

# The Annual Policing Plan

2019 - 2020

The Community in Policing





**'The Community in Policing'**

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## **Acronyms and Abbreviations**

CIPD	Chartered Institute of Professional Development
CITADEL	A local project that depends on awareness, education and improved vigilance, not only involving RGP officers, but all sectors in our community
CNI	Critical National Infrastructure
CONTEST	Counter Terrorism Strategy
CT	Counter Terrorism
GCC	Gibraltar Contingency Council
GPA	Gibraltar Police Authority
GPF	Gibraltar Police Federation
HMGoG	Her Majesty's Government of Gibraltar
IPA	Investigatory Powers Act
MACA	Military Aid to the Civil Authorities
MOD	Ministry of Defence
MOU	Memorandum of Understanding
MTA	Marauding Terrorist Attack
NIM	National Intelligence Model
NPoCC	National Police Co-ordinating Centre
OCG	Organised Crime Group
RGP	Royal Gibraltar Police
RN	Royal Navy
RTC	Road Traffic Collision
STTPP	Sustainable Traffic Transport and Parking Plan
THRIVE	Threat / Harm / Risk / Investigation / Vulnerability / Engagement - a model to respond to reports

## Introduction

The nature of the demands placed on policing, both in Gibraltar and the rest of the world have changed dramatically and not all aspects of modern policing will necessarily be public facing and 'visible'. These activities, however, still require the deployment and commitment of police resources. As examples of this 'less visible' policing, I would highlight policing activities in relation to the management of sex offenders as well as the more sensitive aspects of National Security. I would also highlight the activities undertaken in relation to financial crime, thereby helping to maintain Gibraltar's sterling reputation as a Finance Centre. The principal focus, however, must remain on maintaining vigilance to protect our community and doing everything possible to keep it safe from harm.

The RGP cannot do this on its own so it must continue to develop protocols and practices that further facilitate working with key strategic partners such as law enforcement and security organisations, MoD British Forces Gibraltar, GDP, Customs, Borders and Coastguard and, of course, the public itself.

The Authority is mindful of the fact that whenever new and updated legislation and procedures are enacted to protect our community, this usually results in increased demands being made on RGP resources; flexible and proactive planning to help cope with changing demands, therefore, remains a crucial aspect of modern policing.

The 2019 - 2020 Annual Policing Plan has been designed to address a number of key priorities set as objectives for this year and is aligned with the much wider 2019 - 2021 RGP Policing Strategy.

As usual, the formulation of this plan takes into account the results of the public engagement survey conducted by the GPA and has taken the priorities of both Her Majesty's Government of Gibraltar [HMGoG] and those of His Excellency the Governor of Gibraltar into consideration.

The Commissioner of Police and his senior command team were also extensively consulted and their views reflected in this plan.

The Annual Policing Plan is produced to ensure that the RGP continues to improve the service it provides and identifies six key priorities as objectives for this year, namely:

1. Protecting our National Security
2. Tackling Crime and Protecting People at Risk of Harm
3. Safer Roads
4. Increasing Public Confidence
5. Internal Service Delivery
6. Adapting the Service for New and Emerging Threats

The Annual Policing Plan will be effective as from 1<sup>st</sup> of April 2019, ending on the 31<sup>st</sup> of March 2020 and shall be laid before Parliament pursuant to the Police Act (2006).

Dr JJ Britto

Chair

Gibraltar Police Authority



## **Priority 1 – Protecting Our National Security**

National security refers to the security of Gibraltar, including the people that live here and visit, our economy and our national infrastructure. Unfortunately, living with the threats of terrorism is becoming almost the norm, but it is important that the RGP continues to remain vigilant and build upon its capability and capacity to ensure that it is prepared to rely on a range of measures to enforce national security and protection. The RGP is at the forefront of this role and by taking its strategic steer from the Gibraltar Contingency Council [GCC], it shall work together with key strategic partners in hardening our borders, providing protective measures and solutions for securing critical national infrastructures and most importantly offer protection to the people from harm.

Working together with international partners must also endure and by continuing to embed the principles of the UK Counter Terrorism Strategy [CONTEST] and by improving and building upon our own specific strategy, the RGP will continue make it difficult for those with the intent of causing harm to operate in Gibraltar.

The numbering in the delivery plan below is not intended to indicate precedence.

### **Delivery Plan**

The RGP shall:

1	Continue to deliver the principles of the CONTEST strategy, reviewing the current document and appoint leads for each of the four strands to the strategy, in order to pursue, prevent, protect and prepare.
2	Continue to protect the national security through deliverable projects [Assure, Citadel and Sentinel] and operations, as well as mitigate risks by working to adopting and applying revised applications to the National Risk Register [NRR].
3	In co-operation with partners, continue to proactively and robustly investigate crimes linked to terrorism, including the facilitation and funding of terrorist activity.
4	Work towards a document outlining a framework for Military Aid to the Civil Authorities [MACA] in the event of a terrorist incident.
5	Provide better interoperability and improvement on practical efficiency and effectiveness by ensuring that Emergency Services Chiefs agree to work towards operating principles to deal with varied threats.
6	Continue to develop ways of working with partner law enforcement and security organisations, British Forces Gibraltar and other stakeholders.
7	Improve the communication network with UK Counter Terrorism [CT] Partners and other foreign law enforcement agencies and security services.
8	Pro-actively deploy armed resources through risk-assessed deployments.
9	Pursue the creation of a National Cyber Security Strategy, which when published will inform the RGP's own Cyber Crime Strategy with an uplifting programme.

