

# GIBRALTAR POLICE AUTHORITY

## POLICING PLAN 2014-2015



## **CHAIRMAN'S FOREWORD**

The Annual Policing Plan for 2014-2015 takes effect from 1 April 2014, setting out the objectives and targets for the RGP for the following 12 months. The views and comments of the public, obtained through the GPA's annual public consultation survey, have been taken into account.

The Government has submitted its priorities for policing and these are also reflected in the Plan.

The Commissioner of Police was consulted at length by the Authority and his vision, contained in the RGP's Strategic Plan, afforded due consideration.

The Plan for this year builds on and develops on the previous Plan. The order of the five areas that the RGP needs to address in the coming months continues to evolve and includes, inter alia, fresh targets in the efficient use of resources and additional road safety measures.

Drugs-related crime continues to be the greater concern for the public, and the RGP will continually review its strategies to combat this. The RGP will also review how it delivers its services to the community, with continued emphasis on public communication and neighbourhood policing.

The prime area in this year's Plan, once again, is in the provision of security and safety. Gibraltar has traditionally been regarded as a secure and safe place for its inhabitants, work force and visitors. It must remain so.

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

J. Gonçalves M.B.E  
Chairman

## **1. Security**

The overall threat of international terrorism to Gibraltar is very real and it is fundamental that the RGP continues to strive to protect the people of Gibraltar, its property and those that visit us.

Working together with partners and in collaboration with other international police forces and security agencies, the RGP will be responsible for maintaining our port, airport and frontier border secure, so as to make it difficult for those with the intent of causing harm or destroying property.

Through awareness campaigns of terrorism and related matters the RGP will work closely with our community to ensure that people are made aware of the threats posed to us and to report anything they deem to be suspicious. Equally, the RGP will continue to increase awareness particularly internally in the organisation through training and exercises, but most importantly will continue to maintain its readiness in dealing with a terrorist incident.

In light of Gibraltar's increased international exposure, the RGP will continue to police and work together with partners, maintaining the safety of people that attend large scale events, particularly on our Annual National Day, the Music Festival, International sporting events, etc.

Protecting our national infrastructures is fundamental and, together with the Civil Contingencies Committee, the RGP will develop target hardening advice in order to improve protective measures.

### **Targets:**

The overall target is to ensure the delivery of security to its maximum level. In order to achieve this, the RGP will:

- create mechanisms designed to harden targets from the threat of terrorism;
- aim to conduct an appropriate number of counter terrorism security surveys recommending protective measures for critical national infrastructure;

- reinforce existing partnerships and develop additional relationships with the key external stakeholders in matters of counter terrorism;
- continue to create awareness on the threat of terrorism under the Project Citadel ambit;
- test the organisation's preparedness to deal with a terrorist incident;
- test its operational responses to firearms incidents and conduct a counter terrorism exercise;
- ensure that its capabilities to conduct surveillance, gather intelligence and investigate a terrorism incident are appropriate;
- further develop its capability to gather and manage intelligence in line with the requirements of the National Intelligence Model so as to reduce and mitigate the risk of all strands of terrorism.

## **2: Tackling Crime**

The RGP continues to do a lot of work, often not visible, to protect our community from the threat of serious crime and harm. Keeping people safe remains a very high priority for the RGP and it will continue to provide specialist services to enhance this. Failure to do so can have major repercussions for the confidence of the community in the police.

The National Intelligence Model continues to provide the RGP with an effective process for investigating crimes and the RGP will continue to work with partners to detect offenders, divert vulnerable individuals away from both organised and serious crime and disrupt the activities of those individuals that operate outside the law in Gibraltar.

Gibraltar is not immune to the scourge that the drugs problem poses to our community, particularly our youth, and the consumption and supply of drugs remains a major concern. It is for this reason that the RGP considers this area of policing a key component to providing a safe community and through effective enforcement, coupled with education and awareness programmes, the RGP will strive to deter those who wish to engage in the supply of drugs. The Authority acknowledges the efforts employed by the RGP to tackle drug trafficking in spite of the danger, particularly at sea, that officers are exposed to. Maintaining both covert and high visible patrols in British Gibraltar Territorial Waters allows the RGP to tackle vessels that are intent on increasing the supply of drugs in bulk to mainland Europe. The importance of this policing contribution to the fight against drugs cannot be underestimated.

The RGP will continue to liaise with other agencies and support the Government of Gibraltar's drive to continue to address related issues in the Drug and Alcohol Abuse Action Group, in order to have a coordinated approach to the problem.

