



**THE GIBRALTAR
ANNUAL POLICING PLAN
2010 - 2011**

The Community in Policing

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'YES TO SPORTS NO TO DRUGS'

Mini-Olympiad for young people organised by the RGP in 2009



Foreword

The Gibraltar Policing Plan for 2010-2011 sets out the priorities and targets for policing in Gibraltar. It has been written by the Gibraltar Police Authority taking account of the views of the Royal Gibraltar Police, and the priorities of the Government and the Governor, and following consultation with the public and public organizations.

Our overarching aim continues to be the delivery of a high quality policing service that protects the public and inspires the confidence of every member of the community that we serve. To this end, we have identified four key areas of service and activity, which we regard as priorities for the coming year, namely:

- Tackling Crime.
- Citizen Focused Policing.
- Road Safety and traffic fluidity.
- Security and Public Safety.

This plan is inevitably a high level description of the range of work which the RGP will be expected by the GPA to execute and behind each main theme are an enormous number of individual actions and tactical plans to enable the RGP to deliver a first class service. That said, the plan gives an overview of the main areas of priority work for the RGP to meet the needs of the public and to make the people of Gibraltar not only feel safe but be safe.

In addition, the Authority wishes to formally implement the RGP Policing Pledge, which will set out standards and benchmarks for the RGP in the delivery of their services.

This year the Authority is planning to commission a team from Her Majesty's Inspectorate of Constabularies in the UK to carry out an inspection of the RGP to follow-up the inspection carried out in 2006. The Authority considers that an external professional validation of the RGP is essential to ensure that the RGP continues to meet the highest professional standards.

The Authority has chosen not to set defined percentage targets for the RGP to achieve in respect of every aim or objective or measure, as many of these are not mathematically quantifiable. Additionally this risks leading us to adopt the syndrome of 'acceptable crime levels'. We are fortunate in that we have low levels of crime in Gibraltar and therefore any reduction in our crime figures is a success. Our directive therefore to the RGP and the overall target of this Plan is simply to reduce crime and maintain Gibraltar as a safe and secure place.

E A Guerrero
Chairman
Gibraltar Police Authority

1st April 2010



THE AUTHORITY'S MISSION IS TO

**make our community feel
safe and be safe**

THE AUTHORITY'S VISION IS THAT

**our community will have the
highest levels of confidence
in the RGP's delivery of policing services**

THE AUTHORITY REQUIRES THAT THE RGP'S VALUES ARE

**public first
quality counts
today's business today
to be professional, polite and interested**

THE AUTHORITY'S PRIORITIES ARE

**tackling crime
citizen focused policing
road safety and traffic fluidity
security and public safety**



Priority 1 – Tackling Crime

Aim

- To reduce crime.

Objectives

- To reduce crime and increase the number of crimes where the offenders are brought to justice, especially for the following types of crimes:
 - Supply and misuse of drugs.
 - Violence.
 - Vandalism and burglaries.
- To have in place strategies to deal with serious crime.



One overriding aim is to reduce the incidence of crime. The Authority considers that given the relative low incidence of crime in Gibraltar, any reduction in this figure, no matter how low that figure may be, should be regarded as a success.

Research shows the overwhelming link between acquisitive crime – burglary, theft, robbery, muggings – and drug supply and abuse. By disrupting the organized supply of illegal drugs, by working in partnership with agencies able to offer health care and rehabilitation, education and provision of alternative channels for their energy to users and potential users of illegal drugs, we can have a major impact on such acquisitive crimes.

The Authority is concerned with the recent reported increase in the misuse of Class A drugs in particular cocaine and consequently the Authority requires the RGP to monitor the situation very closely. If the problem is assessed as one which will need special attention the Authority will raise the matter with all the appropriate agencies to develop a strategy. In the meantime the RGP will be required to take appropriate action as the need arises.



