



ANNUAL POLICING PLAN

2015 – 2016

CHAIRMAN'S FOREWORD

The Annual Policing Plan for 2015-2016, effective from 1st April 2015, sets out the action areas and delivery plans for the Royal Gibraltar Police (RGP) for the period of 12 months ending 31st March 2016. The views and comments of the public, obtained through the Authority's annual public consultation survey have been taken into account. To this end, communication is a new action area in the plan, and this, together with appointing a media/communications/marketing officer, will result in an improved link with the public.

The Governor and the Government have submitted their priorities for policing and these are 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 identifies seven action areas, namely –

- security throughout Gibraltar;
- tackling crime;
- community at the centre of policing;
- roads policing;
- professional service delivery;
- public protection; and
- communication

The Authority sets out the actions to be taken by the RGP towards delivering the relevant plans.

The threat of terrorism is global and, once again, the prime area in this year's Plan is the provision of security and safety.

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

J. Gonçalves M.B.E
Chairman

Annual Policing Plan 2015/16

Action Area: Security throughout Gibraltar

As recent events around Europe have tragically shown tackling terrorism must continue to remain a priority for the RGP and its strategic partners. The RGP needs to ensure the community remains aware of its role in preventing terrorism and that RGP officers are appropriately trained and prepared to reduce the risk of terrorism and deal with any incident that may arise.

Delivery Plan:

The RGP will deliver this by taking the following action throughout the policing year. They will look to:

- Continue to operate the National Intelligence Model (NIM);
- Maintain and enhance partnerships with key security strategic stakeholders;
- Conduct Counter Terrorism Security Awareness (CTSA) surveys, which are designed to harden targets in Gibraltar particularly the Critical National Infrastructure;
- Conduct security awareness presentations designed to raise vigilance at points of entry and throughout Gibraltar;
- Deploy dedicated officers to specific key areas, including points of entry into Gibraltar, and significant events. At times they will be augmented by the deployment of firearms and explosives dogs;
- Conduct continuous and coordinated intelligence led patrol activity both on land and at sea, as required, augmented by targeted operations;
- Continue to review and test its capabilities through continuous training designed to challenge the RGP and partners in the Counter Terrorism sphere; and
- Continue to pursue the enactment of the Regulation of Investigatory Powers' Act (RIPA) and specific Counter Terrorism legislation.

Action Area: Tackling crime

The RGP will implement measures and develop strategies aimed at reducing the level of overall crime and reducing the likelihood that people will become the victims of crime. They will continue working with the community and key stakeholders to achieve this and promote respect for the Rule of Law. The most effective solution is to stop crime from occurring, so the RGP will maintain a focus on spreading awareness and promoting crime prevention measures.

Keeping people safe and, in particular, protecting young children and vulnerable adults from the fear or harm of crime, continues to be an integral part of policing in the RGP and key to its neighbourhood policing ethos. The RGP operates a zero tolerance policy with respect to violent crime. In addition, in this day and age, the widespread use of the internet brings a new concern which the RGP needs to ensure it addresses. 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.

The supply of drugs and its consumption, as well as its undisputed link to crime, remains a major concern both for our community and for the RGP. It is for this reason that the RGP considers this area of policing a key component to providing a safe community and, through education, awareness and effective enforcement, the RGP will strive to make the whole of Gibraltar (including its surrounding waters) a very difficult place for those intent on supplying drugs to operate in and from.

Delivery Plan:

The RGP will deliver this by taking the following action throughout the policing year. They will look to:

- Promote respect for the Rule of Law;
- Engage and cooperate with local and international key strategic stakeholders;
- Visit Victims of Crime and Vulnerable Persons in order to provide feedback on reported crime, crime prevention awareness and reassurance;
- Conduct Crime Prevention surveys and presentations designed to raise awareness and thus reduce the chances of persons becoming repeat victims;
- Conduct continuous and coordinated intelligence led patrol activity within the neighbourhood sectors and also at sea, which will be augmented, as required by targeted operations;
- Continue to make full use of traditional and social media to provide crime prevention advice;
- Continue to provide awareness programmes to children and vulnerable adults on dangers of using the internet;
- Continue to provide awareness presentations on the dangers of drugs together with reformed addicts and primarily at schools;
- Continue to organise the RGP Mini-Olympiad and other banner anti-drug themed events; and
- Maintain or increase the level of intelligence led targeted operations to deal with Serious Crime, Financial Crime, Cyber Crime and Drug Trafficking offences and the financial investigations following from them to ensure the proceeds of Drug Trafficking and Serious Crime are identified.

