

Chairman's Foreword

The Annual Policing Plan for 2011/2012 sets out the future direction of the Royal Gibraltar Police (RGP) over the coming twelve months. It contains specific objectives and targets for 2011/2012.

Perhaps the most important matter impacting on the RGP over the past twelve months was the publication of the HMIC report on the Force. The importance of this report was that it represented an independent view of the RGP and its work. HMIC found that Gibraltar "remains an essentially safe place to live and work, with overall crime levels relatively low and the detection of crime, which exceeds UK forces, continuing to improve". This is a heartening endorsement of the performance of the RGP, which will give great satisfaction to the man or woman in the street.

This Policing Plan takes full account of the recommendations of the HMIC report on the RGP, which was published in January 2011, and requires the RGP to target those areas that the HMIC identified as requiring some extra work. The Plan also takes full account of the concerns of the general public as set out in the responses to the public consultation exercise which took place last December and January. Two areas of concern came through very clearly. Traffic issues are particularly highlighted by the public, as is Minor Crime – most notably anti-social behaviour. They are addressed, inter alia, within the Policing Plan's Objectives and Targets for 2011/2012.

For the first time, a significant part of the Annual Policing Plan is focused on human resources and training. The RGP agrees that this is an area that merits being revisited. The implementation of structured, more comprehensive training will strengthen the tools available to RGP officers to better do their work, and provide an improved service to the community which the RGP serves. This, in turn, will help the RGP increase public confidence in its service delivery.

The Authority will ensure that the RGP continues to uphold the Force's values of fairness, accountability, openness, consistency, proportionality, honesty and transparency and its commitment to continue to deliver quality policing.

Richard Garcia

SATISFACTION AND CONFIDENCE

Objectives:

- ❑ **To maintain the quality of service to the public.**
- ❑ **To increase trust and confidence in policing.**

The Authority endorses the RGP's central approach which is to improve the quality of service provided by the Force to our community. The RGP will be asked to continue to work towards increasing satisfaction rates and higher levels of confidence in the delivery of policing services. The Authority endorses the RGP's Mission Statement which is to *"Maintain an effective, efficient and fair Police Service for the community we serve"* and wishes that the RGP should give effect to it in such a way that it reflects positively on public confidence levels. The RGP's overarching aim should continue to be to provide a high quality Police Service and work with the community, other organisations and agencies, to promote a safe, peaceful and crime-free environment.

The Authority supports the RGP in placing at the heart of this approach the RGP Policing Pledge (see page 16) and the RGP Customer Care Charter. These underpin the long-term strategic objectives for the policing of Gibraltar.

The RGP Policing Pledge sets out the quality and level of service that residents of, and visitors to, Gibraltar can expect. The aim is that whenever a member of the public has any form of contact with an officer or police support staff, that member of the public walks away having had a positive experience and having been dealt with in a professional, friendly and interested way.

The Policing Charter identifies seven key areas of service delivery:

- Making it easy to contact the RGP.
- Providing a professional and high quality service.
- Dealing with an issue pursuant to the public's initial enquiry.
- Keeping the public informed.
- Ensuring that the public's voice counts.
- Dealing professionally and sympathetically with victims of crime.
- Dealing professionally, yet robustly and fairly with offenders.

The immediate priority for 2011 – 2012 is to increase public satisfaction levels and improve the public's perception of the Force. The RGP will be asked to place particular emphasis on improving satisfaction rates for the ease of contacting the Force and for the quality of its follow-up services as well as ensuring that the same quality of service is provided throughout our community.

Public satisfaction levels will be measured through the annual public survey conducted by the Authority using questions and methodology that ensure the validity of the results.

Performance Measures

The RGP is asked to:

- Improve the level of public satisfaction with Policing Services in:
 - ✓ The ease of contacting the RGP;
 - ✓ The action taken by the RGP;
 - ✓ The service offered by RGP personnel and staff; and
 - ✓ The overall service provided by the RGP.
- Provide better support to front-line Police Officers to ensure a better quality of service.