Measures and Targets

• **Anti-drug Enforcement**

- To reduce the incidence of drugs related offences.
- To develop an intelligence-led approach and to increase operations specifically aimed at drug traffickers and dealers.
- To continue to support the Government's anti-drugs strategy.
- To continue to deliver presentations on the misuse of drugs to pupils in the Middle Schools, Comprehensive Schools and the College of Further Education in partnership with the Department of Education and the Anti-Drugs Co-ordinator.
- To plan and execute with other interested agencies a 'Gibraltar Drugs Awareness Day'.
- To hold as in 2009 a mini-Olympiad for young people with the theme 'Yes to Sports No to Drugs'.



• **Violence**

- To reduce the incidence of violence related offences.
- To target and develop initiatives aimed at tackling of crimes of violence.



- **Vandalism and Burglaries**

- To reduce the incidence of burglaries and vandalism related offences.
- To conduct crime prevention surveys and offer advice and raise awareness on how to deter criminals from targeting personal property and premises.
- To tackle serial burglars with intelligence-led policing.

- **Serious Crime**

- To counter with other agencies the importation of illegal drugs, the illegal traffic of people and money laundering operations, in accordance with standing procedures.
- To tackle other serious crime in accordance with appropriate procedures.



- **Publicity**

- To develop publicity strategy to effectively project police achievements in the tackling of crime.



Priority 2 – Citizen Focused Policing

Aim

- **To improve the delivery of policing services and build trust and confidence within the community.**

Objectives

- To improve the quality of service to our community.
- To increase trust and confidence in policing, especially among young persons.
- To increase visibility and contact with the community.
- To reduce anti-social behaviour, in particular alcohol and drugs related.
- To tackle under-age drinking.
- To respond to domestic violence and child abuse.
- To support the protection of our environment.

Citizen Focused Policing is exactly what its name suggests – a style of policing that is developed to respond directly to the needs of the community. By talking on a regular basis with the people they serve and by working together with them, the RGP can develop a greater, more detailed understanding of the individual and collective needs of the community and deliver a service which routinely reflects these needs. This style of policing enables the RGP to reflect local concerns in their decision-making, practices and delivery of policing services.

Experience has demonstrated that when police officers and partners constructively engage with the community they gain the benefit of a more in depth knowledge and understanding about the problems people face. This approach builds relationships between the RGP and the community and provides people with more direct and



personal access to policing services. It also strengthens links between the RGP and other community services, which allows for a more collaborative approach to be taken towards solving community problems, such as anti-social behaviour.

Through an in depth knowledge and understanding of the needs of the community, the RGP will be able to prioritise and target their resources to have a direct impact upon those needs. By adopting this Citizen Focused approach the RGP will be able to achieve a highly consistent approach and maintain high standards of service.

The Authority takes particular note of the comments made by the Chairman of the Police Complaints Board regarding the uncivil attitude of some police officers towards the general public which give rise to some complaints. The Authority expects and requires the RGP to take the necessary steps to cause a vast improvement in this matter through training and other means.

The introduction of the RGP Policing Pledge complements the Citizen Focused style of policing in that it creates an agreement between the RGP and the public about standards and expectations of service. The Pledge gives the members of our community a stronger voice in the setting of policing priorities.



The public survey carried out by the Authority in 2009 clearly showed that the RGP must continue in their efforts to gain an increase in public confidence and trust. The Authority is confident that the measures outlined in this policing plan together with a firm commitment on the part of the RGP, will achieve that goal.

Measures and Targets

- **High Visibility and Contact with the Community**
 - To work in partnership with the public and private organizations and in particular tenants associations to identify and tackle issues of concern.
 - To prioritise and enhance:



- ❖ The deployment of patrols through housing estates.
- ❖ The system of patrol sectors, including side streets.
- ❖ The deployment of school liaison officers and community beat officers to make the policing service more accessible.



- To continue to conduct crime awareness briefings to the relevant stakeholders.
- To continue to provide training and advice to the public and private sector.
- To continue to keep the public abreast on police initiatives using appropriate strategies.

