility of the Authority.

Other Duties and Responsibilities

The following are duties and responsibilities laid down in other Sections of the Police Act 2006:

a. Accountability:

- (1) To be accountable to the Governor on policing aspects of national security including internal security (Section 12).
- (2) To be accountable to the Government for those parts of the Annual Policing Plan which do not relate to national security (Section 15).

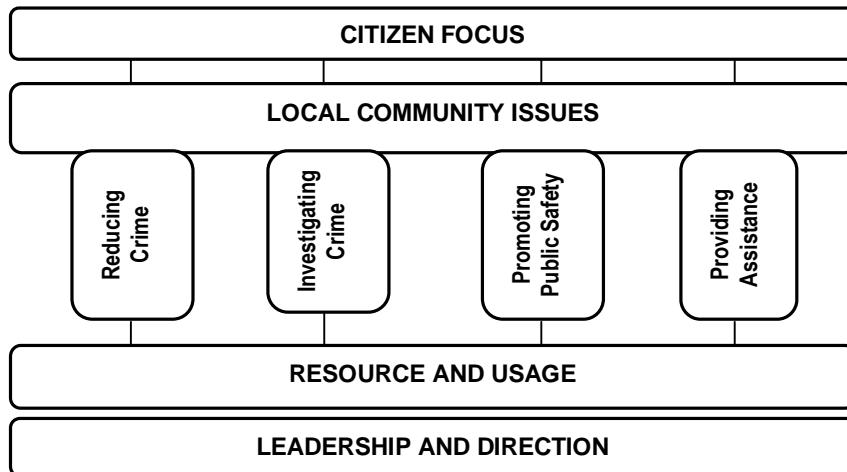
b. Human Resources:

- (1) To determine in consultation with the Commissioner the number and rank structure of the personnel employed by the Force and subject to the approval of the Government (Section 30).
- (2) To determine in consultation with the Commissioner the number of police cadets to be engaged at any one time and subject to the approval of the Government (Section 31).
- (3) To advise the Governor on the appointment of the Commissioner and the term of his appointment (Section 32).
- (4) To retire the Commissioner after consultation with the Governor and the Chief Minister and with the agreement of either of them (Section 34).
- (5) To consider recommendations from the Commissioner for such appointments, promotions and reductions in ranks and grades in the Force as the Commissioner may think fit (Section 35).
- (6) To consider the enlistment of Special Constables at the request of the Commissioner and subject to the approval of the Government (Section 66).
- (7) To consider the establishment of a Police Reserve at the request of the Commissioner and subject to the approval of the Government (Section 70).

Policing Performance Assessment Framework

The Policing Performance Assessment Framework is a recognised tool for assessing the breadth of modern policing.

It is not about the RGP in isolation but also about the contribution of other agencies and organisations within the community. It provides measures of satisfaction and overall trust and confidence in the RGP, as well as looking at efficiency and organisational capability.



Citizen Focus	An accessible police service with emphasis on excellent customer service and effective consultation with the public to ensure public confidence.
Reducing Crime	Improve reassurance through a reduction of overall crime, including specific target areas.
Investigating Crime	Increase detection by taking action with partners to investigate and bring offenders to justice.
Promoting Safety	Improve safety and confidence within the community by working with partners and other organisations.
Providing Assistance	Focus assistance to the community to keep them informed and provide specialist operational assistance where required.
Resource Usage	Improve and maximise funding and use resources effectively and efficiently to achieve strategic aims.
Leadership and Governance	Provide leadership and direction to maintain effective, fair and equitable corporate policies, processes and to be a learning organisation.

The Royal Gibraltar Police Commitment

The Vision for Policing:

The Gibraltar Police Authority and Royal Gibraltar Police shared Vision is:-

“Working together to maintain a safe community”.

Mission:

Our mission is:-

“To maintain an effective, efficient and fair Police Service for the community we serve”.

Our Aim:

To increase public confidence and satisfaction in the delivery of Police Services.

