

# Annual Policing Plan 2020-21



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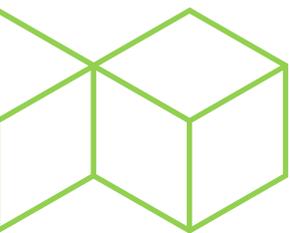
The Community in Policing

# Content

## Annual Policing Plan 2020-21

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## Acronyms & Abbreviations



<b>APP</b>	Annual Policing Plan
<b>CNI</b>	Critical National Infrastructure
<b>CONTEST</b>	Counter Terrorism Strategy
<b>CT</b>	Counter Terrorism
<b>GCC</b>	Gibraltar Contingency Council
<b>GFIU</b>	Gibraltar Financial Intelligence Unit
<b>GPA</b>	Gibraltar Police Authority
<b>GPF</b>	Gibraltar Police Federation
<b>HMGoG</b>	Her Majesty's Government of Gibraltar
<b>HMICFRS</b>	Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services
<b>IPA</b>	Investigatory Powers Act
<b>MACA</b>	Military Aid to the Civil Authorities
<b>MoRILE</b>	Management of Risk in Law Enforcement
<b>MOD</b>	Ministry of Defence
<b>MOU</b>	Memorandum of Understanding
<b>MTA</b>	Marauding Terrorist Attack
<b>NIM</b>	National Intelligence Model
<b>NPoCC</b>	National Police Co-ordinating Centre
<b>OCG</b>	Organised Crime Group
<b>RGP</b>	Royal Gibraltar Police
<b>RN</b>	Royal Navy
<b>RTC</b>	Road Traffic Collision
<b>STTPP</b>	Sustainable Traffic Transport and Parking Plan
<b>THRIVE</b>	Threat / Harm / Risk / Investigation / Vulnerability / Engagement - a model to respond to reports
<b>UKPSN</b>	United Kingdom Public Service Network

# Welcome

## Introduction by the GPA Chairman



The 2020 - 2021 Annual Policing Plan [APP] has been designed similarly to the 2019 – 2020 plan and continues to address the key priorities set as objectives for the year and maintains the focus with the 2019 - 2021 RGP Policing Strategy.

This year, however, in preparation of the plan, a model adopted by UK Police forces, the Management of Risk in Law Enforcement [MoRILE] has been used to better understand the risk areas that the Royal Gibraltar Police [RGP] need to prioritise and police. It identifies harm and risk linked to any crime type or community issues and assesses these against the force capability and capacity to deal with this. The MoRILE therefore helps inform operational responses according to the risk areas.

Moving into 2020 and 2021, the RGP needs to further embed the changes and developments that they have already made, as well as accelerating the implementation of new and improved methods of working, which will, hopefully, see a much improved delivery of service that is closer aligned with the needs of our community. This also includes an improved internal service delivery, providing for the needs of our officers and staff as they work tirelessly to keep us safe from harm.

The recent inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services [HMICFRS] will also identify areas for development and recommendations, clearly, the Authority will expect the RGP to take note and work on the issues highlighted by HMICFRS.

Fighting crime and protecting people is the RGP's core purpose, but as stated many times before, it cannot do this on its own and it continues to depend on other key strategic partners to assist it in the discharge of its responsibilities. In a fast evolving society where crime knows no boundaries, these partnerships continue to extend into the inter-nation sphere through the sharing of intelligence and engaging in joint operations.

As usual, the formulation of this plan takes into account the results of the public engagement survey conducted by the Gibraltar Police Authority [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, particularly in the implementation of the MoRILE and their views are reflected in this plan.

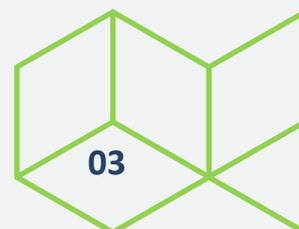
At the time of writing, the Authority is cognisant of the fast evolving COVID-19 crisis and the impact it is having on our community. This has required the RGP to respond to new and unprecedented policing challenges that have arisen as a result of the pandemic. Acknowledging this, some of the measures that the RGP is committed to implementing, particularly the recommendations of the AAP report, may be delayed. The RGP will also re-prioritise its responses, as and when these new challenges arise and in the face of an ever-changing world scenario.