Targets for 2011/2012

- To improve by 5% the satisfaction rating by the public of the overall services of the RGP in the survey to be conducted by the Authority in December 2011 / January 2012.
- To improve by 5% the perception that the services offered by the RGP have improved in the 12 months preceding the next public consultation survey.
- To secure improved satisfaction rates for the ease by the public of contacting the RGP.
- To secure the endorsement of the public with regard to the quality of the follow-up services provided by the RGP

TACKLING CRIME

Objectives:

- ❑ **To reduce levels of overall crime.**
- ❑ **To maintain the standards of investigation.**
- ❑ **To enhance the Crime Prevention and Reduction programme.**

The response to any criminal activity in Gibraltar must continue to promote confidence in the RGP and reduce the fear of crime. The RGP should continue to utilise an intelligence led and problem solving style of policing which enables the Force to proactively target offenders and problem areas. The Authority endorses that the RGP intends to focus on reducing crime by adopting two strategies, as appropriate: *Prevent and Deter* and *Catch and Convict*. The RGP will be asked to continue to develop a range of approaches which will be deployed with a mix of focusing as appropriate on the offender, the victim and/or the location depending on the particular crime or lawlessness.

The 'Neighbourhood Policing' approach is central to the RGP's policing style and has proved to be a significant and visible style of policing in Gibraltar. The Neighbourhood Teams work closely with partner agencies, local volunteers and the community itself, to identify the issues that matter most and adopt the best solutions to resolving local problems. The approach is designed to offer citizens improvements in:

Access	–	to the RGP through a named point of contact
Influence	–	over policing priorities in their neighbourhood
Action	–	by both the RGP and partner agencies
Answers	–	sustainable approaches and feedback

The Neighbourhood Policing teams contribute to achieving crime reduction and bringing offences to justice and also have a particular role to play in dealing with anti-social behaviour and other problems impacting on day-to-day quality of life.

Tackling crime is about achieving sustained long-term reductions in crime levels through working with partner agencies and in successfully solving and bringing to justice those who perpetrate the offences. The RGP will continue to take robust action to apprehend the offender(s) and present the best evidence possible to ensure conviction.

The RGP relies on the support and co-operation of numerous partner agencies, organisations and the wider community to resolve the issues that concern people most. These partnerships, which include partnerships with Schools, the College of Further Education, Social Services and Care Agency, shall be reinforced and widened, and

formalised as appropriate. The RGP is asked to undertake, where possible, more joint tasking of police and other stakeholders to provide a co-ordinated response to emerging crime and anti-social behaviour and to continue to work with schools and Social Services / The Care Agency to ensure children and young people know how to stay safe and steer clear of crime.

The risk of becoming a victim of crime in Gibraltar is low but there is a legitimate community concern about low-level crime. Minor Crime, especially anti-social behaviour, can have a detrimental effect on our quality of life. The RGP is asked to address this concern and increase reassurance to our community through an increase in high-visibility patrols to tackle anti-social behaviour. The RGP is also asked to focus on visible neighbourhood policing and target resources to areas of public concern to improve the sense of reassurance amongst our community.

The RGP will be expected to focus its efforts on those offences that are of priority to the community as set out in the results of the Authority's public consultation of December 2010/January 2011. Through effective utilisation of its resources, the RGP should focus efforts on reducing the overall levels of crime in Gibraltar. The increased police presence should also deter Serious Crime, particularly violent crime.

The RGP is also asked to enhance and improve its Crime Prevention and Reduction initiatives, particularly to prevent burglaries of people's homes, and to afford all victims of serious crimes advice on how to prevent a repetition of the crime. The RGP is also asked to provide specialist advice to community groups and individuals with a view to help prevent crime in estates and built-up areas.

Performance Measures

The RGP will:

- Reduce public concerns over anti-social behaviour by focusing enforcement on these issues.
- Focus on Minor Crime, by tackling offences that are a priority for the public.
- Enhance and improve its Crime Prevention and Reduction programme.

Targets for 2011/2012

- To develop a Force strategy for bringing together partner agencies working jointly towards crime and disorder reduction.
- To review existing Memoranda of Understanding with partner agencies and to put in place MoUs with any partner agency where there is none presently in place.