We will achieve our aims by:

- Engaging with, consulting and listening to the different sectors of our community to address issues important to them.
- Problem solving with the use of intelligence led policing.
- Delivering High Visibility and Neighbourhood based policing.
- Developing and implementing a range of quality standards for service delivery.
- Improving our response to calls for service, tailored to individual needs.
- Keeping the community and individuals informed of the results of our work.
- Improving our support to the criminal justice system.



Royal Gibraltar Police Values & Management Style

The Policing Plan is a public document that reinforces our commitment to openness, transparency and accountability.

We will continue to constantly review our strategic position with the view of improving our service delivery and uphold our vision of “working together to maintain a safe community”.

Values:

All that we do in achieving our vision will be underpinned by our values:

- ❖ Integrity.
- ❖ Delivering a fair and equitable service to all our staff.
- ❖ Encouraging and rewarding innovation.
- ❖ Promoting Team Work.
- ❖ Recognising the contribution of the Police Association.
- ❖ Promoting a safe work environment.
- ❖ Recognising and valuing individual hard work and corporate achievement.
- ❖ Promoting equality of opportunity for all members of the Service.
- ❖ Treating the people we serve and each other fairly and with courtesy.
- ❖ The pursuit of excellence.
- ❖ Be open, transparent and accountable.

Our Management Style:

- Empower and encourage staff to make decisions;
- Work in partnership;
- Be consistent in our approach to policing;
- Value the diversity and skills of our staff and the contribution they make;
- Recognise, praise and reward success;
- Focus our policing priorities to the community's needs;
- Consult with all stakeholders from within and outside the Service and communicate our intentions;
- Publicise our successes and be honest about failure; and
- Maintain transparency in the way we make decisions.

The Senior Management Team



**Commissioner
Louis Wink CPM**
Dip. Crim. (Cambs)



**Deputy Commissioner
James McKay CPM FCIM**



**Superintendent
Richard Bosano CPM**



**Superintendent
Joseph Gomez
LLB (Hons)**



**Superintendent
Edward Yome**

Royal Gibraltar Police

Policing Charter

How can we help you to prevent crime?	We will: Work with you to help prevent crime by providing advice on crime prevention practices and raising awareness.
How can you help us to detect crime?	We rely: On your help to detect crime by reporting anything you may have seen or heard.
What if you are a witness to a crime or an accident?	We may: Ask you to give a written statement and you might be asked to go to court to give evidence. We realise you may be concerned or even frightened. We will support you. We will explain all procedures to you.
What if you are a victim of crime?	We will: As our first priority, treat all victims in a professional, sensitive and caring manner; make sure you receive proper medical treatment, if necessary; do everything we can to gather evidence and catch the offender; investigate all cases of domestic violence reported to us; update you regarding the progress of your case.
What will the police do about disorder?	We will: Ensure that we protect and help those who are injured and will stop others being hurt; and take action to prosecute offenders.
What if the police suspect you of a crime?	We will: Give you the opportunity to explain what happened. If you are arrested you will be taken to a police station and will be informed of your rights.
What can you expect as a road user?	We will: Aim to prevent accidents and we will enforce the law and give road safety advice; be polite and courteous if we stop you and explain the reason for conducting any tests or examinations.
What if you dial 199?	We will: Answer 199 emergency calls as a top priority and aim to arrive at incidents requiring an immediate response as speedily and as safely as possible. <i>Incidents requiring immediate response are where life is threatened; persons are injured and/or need urgent assistance; or the offender is still at the scene.</i>
What if the help you want is not urgent?	We will: Consider your request for help carefully to ensure you receive the correct response. In some cases it may be appropriate merely to record details. Whatever the case, you will be informed about the action to be taken.
What if you visit a police station enquiry desk?	We will: Aim to attend to you quickly and ensure police station enquiry offices are clean, tidy and comfortable, regularly updating information on display; provide a private interview room for confidential matters.
What if you make a general telephone call?	We will: Aim to deal with your query courteously, efficiently and as promptly as possible; and provide a 24 hour telephone service staffed by people trained to help you.
What if you write to the police?	We will: Aim to respond to letters within 14 days and ensure letters and publications are clear and easy to understand.

