



ANNUAL POLICING PLAN

2018 – 2019

CHAIRMAN'S FOREWORD

The Annual Policing Plan for 2018-2019, effective from 1st April 2018, sets out the action areas and delivery plans for the Royal Gibraltar Police (RGP) for the period of 12 months ending 31st March 2019.

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 (designate) 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 2018/19

Goal 1 – Protecting our National Security:

Regrettably, the threat from terrorism persists and Gibraltar is not immune from this phenomenon. The RGP must therefore continue to remain vigilant and prepare to forestall and combat this phenomenon through a combination of a mitigation of identified risks and building its capacity and capabilities. The RGP must continue to discharge its lead role in protecting our National Security under the aegis of the Gibraltar Contingency Council, and together with its key strategic partners give effect to the hardening of Gibraltar's National Security Posture. Underpinning this work will be the embedding of the principles of the United Kingdom's Counter Terrorism Strategy [CONTEST] though tailored for Gibraltar's unique needs and a greater synergy with the UK's National Security Apparatus. 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 continue to implement the CONTEST strategy principles, continue delivering Projects Citadel and Sentinel and undertake operations designed to protect our National Security as well as mitigate the matters identified in the Strategic Threat and Risk Assessment (STRA) and the National Risk Register (NRR).
2. The RGP will continue to build its Counter Terrorist capacity and capabilities in all its disciplines under Project ASSURE.
3. The RGP will conduct Project SERVATOR deployments throughout the reporting period.
4. 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.
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 continue to devote its resources effectively and, through intelligence led enforcement activity, awareness and education seek to reduce recorded crime, repeat offending and maintain levels of detection. These efforts must, in particular capture high-risk areas such as Public Protection, Economic Crime, Money Laundering, Drug Supplying and Drug Trafficking. The Authority notes the RGP's efforts to build awareness on Cybercrime and Cyber enabled crime and expects the RGP to continue its awareness campaigns 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 applying the now well established THRIVE Model when tackling crime, in order to allow for a more effective, flexible and focused deployment of its resources.
- 3.** The RGP will provide reassurance, crime prevention advice and expand awareness programmes on the threat posed by crime to all sectors of the community.
- 4.** Together with key strategic stakeholders, the RGP will seek to reduce repeat offending and repeat victimisation.
- 5.** Together with key strategic stakeholders, the RGP will discharge its obligations under the Victims in Criminal Proceedings Regulations.
- 6.** The RGP will effectively deal with Public Protection, Economic Crime, Drug Supplying and Drug Trafficking, in particular and as required through continued cooperation with local, regional and international Law Enforcement Agencies.
- 7.** The RGP will expand awareness on the threat posed by cybercrime to all sectors of the community.
- 8.** The RGP will continue to support the Government's efforts to deal with the threat from Cybercrime and cyber enabled crime and in particular through the enhancement of the present capability and capacity of the RGP's High Tech Crime Unit.
- 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 core RGP business and the Authority expects the RGP to maintain and, where possible enhance its efforts in this area. The Authority notes the reconfiguration of the RGP's resources, the adoption and use of the THRIVE (Threat-Harm-Risk-Investigation-Vulnerability-Engagement) Model of operational response and the spreading of neighbourhood policing responsibilities throughout the Area Response Teams. The Authority expects the RGP to further embed these new methodologies throughout the currency of this plan.

Road Traffic management continues to be a challenging business area as evidenced by the many construction sites operating simultaneously leading to increased HGV traffic on our roads, and the dangers posed by severe weather. 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 notes the RGP's increased and timely communication flow on road conditions and safety awareness and expects this to continue. The Authority further expects the RGP to continue supporting Government's Sustainable Traffic, Transport and Parking Plan.