As things stand at the time of writing, the Annual Policing Plan is produced to ensure that the RGP continues to improve the service it provides and identifies the same six key priorities as objectives for this year, namely:

- Protecting our National Security
- Tackling Crime and Protecting People at Risk of Harm
- Safer Roads
- Increasing Public Confidence
- Internal Service Delivery
- Adapting the Service for New and Emerging Threats

The Annual Policing Plan will be effective as from 1<sup>st</sup> of April 2020, ending on the 31<sup>st</sup> of March 2021 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

# Priority 1

## Protecting our National Security

Ensuring a secure and resilient Gibraltar, by protecting our people, economy, infrastructure and ways of life from all major risks that can affect us directly, is one of the main strategic objectives of the RGP. Taking its steer from the Gibraltar Contingency Council [GCC], it shall continue to work together with key strategic partners to reduce the likelihood of risks affecting Gibraltar, and by applying our instruments and resources to harden our borders, providing the protective measures and protect our people, it shall make it difficult for those who intend to do harm to operate in Gibraltar.

The RGP is also key in the contribution to the greater ambition of shaping a more stable and safer world and together with other key partners, through the principles of the Counter Terrorism Strategy [CONTEST] it shall continue to identify and monitor national security risks, looking for opportunities wherever possible to generate stronger responses. Using the 4P's counter terrorism [CT] model it shall:

- **Prevent** people from getting involved in terrorism
- **Pursue** and disrupt crime linked to terrorism once they have happened
- **Protect** society against terrorism, and
- **Prepare** for when an incident happens to mitigate the impact.

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



1	Continue to deliver the principles of the CONTEST strategy, reviewing the current document and applying 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, Nexus, 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, particularly the Gibraltar Financial Investigation Unit [GFIU], continue to proactively and robustly investigate crimes linked to terrorism, including the facilitation and funding of terrorist activity.
4	Continue to support HMGoG's priorities as set out by the findings of the Mutual Evaluation Report published by Moneyval and work with GFIU to achieve this.
5	Establish a working protocol for a policy outlining a framework for Military Aid to the Civil Authorities [MACA] in the event of a terrorist incident.
6	Continue to strive for improved interoperability in operational matters by doing everything in its power to help and assist the efforts made to ensure that the Emergency Services continue to work towards common operating principles to deal with varied threats.
7	Continue to develop ways of working with partner law enforcement and security organisations, British Forces Gibraltar and other stakeholders.
8	Improve the communication network with UK Counter Terrorism [CT] Partners and other foreign law enforcement agencies and security service.
9	Pro-actively deploy armed resources through risk-assessed deployments.
10	Continue to 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.
11	Continue to provide surveys through our Counter Terrorism Security Advisor [CTSA] of our Critical National Infrastructures [CNI] to mitigate risks.
12	Continue to support the GCC to increase Gibraltar's capability and capacity to deter any terrorist activity and to exercise joint training with other partners.
13	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 & Protecting People at Risk of Harm

## Priority 2

# Tackling Crime & Protecting People at Risk of Harm

Serious and Organised Crime is broad and varied in nature, can be difficult to identify and causes considerable harm to people, causing major threats through child sexual exploitation, organised immigration crime, the supply and distribution of illegal drugs, money laundering, economic crime and the fast emerging cyber-crime. Many of these crimes are planned and coordinated by criminals, working individually or in groups. They can be sophisticated and difficult to detect and it is for this reason that the RGP will continue to focus its resources, continuing to use the National Intelligence Model [NIM] and embed the 4P's CT ethos in to enforcement.

The Authority recognises the hard work that is continued to be undertaken by the RGP to counter criminal activity, but expects that it continues to develop these through the increased levels of resourcing provided and using the appropriate investigative tools to support them. Domestic violence and abuse continues to be a growing concern in the community and the Authority is happy to note the continued efforts made by the RGP to counter this.