Organisational Development and People



Effective leaders, providing direction and motivation at every level of the Police Service are essential to realise this plan. The GPA desires that the RGP, in order to provide a proper service to our community now and for the future, should identify those with leadership skills and train, support and mentor them in this vital role. The RGP can best achieve its vision through the commitment and dedication of all its staff, police and support included. Everyone has a vital role to play. The GPA needs to continue to take positive action to ensure

that the RGP staff are recruited, developed and equipped to ensure the RGP remains an efficient and operationally effective Service.

As a Police Service the RGP needs to also understand that our community is the key stakeholder and interested party in the efficiency of the Service and therefore plays a huge part in directing what it does. The RGP polices with the consent of the community. The GPA must therefore understand the needs and expectations of the community. This can be achieved through effective consultation and by supporting the RGP in the discharge of its statutory responsibilities.

In order for the RGP to achieve this the GPA will therefore:

- Value leadership at all levels.
- Create a leadership culture that is inclusive and builds strong teams.
- Identify with the RGP the next generation of leaders and ensure that they receive development to equip them for their task.
- Apply succession-planning principles to ensure the continuity of service.
- Increases personal presence of leaders throughout the organisation.
- Ensure that personal training and development is fully integrated with the RGP's needs and goals.
- Ensure that principles of equality of opportunity apply to recruitment and development of its staff.
- Recognise and reward personal and team contribution.
- Progress to meet the Investors in People standard.
- Deal effectively with individual development and poor individual performance.
- Whenever possible, ensure that its leaders achieve the appropriate level of professional qualifications.
- Value the role of the Police Association, consulting with them, where appropriate, in the developing of policies, procedures and working practices.



Counter Terrorism Activity Policing

Strategic Aim:

Since the events of 9/11 the world has been on a heightened state of alert and that remains the position. Our community is no different although at present the RGP has no intelligence to suggest the incidence of any terrorist activity or the existence of an active terrorist cell in Gibraltar.

However the threat remains close as evidenced by the recent arrests in Ceuta and the terrorist incidents in Morocco. The RGP needs therefore to continue to work with its partner agencies to thwart those individuals and groups intent on disrupting our society.



Tactical Approach:

The RGP will:

- Continue to raise awareness throughout the year through Project Citadel.
- Use Special Branch officers in support of visible policing to deter and disrupt possible terrorist activity.
- Continue to develop intelligence sharing partnerships.
- Conduct counter terrorism exercises.
- Monitor and work closely with the Security and Immigration Agency and Gibraltar Customs Department on entry points to Gibraltar.

Operational Results:

The success of this priority will be managed at the operational level by measuring practical outcomes against quantifiable measures. Key measures include, but are not limited to:

- Increasing the number of external information briefings under Project Citadel as compared to the 2006/07 figures of 6. Assess the impact of these briefings through feedback questionnaires.
- Increasing the number of structured intelligence briefings as compared to the 2006/07 figures of 15. Assess the impact of these briefings through feedback questionnaires.
- Maintaining the number of partnership meetings under Operation Baywatch as compared to the 2006/07 figures of 18. Maintain the number of Security Executive Group meetings as compared to the 2006/07 figures of 4.
- Increasing the number of operations running as compared to the 2006/07 figures of 9.
- Maintaining the levels of community reassurance as measured by public survey.

Citizen Focus

Strategic Aim:

The RGP needs to continue to be more responsive and accountable to our community. The RGP therefore needs to understand the perceptions of the community and the factors that influence those views.

The RGP needs to ensure that it listens to the views expressed by our community and that it allows those views to shape the way it delivers its service.

The result of consultation and close links with our community has highlighted key concerns around High Visibility Policing and Traffic issues.



Tactical Approach:

The RGP will:

- Develop its neighbourhood-policing programme to ensure that the RGP is visible, responsive and accountable to the various sectors of the community it serves.
- Develop its joint engagement strategy.
- Develop its Roads Policing Strategy.
- Publicise the contact details of all its Community Beat Officers.
- Develop its Intelligence led model.
- Make the most of its resources by increasing the amount of time officers spend in frontline policing duties.
- Increase the High Visibility Policing areas.
- Develop the use of the Media to proactively inform the public.
- Target persistent offenders.
- Free up Police Officers for front line duty, where appropriate by replacing them with Civilian Support Staff.