- To ensure that minor crime, especially anti-social behaviour, is being vigorously tackled by the RGP through a measurably increased police presence on our streets.
- To demonstrate that, notwithstanding the increase that there will be in the number of crimes detected, which is one inevitable result of the increase in front-line policing, there has nevertheless in real terms been a reduction in crime, particularly serious crime.
- To maintain, and if possible improve on the percentage detection rate of overall crime in 2011/2012 compared with the previous year.
- To demonstrably improve the RGP's Crime Prevention and Reduction initiatives.
- To engage the community and deliver presentations at schools and the College of Further Education on minor crime, including under-age drinking, possession of drugs and other issues.

PROTECTIVE SERVICES

Objectives and Targets

- ❑ **To continue to tackle Serious Crime, particularly involving the trafficking and supply of illegal drugs.**
- ❑ **To increase the proportion of serious crimes where the offence is brought to justice.**
- ❑ **To play a full part locally and internationally in counter-terrorism strategies.**
- ❑ **To continue to plan and to execute Gibraltar's plans for the security of its territory, its territorial waters and of its people**
- ❑ **To ensure effective plans are in place to deal with serious incidents.**

The term "Protective Services" is used to describe a range of the most serious issues of crime and potential threats from which the public must be protected. It covers areas such as Counter Terrorism, Serious Crime, Critical Incidents, Civil Contingencies and Public Order.

In many cases success is achieved by preventing something happening that would otherwise have had a major impact – a terrorist threat is thwarted, a potential public order incident is policed in a controlled manner to minimise disorder, or a potentially critical incident is dealt with before it escalates in seriousness.

The threat of international terrorism is not new and remains a significant concern. As such, the threat from terrorism and the need to protect the public from this remains a strategic priority for the RGP for 2011/12. The RGP is asked to continue to strive to ensure our community is secure from the threat of International Terrorism by further developing its links with key partners and to form new partnerships, locally and internationally, to raise awareness of, and improve its resilience in the face of the threat of terrorism.

Whilst the RGP does not have primary responsibility for upholding British sovereignty over Gibraltar's territorial waters, the Authority nevertheless requires the RGP to continue to develop and implement operational plans to safeguard Gibraltar's territory, its territorial waters and its people from security threats.

The RGP will maintain its constant review of any threat assessment in close partnership with the Government of Gibraltar, Intelligence Services, other agencies (locally and

internationally) and the community and will continue to acquire intelligence with the aim of disrupting any potential terrorist threat and to support the global prevention and investigation of terrorist activity. This will be in furtherance of the RGP's Mission Statement to "work together to maintain a safe community".

The 2011 HMIC independent inspection of the RGP found that Gibraltar is a very safe place in which to live, work and socialise. The RGP will maintain this sense of security and safety by reducing the volume of Serious Crime.

There is no specialist Child Protection Unit within the RGP. Consideration should be given to identifying and training appropriate staff to work within CID and take responsibility for child protection.

Particular emphasis has been placed in previous Policing Plans on improving the RGP's detection rate for serious crime, namely the proportion of serious crimes where the offence is solved and the offender is brought to justice. Although the detection rate for serious crime is already commendably high, the RGP is nevertheless asked to strive to improve this further. The RGP is requested to increase crime prevention and awareness initiatives to prevent residential burglaries and to increase police presence on our streets to deter serious crime and proactively target the supply and trafficking of illegal drugs. The RGP is asked to continue to develop intelligence-led initiatives to further the fight against international crimes, including crimes involving the supply and trafficking of illegal drugs and international terrorism.

Where such crimes are committed, the RGP is asked to take robust action to apprehend and convict the offender(s).

Performance Measures

The RGP will be expected to:

- Lead in the implementation of counter-terrorism strategies
- Continue to police Gibraltar's territorial waters and points of entry in accordance with standing procedures
- Reduce the incidence of Serious Crime
- Increase the proportion of Serious Crimes where the perpetrator(s) is (are) brought to justice
- Improve its standards of investigation and increase its overall crime detection rate for serious crime.
- Increase its efforts in targeting the supply and trafficking of illegal drugs.
- Enhance existing Partnerships and form new ones in the fight against Terrorism.

- Increase reassurance in our community.