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



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 by having better robust systems in place.
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 the 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, in accordance with the Government's domestic abuse strategy, to police incidents of domestic violence and abuse by training officers in this area and creating a unit to address the growing risk and bring those who cause physical, emotional or psychological harm, to justice.
6	Continue to pursue legislation related to the Investigatory Power Act [IPA] in order to allow for better investigative opportunities and build a better intelligence picture.
7	Create a bespoke unit to handle the intelligence arising from IPA and have in place a robust accountable management and handling process.
8	Have preventative measures to make it harder for Organised Crime Groups [OCGs] to operate in Gibraltar and work closely with other partners to bring them to justice.
9	Work with partners to identify new ways to prevent sexual crime involving children, young people and the vulnerable.
10	Pursue and work towards the establishment of intervention teams to be able to better manage and deal with sex offenders.
11	Engage with the Department of Education, the Youth Service and parents to promote awareness of the risks and dangers of online child sexual exploitation.
12	Provide sound advice on crime prevention, making it harder for victims to be targeted or to become repeat victims.
13	Continue to invest in High Tech Crime investigation capability, to enable proactive responses in detecting online sex offenders.
14	Work towards having a joint task force to investigate complex financial crime and upskill the Money Laundering Investigation Unit.
15	Pursue the recommendations arising from the recent Moneyval Evaluation in terms of increasing enforcement activity and increase anti-money laundering [AML] interventions and Counter Financing of Terrorism [CFT]
16	Work towards building an improved cyber investigation capability, understanding better the impact cybercrime is having on Gibraltar.
17	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.
18	Work towards better integration with the UK Public Service Network [PSN] and reap the benefits of better information sharing tools.
19	Continue to monitor effective management of Crime Recording that delivers accurate statistics and puts the needs of victims at its core.

A person is riding a bicycle on a road. The image is overlaid with a semi-transparent blue rectangle. Inside this rectangle, the text "Priority 3 – Safer Roads" is written in white. The background shows the person's legs, the bicycle frame, and the road surface, all slightly blurred.

## Priority 3 – Safer Roads

## Priority 3

# Safer Roads

Safety on our roads is an important priority for the RGP. Statistics however show that people continue to violate our traffic laws and are constantly putting the lives of others at risk. The RGP is committed to reduce these risks through enforcement and awareness using Operation Roadwatch, for example. The RGP continues to work closely with HMGoG in the development of the Sustainable Traffic, Transport and Parking Plan [STTPP].

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



1	Engage in road safety campaigns, particularly with children and young people, through cycling proficiency schemes and work with HMGoG to ensure the safe use of electric scooters and e-bikes on our roads.
2	Monitor the framework that addresses Road Traffic Collisions [RTCs] and seek to reduce the incidence of them.
3	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.
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

## Priority 4

### Increase Public Confidence

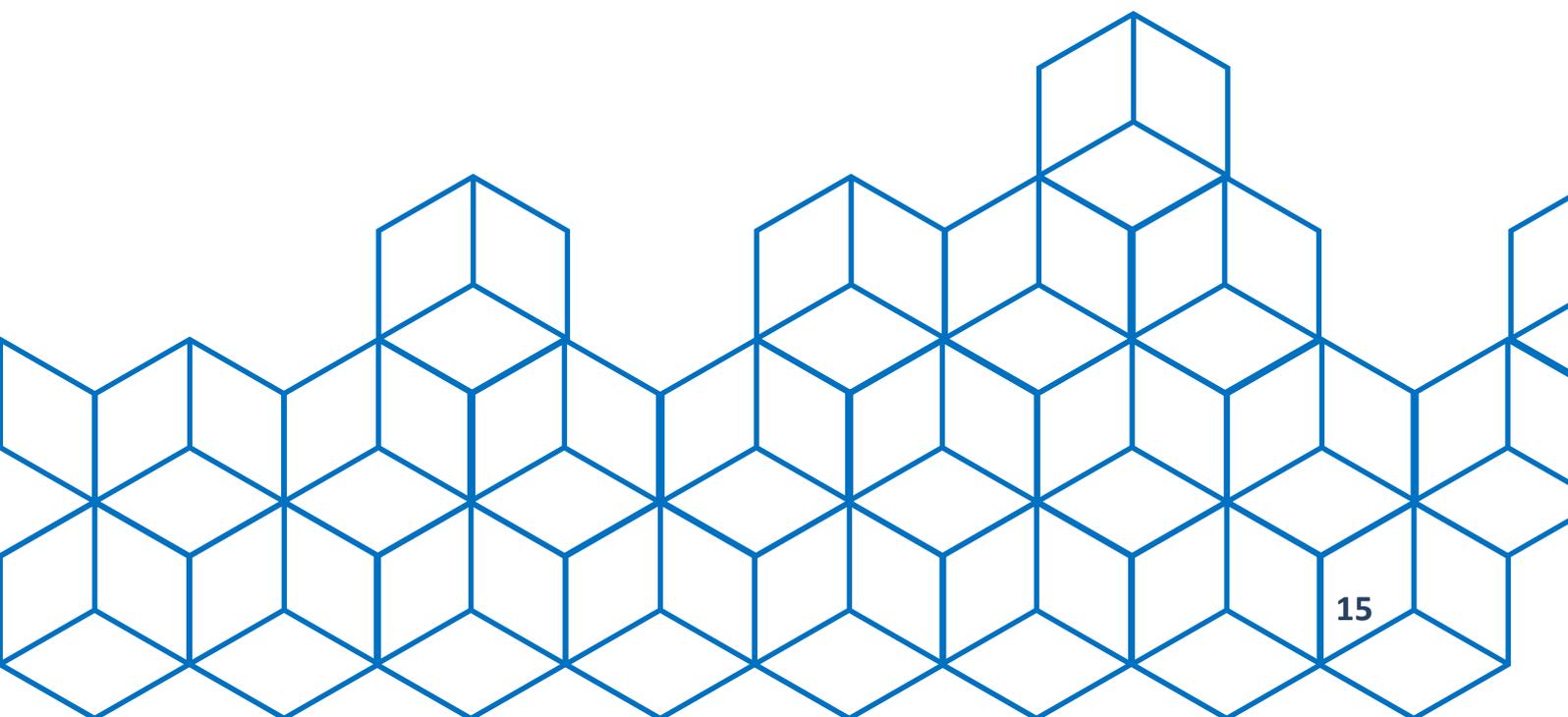
The Authority is encouraged with the results of our recent public consultation survey, where confidence in the RGP and the perceived relationship with the public appears to be consistently improving. We applaud the RGP's efforts in this regard but continue to expect more of them, through more scrutinised transparency and ensuring that they remain alive to the issues that affect the community.