Protecting young children and vulnerable adults continues to be an integral part of policing in the RGP. This has been cemented over the year with the establishment of a dedicated Safeguarding Unit, who will continue to work closely with other partner agencies to provide this service. They will form part of the Child Protection Committee as required by the 2009 Children's Act and work closely with officers that have been recently deployed to the Public Protection Unit, who deal with registered sex offenders. In turn both units, particularly the latter will play an integral part of the Multi-Agency Public Protection Arrangements, to ensure the safety of our community, but most importantly children and vulnerable people.

The Crimes Act 2011 provides for the management of sex offenders. The Authority expects the Royal Gibraltar Police to continue to effectively manage these members of our society within

the aegis of the Multi Agency Public Protection Arrangements (MAPPA) in order to reduce the risk of reoffending.

The Authority expects the Royal Gibraltar Police to extend its efforts to reduce re-offending generally by incorporating the Integrated Offender Management Programme into its business processes in close partnership with strategic stakeholders.

The Authority acknowledges the fact that the RGP remains committed to engaging effectively with victims of crime and routinely providing them with feedback and reassurance, which will help to improve public satisfaction levels in the Royal Gibraltar Police, as reflected in the Authority's public consultation survey

### **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. This will include developing proactive measures to prevent and detect crime;
- apply a zero tolerance policy to violent crime;
- conduct crime prevention awareness campaigns to educate the public to protect themselves against crime;
- promote respect for the Rule of Law;
- use all its endeavours to continue to maintain a high percentage rate of detected crime;
- focus on drug traffickers and suppliers of illegal drugs in the fight against drugs, developing a zero tolerance approach, while at the same time trying to reduce drug-related crime by end-users. An appropriate number of focused operations to target drug supply will be conducted;
- conduct drug awareness campaigns to discourage the use of drugs;
- promote and instil the active involvement in matters of crime protection, crime reduction and investigation across the organisation;
- develop methods for reducing re-offending through initiating an offender management programme;

- together with other key stakeholders, continue to support the creation and implementation of the Multi Agency Public Protection Arrangements in order to effectively manage Registered Sex Offenders;
- put in place measures to protect children and vulnerable adults through participation in the Child Protection Committee and the Multi Agency Public Protection Arrangements and through education programmes aimed at informing children in particular on the dangers on the use of the internet.

### **3: Service to the Community**

Neighbourhood policing is totally embedded in the RGP's style of policing and continues to develop with all its business processes aligned to further this aim. The RGP has facilitated the cross pollination between its frontline staff and investigators to deliver an increasingly cohesive service, which has already resulted in two successive annual reductions in overall crime reports. These results engender public confidence as measured by the Authority's annual public consultation survey.

The RGP will continue to flexibly manage its resources to maximise its personalised service to the community in a fair, respectful and consistent manner. The provision of a personalised service will ensure that victims, witnesses and the community as a whole experience positive engagement with the Police. By continuing to engage consistently with the community it serves and understanding their problems, its Neighbourhood Policing Teams will continue to identify and address the community's concerns in an effective and sustainable fashion.

The Authority recognises that the tackling of community concerns requires the active contribution of partner agencies, as long term solutions will most often require a multi-agency approach. The Authority expects the RGP to identify opportunities to develop effective partnerships and pursue the use of multi-agency teams in order to reduce bureaucracy, increase efficiency and ensure a focused partnership approach in tackling community concerns.

There is a requirement for the RGP to consolidate its existing efforts to reach out to the youth by developing and implementing an effective Youth Engagement Strategy.

Anti-social behaviour in all its forms causes harm and distress to individuals. Through continued effective analysis and use of intelligence the RGP will identify and allocate resources to tackle anti-social behaviour. These concerns will be addressed using the appropriate legal means, for example, by obtaining Anti Social Behaviour Orders and Criminal Anti Social Behaviour Orders where appropriate.

#### **Targets:**

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

- ensure it deploys its resources in such a way to allow it to deliver neighbourhood policing consistently and effectively on a year round basis;
- improve the way in which the RGP communicates with the victims of crime, including the way in which this is perceived by the public;

- develop initiatives to tackle anti-social behaviour;
- develop a feedback form to allow victims of crime and users of the RGP's services a mechanism to provide feedback on their experience of the services provided;
- develop and implement a bespoke Youth Strategy;
- support the Environmental Agency in tackling dog fouling in public areas;

To build on and improve public confidence in the RGP as measured by the GPA annual public consultation survey. In order to achieve this the RGP will:

- increase visible foot patrols;
- seek to appoint a full-time media officer;
- continue to develop its use of social media to inform and engage the public;
- not rely exclusively on social media and also use traditional media to keep public informed;
- continue to develop and implement systems for delivering feedback and support to persons who have required assistance from the police or who are victims of crime;
- provide regular training to all officers to ensure that as individuals they carry out their duties in a fair, respectful and professional manner so that any interaction with the officer will be seen in a positive light;
- continue to establish effective links with partner agencies and others, putting in place MoUs where appropriate.

