



# ANNUAL POLICING PLAN

2017 – 2018

## **CHAIRMAN'S FOREWORD**

The Annual Policing Plan for 2017-2018, effective from 1<sup>st</sup> April 2017, sets out the action areas and delivery plans for the Royal Gibraltar Police (RGP) for the period of 12 months ending 31<sup>st</sup> March 2018.

The views and comments of the public, obtained through the Authority's annual public consultation survey, have been taken into account.

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 five action areas, namely –

- Protecting our national security.
- Tackling crime proactively and effectively;
- Safe community and safe roads;
- Professional service delivery;
- Effective 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 2017/18**

### **Mission Statement**

Our core mission is to protect Gibraltar from crime and make it a safe place to work and live. We will do this by upholding the law fairly and firmly; preventing crime and anti-social behaviour; keeping the peace; protecting and reassuring the community; investigating crime and bringing offenders to justice.

We will do this through our core values of Integrity, Fairness and Professionalism

### **Developing the RGP's Policing Plan Priorities**

The Gibraltar Police Authority, having regard to the priorities of the community as expressed in the annual public consultation survey and through other means, and in collaboration with the senior management team of the RGP develops the annual policing priorities that governs how the RGP concentrates its limited resources to provide a bespoke service that specifically addresses the needs of those who live and visit Gibraltar.

The RGP continue to face increasing pressure on their finite resources through an ever increasing demand profile requiring the force to deal with the new threats the community faces particularly in the areas of terrorism, economic crime and cybercrime. Gibraltar is still a relatively safe place to live, visit and work and it is imperative that the RGP works hard to keep it that way.

The Authority is encouraged that the RGP is committed to an ethos of continuous improvement and this plan requires the RGP to continue to focus on customer care and developing its professional service delivery model to match the demands of the community whilst also prioritising the welfare of the individuals making up the Force.

### **Statement by Chairman of the Gibraltar Police Authority**

## **Policing Priorities for 2017/2018**

### **Goal 1 – Protecting our National Security:**

As recent events have graphically shown, the threat from terrorism endures and Gibraltar must simultaneously remain vigilant and prepared to forestall and combat this phenomenon. The RGP must continue to discharge its lead role in protecting our National Security and augment, together with strategic partners Gibraltar's Security Posture. Key to this is the continued mitigation of the risks identified in its own Strategic Threat and Risk Assessment (STRA) and, more widely Gibraltar's National Risk Register. Underpinning this work will be an adoption of the principles of the United Kingdom's Counter Terrorism Strategy [CONTEST] though tailored for Gibraltar's unique needs. The RGP must continue to work hard to reduce the threats posed by terrorism and use all the means at its disposal to give effect to this.

### **Delivery Plan**

1. The RGP will devise and implement a Gibraltar CONTEST strategy, continue delivering Projects Citadel and Sentinel and undertake operations designed to protect our National Security and mitigate the matters identified in the Strategic Threat and Risk Assessment (STRA) and the National Risk Register (NRR).
2. The RGP will pursue continued formalised engagement with local and international partners to contribute to the mitigation, disruption and detection of terrorist activity in whichever form this manifests itself in Gibraltar and act in support of the international fight against terrorism
3. The RGP will pursue capacity and capability building in the field of counter terrorist investigations.
4. The RGP will maintain a well-trained effective armed response team.
5. The RGP will carry out risk assessments and deploy resources overtly to provide protective security on a 24/7 basis.
6. The RGP will pro-actively conduct investigations into terrorist funding and the facilitation of terrorism through other means.
7. The RGP will engage in a programme of exercises and joint training with strategic partners specifically designed to test its [and Gibraltar's] preparedness to effectively deal with a terrorist incident and major emergencies.
8. The RGP will expand awareness of the threat posed to our cyber security to all sectors of the community.
9. The RGP will support the Gibraltar Contingency Council (GCC) to increase Gibraltar's capability and capacity to mitigate the threats posed to our cyber security

## **Goal 2 - Tackling Crime Proactively and Effectively:**

The prevention and detection of crime is a fundamental principle of policing and the RGP will devote its resources effectively through intelligence led enforcement activity, awareness and education to reduce recorded crime and maintain levels of detection. These efforts must, in particular encompass the fields of Public Protection, Economic Crime and Asset Recovery. The Authority notes the emergence of the threat from Cybercrime and Cyber enabled crime and expects the RGP to develop an appropriate enforcement strategy during the currency of this plan.

