



ANNUAL POLICING PLAN

2013 – 2014

CHAIRMAN'S FOREWORD

The Annual Policing Plan for 2012-2013 comes into effect on 1 April 2013. It sets out the objectives and targets for the RGP for the following 12 months. In arriving at these, the views and comments of the public obtained through the GPA's annual public consultation survey have been taken into account. The Governor submitted his priorities for policing and these are also reflected in the plan. The Commissioner of Police was widely consulted by the Authority in drawing up the Plan, and his vision contained in the RGP's strategic plan was closely considered.

The Policing Plan for this year contains no surprises: it builds and develops on the previous plan, given that Gibraltar's policing priorities are not going to change significantly from one year to the next.

However, the order of the five areas that the RGP will need to address in the coming months has been fine-tuned. Without in any way diminishing the importance of tackling crime, the prime area where the RGP need to deliver is in the provision of security and safety for Gibraltar. Gibraltar is generally a secure and safe place for those who live, work and visit. It needs to remain so.

Drugs-related crime continues to be the greatest concern for the public, and the RGP needs to look anew at its strategies to combat this. Indeed the emphasis of the Authority this year is for the RGP to revisit how it delivers its services to the community, and to fine-tune and further develop well-tested strategies.

As always, the Authority looks to the RGP for excellence of service, delivered efficiently and effectively.

R.J.M Garcia MBE

Chairman

1. Security and safeguarding the community

While Gibraltar remains a safe place in which to live, it remains – like other countries – exposed to international threats of terrorism. The protection of life and property has always been an RGP priority. It must continue so.

The RGP's existing professional partnerships both nationally and internationally are continuously reviewed to ensure that through intelligence sharing the RGP is in a position to maintain an effective capability for dealing with both internal and external potential and real threats. This is further enhanced by a programme of formal training and training exercises.

In order for the RGP to provide effective security for Gibraltar and to prevent any person attempting to commit a terrorist act, there is a need to secure our borders and to ensure that the police have appropriate powers – with the necessary safeguards – in the field of specialist investigation and counter terrorism.

The RGP, through law enforcement, plays a key role in delivering Gibraltar's security. The Authority looks to the RGP to review its strategies in this field in the light of the new marine assets at its disposal. Sovereignty issues are exclusively a matter for British Forces Gibraltar whom the RGP will support as and when required.

The Royal Gibraltar Police forms an integral part of the Civil Contingencies Committee and will continue to review its preparedness to effectively deal with major incidents through continued multi-agency cooperation, training and exercises in order to share best practice and to develop more mature civil contingency plans.

Objectives and Targets:

To create mechanisms designed to deal proactively with any threat or perceived threat to the security of Gibraltar. In order to achieve this:

- The RGP should review internal action plans to handle serious incidents and ensure that these remain up to date

To ensure the RGP is ready to respond to a terrorist incident through training, preparedness and relations with other partners. In order to achieve this:

- The RGP shall conduct at least one exercise during the currency of this Policing Plan to test the RGP's state of preparedness to deal with a major incident.
- The RGP should review its relations with other agencies in Gibraltar, the UK and internationally and the agreements or MoUs in place with such bodies.

To provide an appropriate response in respect of law enforcement and security activities. In order to achieve this:

- The RGP will ensure that it provides an appropriate and consistent response to law enforcement in Gibraltar, including in British Gibraltar Territorial Waters.

To be ready to provide an effective response to deal with serious incidents, including those which have the potential to threaten the safety of the community. In order to achieve this:

- The RGP will do its best to ensure that it has all the legal tools needed to achieve this, and will engage with the Authority and the Government where there is a need to widen the RGP's legal powers.

2: Tackling Crime

Protecting the public from serious threat, risk and harm is delivered by specialist police services and is often not visible to our community. However failure to manage such risks and threats would have a major impact on the safety of the community and its confidence in the police.

Whilst the incidence of serious crime in Gibraltar remains relatively low, the Authority will look to the RGP to continue to sustain and develop its capability to reduce such incidents and provide a proactive response to major crime. The Authority also looks to the RGP to tackle violent crime vigorously, thereby promoting public safety. Essentially, the Authority expects the RGP to deter, prevent and detect crime effectively.

By using the National Intelligence Model the RGP should ensure that the way they respond to and investigate reports of crime is kept under review, so that the RGP can take full advantage of every opportunity to bring to justice those charged with criminal activity.

Drugs are the principal concern of the community. Curtailing the demand for illegal drugs through education and awareness programmes, coupled with the detection of those involved in its trafficking and supply, are key components in reducing drug-related crimes. As such, in support of the Government's Drug Strategy, the Authority identifies as a major priority that the RGP should continue to maximize drug awareness campaigns and enforcement activities. This will promote public safety.

The Safeguarding Unit, with special responsibility for investigating crimes of child abuse and domestic violence, with the support in particular of the Neighbourhood Policing Unit, allows the RGP to prioritise the identification, protection, support and response required by those who are most vulnerable to crime and abuse either through their circumstances or their situation. Furthermore, the RGP needs to integrate its resources with other agencies wherever possible. The Authority expects the RGP to formalise these relationships in the form of memoranda of understanding.