• Trust and Confidence in Policing

- By the 31st December 2010 when the Authority will next carry out a public survey, we expect the RGP to have achieved the following:
 - ❖ that at least 65% of all members of our community will say that they have confidence in the RGP.
 - ❖ that at least 60% of all the members of our community will say that the RGP have a good relationship with the public.
 - ❖ that at least 70% of all the members of our community are satisfied with the overall services of the RGP.
- To deliver a more personal service in the contact that police officers have with members of our community.
- To continue to carry voluntary community projects such as the one carried out in 2009 at the Bruce's Farm Rehabilitation Centre.
- To work closely with the Youth Service to develop and implement a Youth Strategy to





improve the relationship between the RGP and young people.

- To identify and train up a cadre of RGP officers to develop and build up relations with young people, interfacing with youth in locations where they meet socially, in partnership with “street credible” groups.
- 
- To continue with the programme of talks to school children by RGP officers in relation to, inter alia, tackling under-age drinking, vandalism, bullying, anti-social behaviour and improving road safety. This should complement an enhanced interface between Community Constables and schools.
 - To enhance and promote the RGP codes of Conduct in order to reduce instances of complaints against the police.
 - When a complaint against a police officer has been upheld, to take appropriate measures to avoid a recurrence.
 - By building confidence and trust between the RGP and the community and improving the quality of service, we aim to reduce the public’s fear of all crime and reduce the public’s concern about:
 - ❖ Drug problems.
 - ❖ Under-age drinking.
 - ❖ Anti-social behaviour.
 - ❖ Vandalism.

• **Anti-social Behaviour**

- To continue to maintain high-visibility patrols and conduct regular operations specifically aimed at curbing anti-social behaviour.
- To build on the close working relationship with schools and to provide a police presence at school exit points at the beginning and at the end of the school day when required to do so.
- To tackle anti-social behaviour within housing estates.



- **Under-age Drinking**

- To further develop strategies to tackle under-age drinking with specific emphasis on the establishments supplying the alcohol in order to increase detections of licence holders breaching the legislation.
- In partnership with the department of Education and the Health Authority to continue to deliver awareness presentations at the schools on the dangers of alcohol abuse.
- To continue to provide refresher training to all police officers on procedures relating to the seizure of alcohol from young persons.
- Insofar as the law permits, to exchange data with the Department of Education and provide feedback to parents when such seizures occur.

- **Domestic Violence and Child Abuse**

- To respond sensitively in association with relevant agencies to incidences of domestic violence and child abuse.
- To increase the number of officers trained to handle incidents involving domestic or child abuse.

- **Protection of the Environment**

- To continue to support the lead agencies that have prime responsibility for tackling in particular dog fouling and the unauthorized depositing of refuse, construction or other debris.
- To continue to take appropriate action on noise/loud music.



- To take appropriate action to reduce the unauthorised feeding of Barbary Macaques.

• **Quality of Service**

- To review internal training programmes and in particular:
 - ❖ Develop a five year training strategy.
 - ❖ Introduce short early morning weekly training briefings, particularly for front-line officers.
 - ❖ Introduce increased refresher training for all staff.
- The service-wide training programme will take particular account of:
 - ❖ Customer Service.
 - ❖ Community relations.
 - ❖ How to engage effectively with young people.
 - ❖ Changes in legislation and procedures.
- To continue to reduce bureaucracy to enable police officers to spend more time on front-line policing.
- To continue to improve internal police service communications and procedures within the guiding principles of Investors in People.
- To work towards the delivery of the Policing Pledge.





Priority 3 – Road Safety and Traffic Fluidity

Aim

- To improve road safety.

Objectives

- To address issues of careless and dangerous driving.
- To reduce the incidence of offences committed by drivers in respect of vehicles.
- To reduce the incidence of offences relating to vehicles.
- To reduce the incidence of offences relating to the driving or parking of vehicles.



The 2009 public survey carried out by the Authority indicates that road safety is considered to be a major problem in Gibraltar. The following have an effect on road safety:

- *The very large number of vehicles in our community plus the huge daily influx of commercial and private vehicles from Spain.*
- *The availability of car parking facilities.*
- *Technical issues in relation to some of our roads.*
- *The need for major road engineering works and ongoing construction of new housing developments, and their impacts.*
- *Bad driving habits, in particular by young motorcyclists.*
- *A lack of knowledge by some drivers of the Traffic laws and Highway Code.*
- *The need for meaningful deterrence.*
- *Maximum court penalties that do not act as a deterrent for persistent offenders.*

The Authority is satisfied that the RGP are trying their utmost to ease the traffic situation, but law enforcement alone will not be enough to sort out the totality of the problems.