Delivery Plan

Community at the Centre of Policing

1. The RGP will enhance accessibility to policing services through the THRIVE prioritisation measures for Response Policing, for example through the introduction of First Contact officers and online crime reporting, which will also allow for a more flexible deployment of resources and greater presence in the neighbourhoods.
2. The RGP will engage proactively with community groups and representative groups throughout the currency of this plan.
3. RGP School Liaison Officers will continue to embed themselves in our schools and enhance their already excellent relationship with students and teaching professionals alike.
4. The RGP will assess and review the way in which it engages in partnerships with community stakeholders in order to reduce crime, the fear of crime and enhance our service to the community.
5. 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.

Roads Policing

1. The RGP will continue reviewing the effectiveness of Operation Roadwatch by considering its ability to positively impact on reducing serious 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.
4. Together with strategic stakeholders, the RGP will continue to review traffic fluidity.

Goal 4 Professional Service Delivery

The RGP's 'soul' is embodied by its Values and Code of Ethics, these two beacons have and continue to provide an invaluable moral and professional compass to officers and civilian staff alike and are of inestimable value in ensuring the force's legitimacy.

The RGP has reconfigured itself to maximise, prioritise its resources, and seek to enhance its professional service delivery whilst endeavouring to meet its demand profile. The Authority is aware that the RGP has submitted an evidence based proposal for additional human resources, which Government is currently considering. The Authority expects the RGP to fully engage with Government in seeking additional resources.

The RGP is committed to an ethos of Organisational Learning supporting Continuous Improvement, which the Authority welcomes. To achieve this the Authority expects the RGP to continue enhancing its performance, accountability and governance processes, most particularly in Data Management and the manner in which it records crime. The Authority also expects the RGP to continue investing in training, equipment and further embedding technological solutions to augment its ability to deliver an effective and professional service for its people and the community it is a part of and serves.

The Authority welcomes Government's manifesto commitment to build a new purpose built Police Headquarters and expects the RGP will 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, and welcomes the fact that it features as one of its Core Values.

Delivery Plan

1. The RGP will continue to strictly adhere to its Values and Code of Ethics
2. Together with the Authority the RGP will negotiate with Government the provision of additional resources during the currency of this plan
3. The RGP will continue assessing its demand profile to determine the prioritisation of its operational response
4. The RGP will implement a Governance Regime designed to tighten procedures where these are slack and to revamp those procedures in need of modernisation.
5. The RGP will implement the provisions of the General Data Protection Regulations (GDPR) throughout the currency of this plan.
6. The RGP will review its Counting Rules and implement a system that provides increased accuracy.
7. The RGP will continue embedding 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.

- 8.** The RGP will assess how Cyclops affects its human resources and reconfigure itself accordingly.
- 9.** The RGP will seek to make the Investors in People ethos, business as usual.
- 10.** The RGP will continue to seek to improve working conditions for its people and support the project to build a purpose built Police Headquarters.
- 11.** The RGP will continue to improve customer service through bespoke training, surveys and by encouraging a more personalized service, which recognizes the importance of providing timely feedback.
- 12.** The RGP will continue to seek ways to improve its internal and external service delivery.
- 13.** The RGP will develop a Mental Health and Wellbeing Strategy that will seek to improve the work/life balance of its officers and staff.
- 14.** The RGP will continue to pursue Equality, Diversity and Inclusivity in the workplace.

Goal 5 Effective Communication

Effective communication continues to play an increasingly crucial role in modern society, and policing is no exception, it is indeed one of the key drivers for organisational success. The RGP continues to enjoy an excellent reputation both locally and abroad, much of this is due 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 continues to be encouraged by the positive feedback received by Corporate Development from officers and staff on the openness and honesty of the RGP's internal communications. It therefore urges the RGP to continue the momentum, embed existing 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.
- 2.** The RGP will maintain or increase the quantity and quality of public awareness information delivered through its traditional and social media outlets.
- 3.** The RGP will regularly promulgate awareness of, and encourage adherence to, the Values and the Code of Ethics
- 4.** The RGP will continue to explore technological means to improve its communication streams.
- 5.** The RGP will solicit information of community concerns through its traditional and social media platforms as well as through other means.
- 6.** The RGP will continue to promote Equality, Diversity and Inclusivity in the workplace and conduct at least one awareness campaign during the currency of this plan.