10	Continue to provide surveys through our Counter Terrorism Security Advisor [CTSA] of our Critical National Infrastructures [CNI] to mitigate risks.
11	Support the GCC to increase Gibraltar's capability and capacity to deter any terrorist activity and to exercise joint training with other partners.
12	Continue to deploy officers under Project Servator, which will be used to deter, detect and disrupt a wide range of criminal activity, while providing reassuring presence for members of our community and visitors to Gibraltar.

## **Priority 2 – Tackling Crime and Protecting People at Risk of Harm**

Both Serious and Organised Crime and other crimes, for that matter, have the potential to create a significant negative influence on the stability of society. It is for this reason that the RGP will continue to focus its resources using the National Intelligence Model [NIM] to further develop intelligence, identify crimes and assess the risks they pose. This process will be further enhanced via information sharing and working with numerous key partner agencies to collectively address the issue. The Authority recognises the hard work already undertaken by the RGP in many areas of criminal activity but expects that it continues to expand on this.

The numbering in the delivery plan below is not intended to indicate precedence.

### **Delivery Plan**

The RGP shall:

1	By using the well established THRIVE model, continue to prioritise the fight against crime, ensure an effective, focused deployment of resources to maintain and further improve levels of detection.
2	Put victims first at the core of everything it does and together with key strategic stakeholders, discharge its obligations to reduce repeat victimisation.
3	Continue to target drug suppliers and those with intent to cause harm to our society and work closely with other Law Enforcement Agencies and form part of HMGoG Drug Strategy, to bring about better processes to deal with the social blight associated with illegal drugs.
4	In partnership with other agencies, continue to police the selling of alcohol to minors.
5	Continue to police incidents of domestic violence and abuse, and bring those who cause physical, emotional or psychological harm to justice.
6	Pursue legislation related to the Investigatory Power Act [IPA] in order to allow for better investigative opportunities and build a better intelligence picture.
7	Have preventative measures to make it hard for Organised Crime Groups [OCGs] to operate in Gibraltar.
8	Work with partners to identify new ways to prevent sexual crime involving children, young people and the vulnerable.

9	Pursue and work towards the establishment of intervention teams to be able to properly manage and treat sex offenders.
10	Engage with the Department of Education, the Youth Service and parents to promote awareness of the risks and dangers of online child sexual exploitation.
11	Provide sound advice on crime prevention, making it hard for victims to be targeted.
12	Invest in High Tech Crime investigation capability, to enable proactive responses in detecting online sex offenders.
13	Work towards having a joint task force to investigate complex financial crime and upskill the Money Laundering Investigation Unit.
14	Work towards building an improved cyber investigation capability, understanding better the impact cybercrime is having on Gibraltar.
15	Through focused and intelligence-led operations, address the concerns of those who live in our neighbourhoods, by robustly tackling Anti-Social Behaviour and through the judicial system use tools available to bring those to justice.

### **Priority 3 – Safer Roads**

Keeping people safe on our roads is a priority and the RGP is committed to promoting road safety, improving driver behaviour and enforcing road traffic legislation. A good proportion of our community continue to believe that indiscriminate driving puts peoples' lives at risk. The RGP remains steadfast in its efforts at reducing road collisions and casualties on our roads and shall continue to address this through robust enforcement, particularly in Operation Roadwatch. The Authority further expects the RGP to continue working with HMGoG and support the Sustainable Traffic, Transport and Parking Plan [STTPP].

The numbering in the delivery plan below is not intended to indicate precedence.

#### **Delivery Plan**

The RGP shall:

1	Through awareness campaigns, particularly on social media, continue to promote safer driving and provide data of those incidences where drivers have violated our traffic laws.
2	Implement a framework to better deal with Road Traffic Collisions [RTCs] and seek to reduce the incidence of them.
3	Engage in road safety campaigns, particularly with children and young people, through cycling proficiency schemes.
4	Be robust with zero tolerance policing towards drink/drug driving traffic violations and support campaigns to promote public awareness of the dangers of irresponsible and reckless driving behaviour.
5	Engage with stakeholders and support HMGoG with the STTPP.
6	Continue to review the effectiveness of Operation Roadwatch deploying enforcement teams using the NIM.