Action Area: Community at the centre of policing

The RGP's Neighbourhood Policing strategy is designed to ensure that the RGP engages with the community it serves, to help understand the problems and concerns facing the community and, to enable the RGP to develop innovative and lasting solutions which maintain our quality of life and inspire confidence. Providing a personalised service through its Neighbourhood Policing Teams reassures victims, witnesses and the community as a whole and encourages citizens to play their part in tackling crime and making their communities safer. The RGP is committed to the promotion of equal rights for all citizens and the eradication of all discrimination, whether real or perceived, in the enforcement of laws between citizens and non-citizens.

The Authority acknowledges the need for collaborative working between partner agencies to achieve long term solutions and therefore expects the RGP to identify and exploit opportunities to develop effective partnerships. These multi-agency teams should focus on streamlining processes, reducing bureaucracy and increasing effectiveness to tackle community concerns.

This is particularly relevant with respect to the design and implementation of an effective bespoke Youth Engagement Strategy. The Authority expects the RGP to engage with its partners in order to give effect to this during the currency of this plan.

The Authority recognises that anti-social behaviour impinges very negatively on the community's quality of life by causing harm and distress to individuals. Through its improved intelligence capabilities the RGP will identify and allocate resources to tackle anti-social behaviour at source. The RGP will also make use of all the legislative means at its disposal (for example by obtaining Anti Social Behaviour Orders and Criminal Anti Social Behaviour Orders where appropriate).

Effective service delivery is largely dependent on a professional service underpinned by customer focus. The Authority expects the RGP to continue to deliver training to all its officers and, thereby, improve service delivery, public satisfaction and minimise complaints made against the RGP for uncivil behaviour.

Delivery Plan:

The RGP will deliver this by taking the following action throughout the policing year. They will look to:

- Manage its resources to increase the presence of visible foot patrols on our streets and in neighbourhoods;
- Engage in partnerships and arrangements with other community stakeholders to enhance service to the community;
- Conduct continuous and coordinated intelligence led patrols and other initiatives within the neighbourhoods, augmented as appropriate by targeted operations to deal with Anti-Social Behaviour;
- Develop and deploy an internal customer satisfaction form;
- Deliver more customer service training in order to improve public interaction and thus endeavour to reduce instances of uncivil behaviour by officers; and
- Continue to engage closely with the Youth Service in a bid to develop and implement a Youth Strategy that is resilient and fit for purpose.

Action Area: Roads Policing

The Authority expects the RGP to continue to effectively manage all the strands of Operation Roadwatch (its flagship operation in this area), and deliver on its key performance indicators. The Authority also expects the RGP, in conjunction with Highway Enforcement Officers, to continue to conduct Roads Policing enforcement operations, which will continue to focus on the designated Roadwatch offences (including speeding, dangerous driving, driving whilst over the prescribed limit *etc*).

The Authority recognises that traffic management is not the exclusive responsibility of the RGP and expects the RGP to engage with all relevant stakeholders and make recommendations to the Ministry of Traffic and Transport as appropriate. The Authority also expects the RGP to support the Government's Traffic Management Plan.

Delivery Plan:

The RGP will deliver this by taking the following action throughout the policing year. They will look to:

- Continue to robustly pursue all the strands of Operation Roadwatch dedicating time and effort to education, awareness and enforcement and deploying specific resources to each of these strands as necessary;
- Conduct Road Traffic Collision analysis in order to identify collision hot spots and put measures in place to mitigate the incidence of Road Traffic Collisions; and
- Continue to make full use of the traditional and social media to raise awareness on the dangers of driver misbehaviour.

Action Area: Professional Service Delivery

In order for the RGP to deliver a professional service it must ensure that its internal processes are fit for purpose and designed to provide its people (its greatest assets) with effective policies, the right logistical support and a safe environment to work in.