The Crimes Act 2011 implemented in November 2012 provides for the management of sex offenders. The Authority welcomes that the Royal Gibraltar Police will create a dedicated team of specially trained officers to provide effective management of sexual offenders. This is vital to provide for the protection of children and vulnerable adults

The Authority welcomes the fact that the RGP is committed to maintaining effective contact with victims of crime and routinely providing information to them on, and supporting them through, the criminal justice process. This will help improve levels of public satisfaction in this area, which are recorded in the public consultation survey.

Objectives and Targets:

The overall target is to reduce levels of crime. In order to achieve this:

- The RGP will put in place measures and strategies aimed at reducing the level of overall crime.
- The RGP should achieve a high percentage rate of detected crime, which should be no less than 65%.

- The RGP should primarily focus on drug traffickers and suppliers of illegal drugs in the fight against drugs, while at the same time trying to reduce drug-related crime by end-users.
- To improve the way in which the RGP communicates with the victims of crime, including the way in which this is perceived by the public.

To create an appropriate mechanism for dealing with sex offenders. In order to achieve this:

- The RGP will create a dedicated team of specially trained officers to deliver effective management of sexual offenders.

3: Service to the Community

Neighbourhood policing is now embedded in the RGP's style of policing and is not just delivered by its Neighbourhood Policing Teams. The RGP ensures that all its frontline services which include its Response Teams and Investigators are working together more cohesively to serve our neighbourhoods better. By improving communication and understanding of the services that the RGP provides, the Police will enhance visible policing and continue to improve public confidence.

The RGP will maximise its service to the community in a fair, respectful and consistent manner with a view to consolidating trust of the services provided to the community. By engaging with the community and understanding their problems, the Neighbourhood Policing Teams will be able to identify as well as act on information and engage specialist policing resources when required.

A neighbourhood approach to tackle problems also requires the active contribution of partner agencies, as long term solutions invariably require a multi-agency approach. The Authority encourages the RGP to identify opportunities to rationalise partnerships and create when appropriate joint teams in order to reduce bureaucracy, increase efficiency and ensure a focused partnership approach in tackling areas of joint concern.

Anti-social behaviour, whatever its form, causes harm and distress to individuals. Left unchecked, anti-social behaviour can not only lead to more serious crime and criminality, but it can also lead to the decline of the neighbourhood, increased fear and reduced confidence in the Police. Through effective analysis and use of intelligence, the RGP is expected to identify and allocate resources to tackle problems using all available powers. To do so the RGP will need to ensure that all frontline officers are effectively briefed on anti- social behaviour as part of their tasking, so that addressing it continues to be part of the core business of all frontline staff. The increasing challenge presented by underage drinking and clubbing should receive particular priority.

The RGP should use its new Dogs Section in support of police patrols, ensuring that it is used in a way which is consistent with maintaining public confidence and engagement.

The RGP will implement a crime prevention strategy based on the following key strands; prevention, intelligence, investigation, proactive enforcement, bringing criminals to justice, communication and marketing.

Objectives and Targets:

To deliver Neighbourhood Policing on a year round basis engaging the community at all levels. In order to achieve this:

- The RGP must ensure it deploys its resources in such a way as will allow it to deliver neighbourhood policing on a year-round basis.
- The RGP should strive to achieve high levels of public confidence in the Police service, as measured by the GPA annual public consultation survey.
- The RGP should put in place an appropriate strategy to target underage drinking and clubbing.

To build on and improve public confidence in the RGP. In order to achieve this:

- The RGP will strengthen its ties with the community through Neighbourhood Policing.
- The RGP will review and improve its systems for delivering feedback to persons who have required assistance from the police or who are victims of crime.
- The RGP should promote effective links with partner agencies and others, putting in place MoUs where appropriate. It is recognised that possible partner agencies may not be as committed as the RGP to achieve partnership agreements and MoUs, but the RGP should devote its best endeavours to convincing others of the need for this.

4. Road Safety and Traffic Fluidity

Gibraltar's roads are busy thoroughfares with a significant number of vehicles making use of the roads on a daily basis. Additional pressure results from the estimated 36,500 pedestrians and over 10,000 motor vehicles that enter Gibraltar on a daily basis and the resulting equivalent number which leave. This has a significant impact on our roads and their users.

It is therefore understandable that road safety and traffic fluidity feature as major concerns to all in our community, and this is reflected in the Authority's surveys. The consequence is for traffic fluidity and road safety to feature prominently in this plan. It is now necessary for the RGP to overhaul radically its long-standing Operation Roadwatch to ensure that it takes account of changing traffic patterns and behaviour and is not limited to certain areas of Gibraltar.