#### **4. Roads Policing**

The RGP's flagship tool to address policing of Gibraltar's roads is already well known within the community. 'Operation Roadwatch' has been in existence for a number of years seeking to influence driver behaviour through a careful mix of enforcement, education and engineering in close consultation with stakeholders. With a strong focus on education, the RGP is expected to continue to interact with a range of road users, in particular young drivers and motorcyclists. In response to public concerns, road policing operations will continue to focus on speeding and dangerous and indiscriminate driving.

It is important to remain creative and innovative in all aspects of Operation Roadwatch, otherwise its desired effect can be diluted with time and lose the impact it is designed to achieve.

It is recognised that road safety and traffic fluidity are not the exclusive responsibility of the RGP, therefore, it will continue to work with government agencies, the Traffic Commission and other key stakeholders to address and review traffic management issues, particularly at key traffic pinch points. This will include contributing to the Government's proposed traffic management plan. The RGP will augment awareness and education through specific campaigns and continuously assess the effectiveness of the RGP's targeted enforcement of traffic laws and regulations 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. Illegal parking continues to affect traffic fluidity and will be tackled by the effective deployment of Highways Enforcement Officers and Police Officers.

The RGP will be proactive to recommend and influence the development of additional road safety measures to prevent road traffic collisions, for example speed cameras and road side breathalysers.

#### **Targets:**

To maximise road safety. In order to achieve this, the RGP will:

- implement appropriate measures to reduce serious road traffic accidents and collisions, including, inter alia, a zero tolerance policy on the use of mobile phones, non-use of seat belts and noise pollution.

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

- maintain high visibility patrols;
- identify solutions for traffic bottlenecks and hotspots, like Waterport Roundabout, and make appropriate recommendations to the Traffic Commission;

To minimise irresponsible driving. In order to achieve this the RGP will:

- target illegal or irresponsible driving, particularly speeding and dangerous and careless driving;
- continue to respond to changes in traffic problems, in particular through its continuous review of Operation Roadwatch, and an analysis of how traffic accidents occur, where and when;
- work closely with the community, including schools and youth clubs, to increase awareness of personal road safety;
- improve public perception of the RGP's efforts in achieving traffic fluidity and road safety;

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

- target driving under the influence of drink and drugs, all year round with special emphasis at weekends and holiday periods.

## **5. Efficient Use Of Resources**

The RGP will strive to *'get it right first time'* to minimise inconvenience to the public and increase the perception of the public that value for money is being provided. The RGP recognises that key to delivering a professional corporate image is the enhancement of an internal support mechanism to our frontline officers. This will include an immediate review of its internal duty of care policy.

In understanding what a dynamic institution the RGP is and how it has to change and adapt with times, there is sound rationale for a project to be undertaken on workforce transformation which will encompass a review of all policing demands and requirements against resources currently allocated to meet these challenges. To support this and to enhance public perception, an appropriate physical training programme, to include periodical testing, will be drafted in consultation with the Police Association.

The RGP is committed to improving the working environment of its staff and as such will be carrying out a review of Police buildings to improve working conditions and enhance accessibility to the public.

It is imperative that resources are allocated at times commensurate with public expectations and consideration of actual needs and risk. A review of shift working hours for frontline officers will be conducted to ensure that whilst the organisation continues to meet the requirements of the Working Hours Directive, this is balanced with operational needs and enhanced service delivery

The Authority supports the RGP's aims to maintain a high level of professional conduct, especially when dealing with the members of the public, and is committed to the RGP's 5 Year Training and Development Strategy, whilst remaining alert to new and emerging training needs arising from, for instance, new pieces of legislation and other external challenges.

### **Targets:**

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

- further improve efficiency and effectiveness by focussing on improving internal service delivery procedures which support frontline officers.
- conduct an internal audit of systems and processes to ensure that these are fit for purpose;

- review their IT systems with the view to participate in the development of an integrated IT platform for the criminal justice system;
- conduct a review of back office support to ensure that support resources are appropriately deployed where required;
- conduct a review of their internal duty of care policy.

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;
- afford special attention to customer-service training for all police staff;
- update their 5 year force-wide training plan to ensure the continued availability of appropriately trained officers in all functions;
- consider the implementation of a requirement for all officers to maintain appropriate physical fitness.
- review how the RGP communicates within the organisation and its staff to improve motivation and engagement.
- continue to ensure the RGP communication system is up to date and properly serves the RGP.