## **Priority 4 – Increase Public Confidence**

Effective scrutiny and oversight are key elements to ensure that policing retains the trust and confidence of the people that live, work and visit Gibraltar. The Authority and the police have a shared role to play in assuring high standards of policing in Gibraltar. Strengthening the community engagement that already exists is vital. Equally, understanding the issues affecting our community, along with the further development of dialogue and communication with the community, remains a priority.

Public confidence in the RGP, whilst generally positive, must grow and develop further. One way of assuring this is through the provision of a solid customer focus based on a service delivery model centred on excellence. The code of ethics and its values will be at the core of this business delivery and the Authority expects the RGP to further build upon the good work it has already achieved.

The numbering in the delivery plan below is not intended to indicate precedence.

### **Delivery Plan**

The RGP shall:

1	Develop ways of better understanding diversity and complexity as natural elements within any modern and mature community
2	Continue to strictly adhere to the Code of Ethics and to its Values.
3	Support any changes to the criminal justice system which are likely to impact on helping and supporting victims of crime and improve preparation for court cases.
4	Improve the experience of those who have contact with the police by providing officers and staff training in customer focus and promulgate the challenges faced by the service in a way the public can understand.
5	Communicate better with the public through different means, particularly through social media and more face-to-face contact.
6	Reduce the fear of crime by increasing the visibility of officers on proactive patrols.
7	Provide the public with online access to the RGP through an improved version of its website, allowing people to report minor crime online.
8	Establish success indicators to measure the progress of strategies to increase trust between the RGP and the public.
9	Continue to be a diverse workforce, embracing those that bring something different to the organisation.
10	Engage more with children and the youth, bridging the gaps that may exist and building upon positive relationships.

## **Priority 5 – Internal Service Delivery**

The notion that ‘*customer satisfaction begins with employee satisfaction*’ is key to the day-to-day business of the RGP. Police officers and staff should feel that they are valued and that the work they do is important. The Authority welcomes HMGoG’s commitment to build a new purpose-built police HQ and the very welcome and positive engagement that exists with the Commissioner of Police and his command team in providing more human and material resources.

The Authority also welcomes the good work currently being undertaken by the Gibraltar Police Federation [GPF] and the command, to improve internal service delivery. It encourages both to work hard to ensure the interest of the workforce is at the heart of the work streams.

To ensure better accountability, governance and improved processes, the Authority is also working together with Her Majesty’s Inspectorate of Constabularies [HMIC] in order that it provides an inspection of the RGP to examine specific issues identified by the Authority.

The numbering in the delivery plan below is not intended to indicate precedence.

### **Delivery Plan**

The RGP shall:

1	Work with the GPF in work streams to address issues of concern from the rank and file and commission an inspection by an independent service provider, to better understand problems that may exist and examine the effectiveness of the current approach to dealing with the issues.
2	Work with the Chartered Institute of Professional Development [CIPD] in order to provide better effectiveness and efficiency through organisational development.
3	Support an inspection by HMIC and work towards any recommendations arising from the inspection.
4	Continue to provide officers with equipment that mitigates the risks against them and maximises their safety.
5	Together with the Authority, continue to negotiate with HMGoG the provision of additional resources during the currency of this plan.
6	Together with the Authority, continue to work with HMGoG towards the acquisition of new police HQ, but equally, strive to improve the current working environment.
7	Continue to embed the Cyclops Operating System into business activity, introducing new modules, but also assessing current ones.
8	Reduce bureaucracy in order to allow officers to spend more time in front line policing.
9	Continue to seek ways to improve its internal service communication.
10	Ratify the Health and Well-Being Strategy, to improve the experience of its workforce whilst working, but making the most of its time off.
11	Improve its resource management capability.

## **Priority 6 – Adapting the Service to New and Emerging Risks/Threats**

The Authority expects the RGP to be prepared and to be capable of adapting its responses to meet emerging risks and threats. The Authority is fully cognisant of the current challenges affecting our community and it expects the RGP to have appropriate contingencies and fluid mechanisms and processes to allow for the effective policing of new and emerging threats.

The numbering in the delivery plan below is not intended to indicate precedence.

### **Delivery Plan**

The RGP shall:

1	Have in place plans and protocols that allow the rapid and effective deployment of resources to react to an evolving policing landscape.
2	Support the Ministry of Defence [MOD], particularly the Royal Navy [RN], in the event of any foreign state incursions at sea.
3	Continue to address the issue of cybercrime. The RGP to maintain vigilance on this front.
4	Be mindful of the emerging threats posed by cybercrime and work closely with the GCC to mitigate any risks posed to the economy of Gibraltar.
5	Be ready for the challenges posed by the Brexit situation, working together with other partners to ensure that the interests of the community of Gibraltar are safeguarded.
6	Adjust to the new laws that have been passed and support other laws that would better protect people and our community.
7	Have in place arrangements with the National Police Co-ordinating Centre [NPoCC] to seek support and mutual aid in the event of a critical incident.
8	Have in place arrangements with the MOD, through the establishment of a Memorandum of Understanding [MOU], for military support to the RGP in the event of a Marauding Terrorist Attack [MTA].