However the issue of road safety and traffic fluidity is not the exclusive responsibility of the RGP. To this end the RGP will work with government agencies and other stakeholders to address and review traffic management issues, particularly at key pinch points. This will include contributing to the Government's proposed traffic management plan, assessing the effectiveness of the RGP's enforcement of traffic laws and regulations, advising on changes to speed limits where these are required, advising on the effectiveness of legal deterrents and how the deterrent value can be improved, all with a view to providing road safety and maintaining traffic fluidity.

There will be continued emphasis in providing traffic fluidity in the north of Gibraltar around peak times when flow out of Gibraltar increases in volume. Illegal parking also continues to affect traffic fluidity. Officers will have to be deployed to tackle offending motorists effectively.

Objectives and Targets:

To maximise traffic fluidity around Gibraltar. In order to achieve this:

- The RGP should maintain traffic fluidity around Gibraltar as far as possible and maintain high visibility patrols to achieve this.
- The RGP should identify solutions for traffic bottlenecks and hotspots, like Waterport Roundabout, and make appropriate recommendations to the Traffic Commission.
- The RGP should devise better traffic management north of the Sundial roundabout, on Winston Churchill Avenue.

To minimise irresponsible driving. In order to achieve this:

- The RGP should target illegal or irresponsible driving, particular speeding and dangerous and careless driving, so as to reduce the number of serious traffic accidents.
- The RGP should continue to respond to changes in traffic problems, in particular through its review of Operation Roadwatch, and an analysis of where traffic accidents occur and when.
- To work closely with the community to increase awareness of personal road safety.

- To improve public perceptions of the RGP's effectiveness in delivering traffic fluidity and road safety.
- To advise the appropriate authorities on how legal deterrents can be made more effective to tackle irresponsible driving and parking.

To enforce drink/drugs driving laws fairly. In order to achieve this:

- The RGP should target drinks and drugs offences which affect driving, all year round but with special emphasis at holiday periods.

5. Management of Resources

The RGP recently undertook a major restructure to give effect to the neighbourhood policing concept. This will need to be consolidated through the implementation of innovative working practices and undertaking the necessary shift in organisational culture. The Authority sees as a priority that the RGP should be effective and efficient in the delivery of its services and one of the ways in which it can be achieved is through the civilianisation of appropriate roles, in order to release police officers for core policing duties. The current use of police staff to service public counters and prisoner detention are examples of areas for where this could be pursued. The RGP has benefited in the last year from the provision of additional assets – a number of additional police officers, new vessels for the Marine Section and a Dogs Section – which will be deployed directly to enhance the RGP's capability. The RGP now needs to put in place strategies for the efficient and effective deployment of these resources. The Authority will support the RGP in its continuing recruitment programme which will ensure that it represents the diversity of the community that it serves and that, as hitherto, promotion is based on merit.

Together with other government departments and the judiciary the RGP is pursuing an integrated information technology system. This one solution will bring together all law enforcement and judicial administrative procedures into a single system, maximising efficiency and effectiveness. This will add value for money through the reduction of bureaucracy and the release of resources for redeployment. Progress on this needs to be accelerated.

The enacting of the Criminal Procedure and Evidence Act and the Crimes Act represents a sea change for policing. The full impact is yet to be assessed. Issues which require addressing in the short term are dealing with disclosure requirements, the management of sex offenders and detention facilities. All of these may require the redeployment of human and technical resources. These changes need to be supported by adequate training, not limited to the Acts themselves, but more widely to ensure that the RGP demonstrates full competence and professionalism in all aspects of its policing and court work. The Authority notes with approval that work is under way to provide enhanced custody facilities which are expected to be completed within the year.

The deployment of the neighbourhood policing unit to Central Police Station will provide a central point allowing neighbourhood officers to deploy to residential areas quickly and enhance the service provided from the district offices.

The RGP will continue to develop officers force-wide through training and mentoring. This will focus on delivering a resilient, consistent and proportionate training plan to deal with succession planning in specialised areas, further specialist training to plug gaps in specialisation and awareness by police officers of the standards of service delivery expected by the public. Training will reduce the number of substantiated complaints by members of the public.

The Authority notes the positive moves which the RGP are continuing to develop in the area of social media and contacts with the community through the media. This is an important means for the RGP to enhance public awareness and confidence in its work.

Objectives and Targets:

To continue to review the RGP's effective deployment of resources and assets. In order to achieve this:

- The RGP will ensure that all manpower resources are used efficiently and effectively and make readjustments where necessary, including the civilianisation of posts where possible.
- The RGP will ensure that strategies are developed and implemented for the full use of all physical assets available to the RGP.
- The RGP will review the administrative support that is provided for front-line policing, in particular the delivery of the appraisal system for all staff.

To ensure that the RGP is fully trained for its multi-faceted roles. In order to achieve this:

- The RGP will deliver enhanced and wider training in the key areas of policing.
- Special attention should be given to customer-service training for all police staff.

To review how the RGP communicates with the public. In order to achieve this:

- The RGP should further improve and deliver a broad media strategy to enhance public understanding of and confidence in the RGP.