Operational Results:

The RGP will manage the success of this priority by measuring practical outcomes against quantifiable measures. The key measures include, but are not limited to: -

- Increasing the percentage of Police Officers deployed to front-line duties as compared to the 2006/07 figure of 65%.
- Increasing the patrol areas subject to High Visibility Policing as compared to 2006/07.
- Maintaining or increasing the levels of community satisfaction to the police response to Road Policing Issues as measured by public survey.

Promoting Public Safety

Strategic Aim:

Gibraltar is widely recognised as a very safe place in which to live and work and the risk of being a victim of crime is low. However people's fears and concerns, often stoked by lower level disorder, may raise the community's concerns to specific issues.

We want to reduce these concerns and the insecurity those concerns may create by increasing highly visible, high quality neighbourhood policing with an emphasis on tackling the policing issues that most affect our community.



Tactical Approach:

The RGP will:

- Continue to promote its Road Safety and Sea Safety Campaigns.
- Develop at least two anti-drink driving campaigns during the year.
- Increase High Visibility Patrols beyond the city limits.
- Ensure the effective use of the Intelligence Model to maximise the tactical deployment of resources.
- Continue to enhance the effectiveness of partnerships both at strategic and operational levels.
- Use the media to proactively inform the community.

Operational Results:

The success for this priority will be managed by the RGP by measuring practical outcomes against quantifiable measures. The key measures include, but are not limited to:

- Maintaining or increasing public satisfaction levels in police visible patrols as measured by public survey.
- Increase the overall number detections of anti-social behaviour offences resulting in a charge, caution, summons or verbal warning, as compared to the 2006/07 levels of 379 through increased measures.
- Increasing the number of presentations, and initiatives, to schools and other groups on road safety, drugs awareness, etc. as compared to the 2006/07 figures of 10.
- Increasing the number of focused operations to tackle issues of concern to the public, as compared to the 2006/07 figures of 12.
- Increase the overall number of detections of serious driving offences that result in a charge, caution or summons, as compared to the 2006/07 levels of 1022 through increased vigilance.
- Reducing the overall number of road traffic accident collisions that result in fatality or serious injury, as compared to the 2006/07 levels of 34, through increased vigilance and high visibility road safety campaigns.

Reducing and Investigating Crime

Strategic Aim:

The RGP fully recognises that reducing crime is fundamental to everything it does and all its activities work to support this aim.

Part of its effort in reducing crime is through the effective use of the National Intelligence Model as adapted to Gibraltar's needs. This model uses a number of analytical tools to identify emerging crime trends, crime hotspots and prolific offenders.

From this analysis a planned approach to resolution of crime is devised. In addition the RGP has reorganised its Scenes of Crime structure into a more economic and efficient system to assist front line and specialist units in their initial response and investigation of crime.



Tactical Approach:

The RGP will:

- ❖ Provide forensic awareness to all front line officers.
- ❖ Continue to develop investigative and preventive training.
- ❖ Conduct drugs operations.
- ❖ Conduct operations to reduce and detect crimes of dishonesty and in particular burglaries.
- ❖ Conduct operations against offences of violence.
- ❖ Increase High Visibility Patrols to prevent and reduce crime.
- ❖ Provide Crime Prevention and Reduction advice.
- ❖ Use the media to inform the public of emerging crime trends.
- ❖ Conduct crime intelligence briefings to relevant stakeholders.
- ❖ Work with security firms and alarm companies to provide the best protection.
- ❖ Continue to develop crime prevention and detection partnerships.

Operational Results:

The success of this priority will be managed by the RGP by measuring practical outcomes against quantifiable measures. The key measures include, but are not limited to:

- ❖ Reducing overall crime levels, as compared to the 2006/07 figures of 3399.
- ❖ Increasing the overall crime detection percentage, as compared to the 2006/07 figures of 61%.
- ❖ Increasing the number of Crime Prevention and Reduction surveys, talks and initiatives, as compared to the 2006/07 figures of 15.
- ❖ Increasing public reassurance on safety through public survey.



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