Targets for 2011/2012

- To carry out an internal review of the RGP's approach to criminality and crime groups, with particular reference to ensuring that the existing mechanisms for cascading information and intelligence on a need-to-know basis continue fit for purpose.
- To maintain the proactive targeting of the supply and trafficking of illegal drugs.
- Through intelligence-led policing reduce the incidences of serious crime.
- To continue to proactively monitor the threat of international terrorism
- To further develop in a measurable manner procedures for the deterrence of serious crime.
- To provide further training, particularly for front-line officers, for the policing of serious incidents.
- To review the RGP's partnerships in the fight against serious crime and international terrorism.
- To review and where necessary further develop plans and protocols in place to deal with contingencies, and to ensure that they continue fit for purpose.

ROAD SAFETY AND TRAFFIC FLUIDITY

Objectives and Targets

- **To improve road safety.**
- **To improve traffic fluidity.**

Successive public surveys conducted by the Authority indicate that road safety and traffic fluidity are considered by the public at large to be a major concern in Gibraltar. It is for this reason that a complete section of this Plan is dedicated to this issue. The Authority is satisfied that the RGP are trying their utmost, as they have done in the past, to deal with the many problems that arise from the intense use of our roads.

Improving the safety of our roads will continue to be an important element of the RGP's approach to creating a safer community. The RGP is asked to enhance existing partnerships and to develop new partnerships to improve safety on our roads and to tackle those traffic offences that concern our community and which can have a detrimental effect on our quality of life.

The RGP is requested to continue to strive to improve road safety by targeting careless and dangerous driving, and to improve the perception of the public with regard to the RGP's response to traffic management.

The Government's Integrated Traffic, Parking and Transport Plan will address a number of areas of historical concern. Some measures contained in the Plan have already been implemented and others are in the process of implementation. It is anticipated the Plan will be fully in force by the end of the period covered by this Policing Plan. It is believed that Highways Enforcement Officers (HEOs) will be appointed by the time this Policing Plan comes into effect. The RGP is asked to support, and complement, the work that the HEOs will carry out.

The RGP is asked to continue to work with other partners to identify problematic sections of roads and vulnerable road users and undertake enforcement to reduce the risks. The RGP is asked to continue to enforce the law robustly in relation to road users who are likely to cause accidents, such as (but not exclusively) those who drive under the influence of drink or drugs; those who make improper use of mobile telephones while driving; those who drive without regard for other road users and those who drive

at excessive speed. The Authority also asks that the RGP should continue to target those who fail to wear seat-belts and will also continue to target locations where road traffic accidents frequently happen.

The RGP is asked to proactively extend its range of educational measures particularly those designed to help drivers who are most at risk, particularly young drivers and motorcyclists. Existing strategies developed by the RGP to target careless and dangerous driving and persistent offenders, such as Operation Roadwatch, should continue and be revisited and developed further to see how they may be extended for maximum results.

The overarching objective of the RGP needs to continue to be to ensure that the public can use our roads safely and without intimidation arising from unlawful or antisocial behaviour. The RGP will be expected to contribute to and influence the manner in which our roads are used to allay any fears there might be of damage to vehicles, injury or even death. The RGP is also asked to improve the perception of the public with regard to the manner in which the RGP enforce our traffic laws.

Traffic fluidity is a complicated issue, as some of the issues that impact on poor fluidity are related to road design, in particular where a road design was not intended to cope with the heavy usage to which it is subjected today. The RGP play an important role in maintaining traffic fluidity, particularly when temporary traffic arrangements are put in place. To reinforce this, the RGP is asked to provide further training to front-line officers who are involved in traffic management, so that the perception of the public of the effectiveness of RGP traffic control is improved.

Parking is a problem, which is made worse when some motorists choose to use their own vehicles for very short journeys in preference to walking or using public transport. The RGP is therefore asked to use discretion and address road traffic and vehicle offences in a proportionate manner. However, there should continue to be zero tolerance where vehicles are stopped in such a way as to interrupt smooth traffic flow or where there is unauthorised stopping or parking in bus stops, goods vehicles bays and disabled bays.

The RGP is sometimes criticised when temporary measures to assist with traffic management are left in place after the cause for the temporary arrangements has passed. The RGP is therefore asked to implement procedures and processes to ensure the prompt placing (and subsequent prompt removal) of any special arrangements that are required from time to time for traffic management.