Higher police visibility is often a key demand from members of the public and we encourage the RGP to continue to develop and improve on the methods used in community engagement and 'reaching out' to the general public that they serve. In this respect, the Authority expects the RGP to engage more with the public, keeping them informed as well as continuing to make contact with those needing police support and assistance.

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



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	Continue to 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	Continue to provide the public with online access to the RGP website, being innovative and encouraging 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 develop as a diverse workforce, embracing those that bring something different to the organisation.
10	Improve the quality of investigations of crime through better timely processes taking into consideration the needs of victims and witnesses
11	Continue to engage more with children and the youth, bridging the gaps that may exist and building upon positive relationships.
12	Establish an effective and efficient well operated and managed Casualty Bureau, to deal with enquires to receive and assess information about people believed to be involved in a major incident





Priority 5 –  
Internal Service  
Delivery

## Priority 5

### Internal Service Delivery

The Authority recognises all the hard work implemented by the RGP to improve internal service delivery. Last year an internal independent review was undertaken by AAP Associates who provided consultancy support to the Commissioner and Command in order to better understand and contextualise the findings of recent surveys conducted by the Gibraltar Police Federation [GPF]. A series of recommendations from this review have been implemented and work streams of joint Command and GPF representation have been created. These are all work in progress to better the work/life experience of its officers and staff.

The Authority continues to support HMGOG's commitment to build a new purpose-built police HQ and the positive engagement that already exists with the Commissioner of Police and his command team in providing more human and material resources.

Following discussions with the Commissioner of Police, the GPA engaged HMICFRS to inspect the RGP in order to review and assess its levels of accountability, governance and processes. This is an integral part of the continuous development and improvement cycle that the RGP is embarked on, as the 'learning organisation' that it is.

The Authority expects the RGP to take note of and implement the recommendations of HMICFRS by feeding the findings into its development plan to aid it in its endeavours to better the internal and external service delivery.

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



1	Work with the GPF in the work streams as recommended by AAP.
2	Work with the Chartered Institute of Professional Development [CIPD] in order to provide better effectiveness and efficiency through organisational development and human resource support.
3	Support an inspection by HMIC and work towards any recommendations arising from the inspection.
4	Continue to invest in equipment that mitigates the risks against officers 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 and to work towards civilianising posts that provide better efficiencies and more front line officers.
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	Embrace the Well-Being Strategy and provide a better provisions to officers and staff through Wellbeing Champions
11	Continue to seek ways to improve its resource management capability.
12	Continue to strive in being a diverse organisation, seeking ways to engage with people that bring difference to the force.



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

## Priority 6

# Adapting the Service to New & Emerging Risks/Threats

The increasing threat and potential risks in an ever changing world scenario brings about new and emerging challenges. The Authority expects the RGP to be prepared and to be capable of adapting its responses to meet these emerging risks and threats. Infectious disease outbreaks continue to feature as potential risks to the community and will create developing expectations for policing in the community.

The Authority expects the RGP to have appropriate contingencies and fluid mechanisms and processes in place.