The Authority requires that the RGP should continue to enforce the law robustly in relation to those motorists who are likely to cause crashes: such as those who drive under the influence of drink and drugs, those who make improper use of mobile phones while driving and those who drive at excessive speed. The Authority requires that the RGP should also target those who fail to wear seat belts. They should also target locations where collisions are most likely to occur. The RGP will extend the range of educational measures developed to help those drivers who statistically are at risk – young drivers and motorcyclists.

We are aware that the Government's Integrated Traffic, Parking and Transport Plan provides for the following which will considerably assist matters:

- *The introduction of CCTV at critical spots.*
- *The installation of static speed cameras.*
- *The introduction of a fixed penalty system for some traffic offences.*
- *The introduction of fining on the spot for some minor traffic offences.*
- *The introduction of a cumulative penalty points system for some traffic offences.*
- *Stiffer court penalties.*

Other factors that would contribute to road safety include:

- *The introduction of roadside breathalysers.*
- *Competence training for motorcycle learners to include instruction on the Highway Code.*
- *To carry out a study on the type and quality of protective headgear worn by motorcycle riders.*

Measures and Targets

- **Careless and Dangerous Driving**

- To continue with operation Roadwatch – an awareness and enforcement campaign targeting serious driving offences, and persistent offenders.



- To target careless and dangerous driving through focused operations at regular intervals.
- To conduct operations specifically targeting driving under the influence of alcohol and drugs.
- To target those drivers who drive at speeds over the speed limits.
- To monitor locations where collisions are most likely to occur.
- To maintain high-visibility patrols to deter bad driver behaviour with particular emphasis on motor cycle drivers.
- To conduct regular publicity campaigns through the local media stressing the dangers and consequences of careless and dangerous driving and driving under the influence of drink and drugs, particularly during Christmas.

- **Road Safety and Traffic Fluidity**

- To address road traffic and vehicle offences in a proportionate manner.
- To continue to take appropriate action for breaches of the traffic laws.
- To target those drivers who make improper use of mobile phones while driving.
- To target those drivers who fail to wear seat belts.
- To continue to pay attention to critical areas where traffic congestion occurs in particular outside schools.
- To continue to tackle issues of offences committed by foreign drivers including parking in Government estates.



- To vigorously tackle those vehicles that are temporarily stopped or parked in places that interrupt smooth traffic flow, to introduce zero tolerance of unauthorized parking in disabled bays, bus stops, goods vehicle bays and refuse collection points.
- To tackle vehicles emitting excessive exhaust fumes, vehicles with non-compliant darkened windows, noisy exhausts or which otherwise breach the law.
- To continue with the strategy aimed at ensuring that vehicles comply with all applicable laws, particularly the law on illegal alterations to vehicles and illegal number plates.
- To conduct regular publicity campaigns through the local media to explain the traffic laws and the Highway Code, and the responsibility of all road users of the need to comply with the traffic laws and the rules of the Highway Code in order to improve road safety.
- To deliver road safety presentations at the senior schools and at the College of Further Education.
- To continue with the bicycle proficiency scheme at the junior schools.
- To plan and undertake a 'Road Safety Day'
- To strengthen the training of police officers to more effectively control traffic and for an improved public perception that the police effectively control traffic.





Priority 4 – Security and Public Safety

Aim

- **To continue to plan and execute Gibraltar's plans for the security of its territory, its territorial waters and of its people in consultation with other agencies and authorities.**

Objectives

- To develop and implement operational plans to safeguard the security of Gibraltar's territory, territorial waters and its people, giving it such priority as intelligence might indicate.
- To discharge its statutory role to counter terrorism, from prevention and deterrence through to incident response, in consultation as appropriate with other relevant agencies and authorities giving it such priority as intelligence might indicate.
- To play a full part with other agencies in the Civil Contingency Committee in the planning and execution of operational plans to deal with civil contingencies and emergencies.