Performance Measures

The RGP will be expected to:

- Improve the public perception of safety on our roads
- Focus on enforcement to deter incidences of bad driving on our roads.
- Increase high visibility traffic policing and road calming operations to minimise traffic injuries and fatalities.
- Improve the perception of the public with regard RGP traffic management in relation to traffic fluidity,

Targets for 2011/2012

- To review and further develop Operation Roadwatch, the awareness and enforcement campaign, to target serious driving offences and persistent offenders.
- To conduct regular publicity campaigns aimed at reducing careless and dangerous driving, and to include anti-drink driving campaigns.
- To deliver road safety presentations at Schools, the College of Further Education and Youth Clubs.
- To target drivers who drive at speeds well in excess of speed limits.
- To monitor locations where traffic accidents are known to frequently occur.
- To maintain high-visibility patrols to deter bad driver behaviour, with particular emphasis on motor cyclists.
- To target drivers whose driving breaches traffic laws and is a danger to other road users.
- To pay particular attention to critical areas where traffic congestion occurs, particularly in the vicinity of schools.
- To target vehicles that are not in compliance with all applicable laws.
- To deliver the above targets in a way that can be measured, for the purposes of future comparisons.

MANAGING CAPABILITY

Objectives and Targets

- ❑ **To use RGP resources more efficiently to increase police officer time spent on policing delivery.**
- ❑ **To realise the full potential of RGP staff and resources to deliver better policing.**
- ❑ **To develop RGP leaders for the future and maintain a skilled and motivated workforce to deliver excellence in policing.**

Central to the delivery of the Policing Plan is the effective development, management and deployment of the RGP's staff to meet the demands for its services. This is increasingly challenging, in an environment where the demands placed upon the RGP are constantly growing. Emerging demands and threats will overwhelm any organisation that does not change and transform itself to meet new challenges. The RGP is asked to continue to be a resilient and resourceful organisation that continuously acts with integrity and to the highest professional standards of behaviour to the benefit of our community.

The Authority notes with approval that the RGP continues to develop its philosophy and work ethic to ensure that the law-abiding citizen is at the heart of everything the RGP does. The RGP is asked to continue to maintain public trust and confidence and develop and enhance the quality of the service that people can expect from it in all areas.

Much of the work of the police is about effectively engaging with all members of society and forging close links with the community it serves. It is also essential that the RGP responds effectively to the specific needs of our community and that it recruit those with appropriate aptitude. Particular skills and knowledge can also be an advantage.

Clearly the success of any recruitment plan is the retention of the people employed by the RGP. It must therefore ensure that it has in place supportive policies and practices for its officers and staff. The increasing RGP focus on improving the standards of leadership at all levels should lead to better communication and engagement with staff that in turn will prolong their desire to stay with the Force.

As the work of the RGP develops, it has increasingly been affected by the need for monitoring, measurement and control of police performance. This often results in an increased bureaucratic burden for the frontline officer. The RGP is asked to review this and look at how it can realign resources and adjust the staffing mix and the balance of work to ensure that tasks are performed in the most effective way and by the right

people. By adopting a more flexible approach to its staffing profile, improved service delivery can be achieved, with a shift in resources away from central support functions to delivery of services direct to the public.

The RGP is asked to continue to undertake an appropriate internal review process to monitor performance in achieving the long, medium and short-term objectives it has been set by the Authority, pursuant to the Police Act 2006.

The RGP is requested to review its service delivery to the public and its support functions. This is necessary for it to maintain an effective, efficient and fair Police Service for the community it serves. It is essential for the RGP to get the best from available resources. Its principal resource is its officers and staff. Change brings about many demands and challenges. The RGP is asked to manage these by adapting as necessary the use of its resources, its policing style and its policies.

Staff at all levels should continue to be encouraged to take responsibility for leading. Leadership is about:

- Encouraging staff to question and review existing processes in order to seek improved performance.
- Consistent communication and reinforcement of the RGP's shared vision.
- Enabling others to deliver by promoting collaboration and supporting personal development.
- Setting a personal example in terms of ethical approach and performance and by acting quickly to stop behaviour that could negatively impact on internal / external levels of trust and collaboration.
- Respecting and acknowledging the contributions of others.