The Authority expects the RGP to continue to invest in the care and development of its people through training, education and development of appropriate policies and procedures.

The Authority will continue to support the RGP in their endeavours to move into fit-for-purpose Headquarters, which will enhance service delivery.

Delivery Plan:

The RGP will deliver this by taking the following action throughout the policing year. They will look to:

- Conduct a complete review of all RGP policies and Standard Operating Procedures;
- Develop and implement an effective system of two way internal communication;
- Effectively manage all aspects of the Employee Life Cycle from recruitment to termination of service;
- Engage with HM Government of Gibraltar in order to secure the commissioning of a human resource audit that will determine whether present police resources can meet identified demand;
- Continue to invest in training and development in a bid to improve the workforce and through them the RGP's external service delivery;
- Together with partners deliver the first year milestones of the Criminal Justice System integrated IT platform designed to adequately equip the RGP with a modern communications and management IT tool;
- Research, develop and implement a Duty of Care policy;
- Continue to promote healthy living and develop a Voluntary Minimum Fitness Programme for all officers; and
- Introduce a compulsory drug screening programme.

Action Area: Public Protection

Over the past number of years the RGP has focused specific resources to deal with 'serious violence against the person', domestic violence and child abuse. Efforts have also focused on providing reassurance to victims of crime and other vulnerable persons. To further enhance and focus these efforts, the Authority acknowledges and supports the RGP's proposal to encapsulate this crucial area of police business within an exclusive 'Action Area' to be identified and defined for operational purposes by the RGP. This will serve to focus efforts and raise awareness.

The Public Protection Unit, which deals with the management of registered sex offenders, is now firmly established and plays an integral part in the 'Multi-Agency Public Protection Arrangements', which are designed to guard the safety of those most vulnerable members of our community by endeavouring to reduce the risk of re-offending. The Authority is keen to see a continuation of the training accreditation programme for officers in the field of 'Public Protection'.

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

Furthermore the RGP will deal effectively and robustly with, and implement measures to reduce the incidence of sexual offences and crimes against the person with special emphasis on preventing reoffending in domestic violence and violence directed at children and vulnerable adults.

Delivery Plan:

The RGP will deliver this by taking the following action throughout the policing year. They will look to:

- Continue to effectively manage Registered Sex Offenders;
- Pursue admission into the UK's Violent and Sex Offender Register (ViSOR), which will enhance the RGPs' ability to effectively manage sex offenders;
- Visit Victims of Crime and Vulnerable Persons in order to provide feedback on reported crime, crime prevention awareness and reassurance;
- Visit Victims of Domestic Violence to provide reassurance and work with assailants to prevent repeat offences;
- Continue to participate in the Child Protection Committee and the Multi Agency Public Protection Arrangements;
- Embark on an education and awareness programme with Government designed to reduce instances of Sexual Offences, Domestic Violence and other offences against the person and to raise awareness of the possibility of reporting historical offences;
- In partnership with HM Government of Gibraltar develop and implement an Integrated Offender Management Programme; and
- Provide generic and specialist training to officers in this business area.

Action Area: Communication

The RGP recognises the importance of communication to enable it to properly assess the community's needs and address them. It also recognises the importance that effective communication plays in community engagement, providing public reassurance and reinforcing police legitimacy. The Authority welcomes this and acknowledges the importance the RGP attributes to meaningful dialogue both internally and with the community.

The Authority expects the RGP to continue with its programme of engagement using all media channels at its disposal to ensure that this generates meaningful and positive engagement with the public. It is only by having relevant discussions that the community's needs and those of police officers and RGP staff can be properly assessed and issues addressed.

The RGP will deliver an effective and efficient communication strategy designed to deliver closer engagement with the community and provide information and feedback on those matters that are important to them.

The Authority recognises the importance of recruiting a media/communications/marketing officer, and supports the RGP in continuing to pursue this.

Delivery Plan:

The RGP will deliver this by taking the following action throughout the policing year. They will look to:

- Continue to use traditional and social media in order to communicate and engage with the community;
- Allocate resources to deal specifically with Corporate Communications; and
- Pursue the recruitment of a media/communications/marketing officer thus releasing police resources.