Whilst the RGP does not have primary responsibility for upholding British sovereignty over Gibraltar's territorial waters, the Authority nevertheless requires the RGP to continue to develop and implement operational plans to safeguard Gibraltar's territory, its territorial waters and its people from security threats.

Terrorism is a scourge that affects all corners of the globe and Gibraltar must play its part in the fight to eradicate it. Although terrorism does not feature very high in the list of policing priorities of most members of our community, it nevertheless needs to be a high priority for the RGP as it involves the safety of our community. Although the threat of a terrorist attack in Gibraltar is currently assessed as possible but unlikely we must not be complacent and face the fact that the threat could change at short notice. The RGP will therefore be required to continue to lead in the overall planning and execution of anti-terrorist strategies and measures to keep Gibraltar safe.



It is imperative for all the agencies involved in law enforcement and the security of Gibraltar to work together. The RGP will continue to pursue this objective.

The RGP will also continue to work with other agencies within the context of the Civil Contingency Committee to prepare and rehearse detailed contingency plans to combat natural and man-made disasters in order to protect our community.

Measures and Targets

- **Security/Anti-Terrorism**

- **Operations**

- ❖ To continue to police Gibraltar's territorial waters and points of entry in accordance with standing procedures.
- ❖ To continue to carry out its policing role with other agencies to counter illegal incursions into Gibraltar's territorial waters.
- ❖ To lead in the implementation of counter-terrorism strategies.



- **Co-ordination**

- ❖ To enhance the value of partnership meetings with the Security Executive Group (SEG) and under Operation Baywatch (Sea and Coastal Security)
- ❖ To continue to work closely with local and outside agencies in terms of protection, intelligence gathering and the investigation of terrorist related incidents.



- **Intelligence**

- ❖ To take part with other agencies in the gathering and collation of intelligence, the development of a shared situation awareness and the regular briefing at senior command level across the various agencies.



➤ Training

- ❖ To continue to deliver initiatives to public and private organizations aimed at creating security awareness and delivering security advice.
- ❖ To continue to provide appropriate training to police officers to deal with a terrorist incident.
- ❖ To maintain internal awareness and conduct presentations to police officers and staff.

➤ Preparation and Planning

- ❖ To review resources in order to maintain an effective capability for dealing with potential and real threats.
- ❖ To continue developing and implementing Counter-Terrorism Preventive Measures.
- ❖ To continue to provide security enhancement recommendations to ensure key sites and services remain aware and prepared to address threats.



• **Civil Contingencies and Emergencies**

- To continue to develop preparedness in order to provide input as required through the Civil Contingency Committee in the case of a civil emergency.
- To participate in Civil Emergencies Exercises under the Civil Contingency Committee to test emergency response preparedness.



RGP Policing Pledge

The formal adoption of the RGP Policing Pledge complements the Citizen Focused style of policing in that it will create an agreement between the RGP and the public about standards and expectations of levels of service. The Pledge gives the members of our community a stronger voice in the setting of policing priorities.

The Authority requires that the RGP Policing Pledge be formally implemented as early as possible in the policing year commencing 1st April 2010.



The Royal Gibraltar Police will support law abiding citizens and pursue criminals relentlessly to keep the members of our community safe from harm.

The RGP will aim to:

1. Always treat you fairly, with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your Community Constable is and how to contact him.
3. Ensure that your Community Constable and other police patrols are visible and in your area at times when they will be most effective and when you tell us you most need them.
4. Respond to every message directed to your Community Constable within 24 hours.
5. Answer 199 calls within 10 seconds, deploying to emergencies immediately, getting to you safely and as quickly as possible.
6. Answer all non-emergency calls promptly.
7. Arrange to meet with your tenants association or their representatives at regular intervals.
8. Provide your tenants association or representative with news on policing issues affecting your area.
9. Provide improved communication if you are a victim of crime.
10. Be more responsive to your views about the service we provide and acknowledge dissatisfaction about the service within 24 hours.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and which you deserve.