The future success of the RGP will depend on the quality of its leadership. The Authority notes with approval that the RGP is committed to the development of leadership skills to ensure the continued high levels of professional competence that permit the quality of service it delivers to the community. The RGP promotes a culture of accountability and innovation within the organisation and is asked to continue to ensure it identifies and develops the right people to lead on service delivery through the development of succession planning.

The Authority welcomes that the RGP will increase its collaboration with academic institutions and the Department of Education and Training in order to develop training and the attaining by officers and staff of recognised academic qualifications. The RGP should continue to promote a change in attitudes and behaviour, reinforce a culture of courtesy in the dealings of police officers with the public and engender leadership at all levels.

Policing can be a high risk and stressful business and the RGP will be asked to continue to strive to provide the safest possible working environment for its officers and staff. To maintain a fit and healthy workforce is one of the RGP's prime considerations

as this has a positive effect on operational policing, force performance and the services it delivers to the community.

The RGP is asked to maintain a modern, responsive and supportive police organisation and to ensure that its service is, at all times, organised, professional, innovative and focused. This needs to be done within the overarching aim of providing the best possible delivery of policing services to the community.

Performance Measures

The RGP will be expected to:

- Review and restructure the RGP's working environment to make best use of existing resources to meet policing requirements.
- Develop staff skills through a Service wide Training Strategy.

Targets for 2011/2012

- To carry out a thorough costed training needs analysis.
- To create a Training Strategy and Delivery Plan, to include the provision of internal and refresher training at all levels and the development of specialist skills.
- To identify appropriate specialist courses abroad to which officers should be sent.
- To continue a reinforcement of key training messages to officers, through short briefings at the commencement of shifts.
- Through training, reduce the level of *substantiated* complaints made to the Police Complaints Board in relation to officer conduct.
- To prepare and start to give effect to a 3-year IT plan.
- To adopt a performance culture, identifying plans and monitoring processes to ensure performance delivery, with middle and upper management accountability.

The Policing Pledge

How can we help you to prevent crime?	We will: Work with you to help prevent crime by providing advice on crime prevention practices and raising awareness.
How can you help us to detect crime?	We rely: On your help to detect crime by reporting anything you may have seen or heard.
What if you are a witness to a crime or an accident?	We may: Ask you to give a written statement and you might be asked to go to court to give evidence. We realise you may be concerned or even frightened. We will support you. We will explain all procedures to you.
What if you are a victim of crime?	We will: As our first priority, treat all victims in a professional, sensitive and caring manner; make sure you receive proper medical treatment, if necessary; do everything we can to gather evidence and catch the offender; investigate all cases of domestic violence reported to us; update you regarding the progress of your case.
What will the police do about disorder?	We will: Ensure that we protect and help those who are injured and will stop others being hurt; and take action to prosecute offenders.
What if the police suspect you of a crime?	We will: Give you the opportunity to explain what happened. If you are arrested you will be taken to a police station and will be informed of your rights.
What can you expect as a road user?	We will: Aim to prevent accidents and we will enforce the law and give road safety advice; be polite and courteous if we stop you and explain the reason for conducting any tests or examinations.
What if you dial 199?	We will: Answer 199 emergency calls as a top priority and aim to arrive at incidents requiring an immediate response as speedily and as safely as possible. <i>(Incidents requiring immediate response are where life is threatened; persons are injured and/or need urgent assistance; or the offender is still at the scene).</i>
What if the help you want is not urgent?	We will: Consider your request for help carefully to ensure you receive the correct response. In some cases it may be appropriate merely to record details. Whatever the case, you will be informed about the action to be taken.
What if you visit a police station enquiry desk?	We will: Aim to attend to you quickly and ensure police station enquiry offices are clean, tidy and comfortable, regularly updating information on display; provide a private interview room for confidential matters.
What if you make a general telephone call?	We will: Aim to deal with your query courteously, efficiently and as promptly as possible; and provide a 24 hour telephone service staffed by people trained to help you.
What if you write to, or e-mail, the police?	We will: Aim to respond within ten working days and ensure letters and publications are clear and easy to understand.