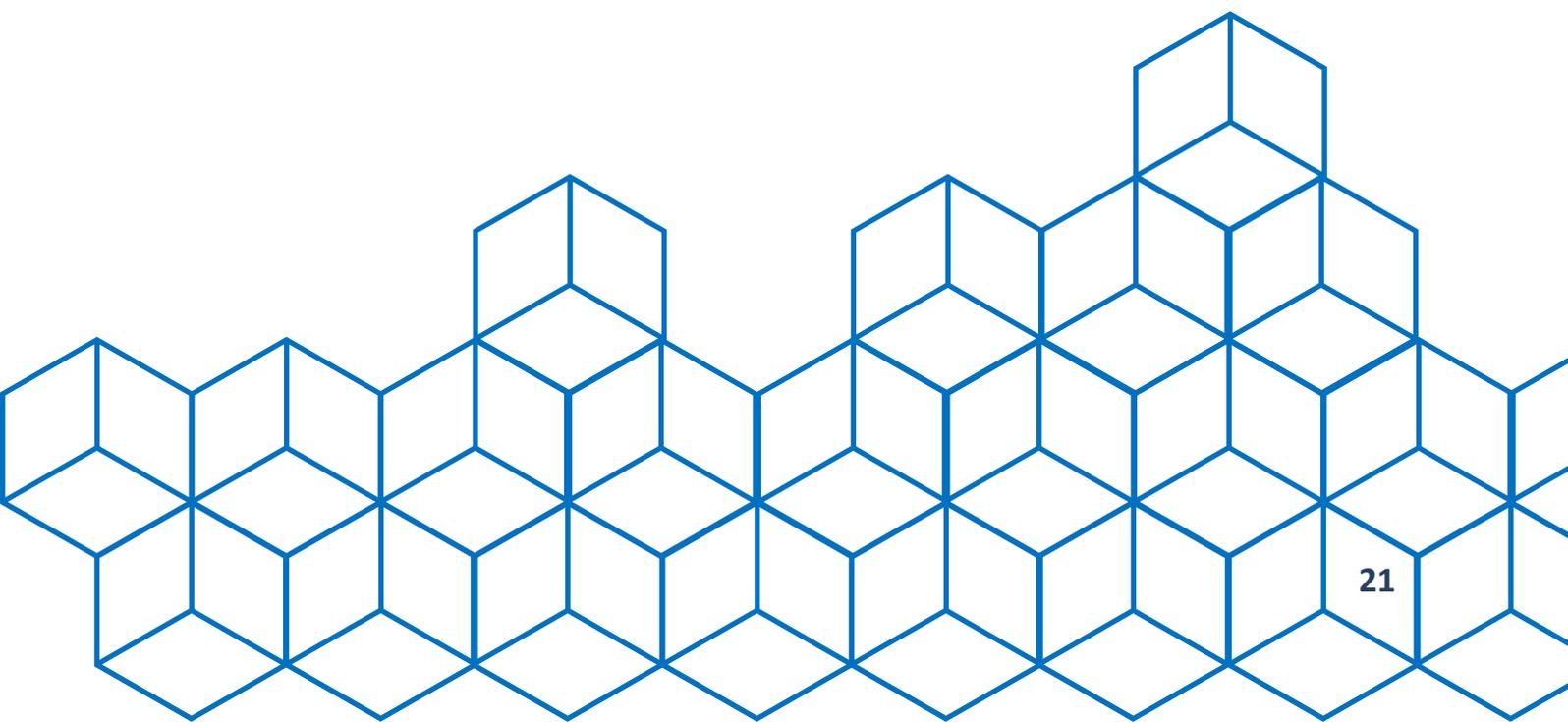
Added to this are the challenges posed by BREXIT as the RGP adapts to a policing environment out of the European Union policing context.

The Authority continues to expect the RGP to work closely with its strategic partners and remain in consultation with HMGoG to ensure that the legislative tools and mechanisms remain available in the fight against crime.

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



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 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].
9	Produce a Force Management Statement to better assess demand, the change to deal with the demand, improve efficiency and the costs expected to achieve this.
10	Adapt its policing medium to long term response to have better resilience and capacity to address the needs of the community taking into account the effects of the COVID-19 pandemic.





## **Annual Policing Plan 2020-2021**

Gibraltar Police Authority  
25B Casemates House  
Casemates Square  
Gibraltar

Tel: +350 20040918  
[www.gpa.gi](http://www.gpa.gi)