### **Delivery Plan**

1. The RGP will reduce the incidence of recorded crime and maintain levels of detection.
2. The RGP will implement demand prioritisation measures when tackling crime, in order to allow for a more effective, flexible and focused deployment of its resources.
3. The RGP will conduct intelligence-led policing and patrols specifically focused and targeted on deterring drug trafficking and arresting those involved in this illicit trade.
4. The RGP will provide reassurance, crime prevention advice and expand awareness programmes on the threat posed by crime to all sectors of the community.
5. Together with key strategic stakeholders the RGP will seek to reduce repeat offending and repeat victimisation.
6. The RGP will expand awareness on the threat posed by cybercrime to all sectors of the community.
7. The RGP will develop an effective enforcement strategy to deal with cybercrime and cyber enabled crime that links into the GCC Cyber Security Strategy
8. The RGP will seek to increase its technological capability and capacity to deal with the investigation of cybercrime and cyber enabled crime.
9. Together with key strategic stakeholders and international law enforcement bodies the RGP will seek to undertake proactive investigations to combat child sexual exploitation
10. The RGP will increase detections of money laundering offences

## **Goal 3 Safe Community and Safe Roads**

Neighbourhood Policing remains at the core of the RGP's service delivery to the community and the Authority expects the RGP to maintain and, where possible enhance its efforts in this area as identified in the STRA. This is so particularly in the area of Public Protection and Victim Support. The Authority expects the RGP to make those advances in these key areas that are within its gift to achieve.

Road Traffic management continues to be a challenging business area and the Authority expects the RGP to continue reviewing its various strategic responses to this not least Operation Roadwatch, which has at its very core safety on our roads. The Authority further expects the RGP to continue to fully support Government's Sustainable Traffic, Transport and Parking Plan, which has now entered a more advanced phase.

## **Delivery Plan**

### **Community at the Centre of Policing**

1. The RGP will implement demand prioritisation measures for Response Policing, for example the THRIVE model, in order to allow for a more flexible deployment of resources and greater presence in the neighbourhoods.
2. In partnership with key strategic stakeholders the RGP will design and deliver a strategy to effectively deal with the concerns and needs of Victims of Crime.
3. The RGP will assess and review the way in which it engages in partnerships with community stakeholders in order to reduce crime and the fear of crime, anti-social behaviour and enhance our service to the community.
4. In partnership with key strategic stakeholders the RGP aims to devise measures that will govern large scale community and sporting events in order to provide for public safety.
5. The RGP will continue to prioritise and deploy resources to provide a visible policing presence in the neighbourhoods in support of the STRA.

### **Roads Policing**

1. The RGP will continue to monitor and improve the effectiveness of Operation Roadwatch by considering its ability to positively impact on reducing Road Traffic Collisions and improving the safety of road users.
2. The RGP will make use of traditional and social media to encourage good road user behaviour.
3. The RGP will engage with stakeholders on its contribution to the success of HM Government of Gibraltar's Sustainable Traffic Management Plan.

### **Goal 4 Professional Service Delivery**

The RGP has reconfigured itself to maximise and prioritise its resources to meet its demand profile within existing budget and resources. The Authority is aware that this demand profile has increased and is projected to increase further and therefore expects the RGP to prioritise its response and submit an evidence based proposal for additional human resources. These additional resources should serve to enable the RGP to discharge its obligations under this plan.

The RGP is committed to an ethos of continuous improvement, which the Authority welcomes. To achieve this the Authority expects the RGP to further enhance its performance, accountability and governance processes. The Authority also expects the RGP to invest in training and equipment and to explore innovative technological solutions to augment its ability to deliver an effective and professional service for its people and the community.

The Authority welcomes Government's announcement of a new purpose built Police Headquarters and expects the RGP to fully support this project during the currency of this plan.

The provision of effective customer care is key to the success of any people organisation and the RGP is no exception. The Authority will continue to expect the RGP to build upon the great strides it has continued to make in customer focus.

### **Delivery Plan**

1. The RGP will submit an evidence based business case seeking to obtain additional resources during the currency of this plan
2. The RGP will continuously assess its demand profile in order to determine the prioritisation of its operational response
3. The RGP will implement and embed a system designed to assess and drive the RGP's continuous improvement during the currency of this plan and in particular its performance, accountability and governance processes.
4. The RGP will implement and embed the Cyclops Operating System modules that come on line during the currency of this plan and assess their impact on its internal and external delivery processes.
5. The RGP will assess how Cyclops impacts on its human resources and reconfigure itself accordingly
6. The RGP will remain committed to the principles espoused by Investors in People.
7. The RGP will continue to seek to improve working conditions for its people and support the project to build a purpose built Police Headquarters.
8. The RGP will continue to improve customer service through bespoke training and by encouraging a more personalized service, which recognizes the importance of providing timely feedback.

### **Goal 5 Effective Communication**

Effective communication is the key to success not least when faced with the perceptual challenges attaching to policing. The RGP enjoys a very good reputation both locally and internationally and a great deal of this is down to effective communication. The Authority urges the RGP to continue with its incremental style of community engagement through social media, using dialogue as the basis for this engagement. The Authority is encouraged by the openness of internal communication and applauds initiatives such as the Suggestion Box, SMT feedback and the SMT drop in clinic all of which serve to foster communication flow and dialogue. It therefore urges the RGP to continue the momentum, look to embed these communication streams and identify new ones.

### **Delivery Plan**

1. The RGP will implement and embed effective internal and external communication processes that facilitate dialogue, feedback and empowerment among all the RGP's people and as between the RGP and the community respectively.
2. The RGP will maintain or increase the volume and quality of public awareness information delivered through its traditional and social media outlets.