



**GIBRALTAR POLICE AUTHORITY**

**POLICING PLAN 2012 – 2013**

## **CHAIRMAN'S FOREWORD**

The Annual Policing Plan for 2012-2013 comes into effect on 1 April 2012, a matter of days before Mr Edward Yome assumes command of the Royal Gibraltar Police as Commissioner of Police.

The first major task of the new Commissioner will therefore be to start delivering this Policing Plan. This will require a refocus of some aspects of how the RGP will police Gibraltar, in line with the requirements of the public – as reflected in this Plan – and in consonance with the vision of the new Commissioner for policing the community. Greater emphasis will be given to Neighbourhood Policing, to high-visibility policing and to prevention of crime through education and other means. In addition, the Police will continue to ensure the security and safety of the public by robust enforcement of the law.

The public looks to the RGP to deliver policing in areas that are important to the community, as contained in the responses to the public consultation surveys carried out by the Gibraltar Police Authority. The biggest concern of the public is drugs-related crime. The fight against this needs to be given the priority that the public expect. The public also want RGP action to counter and reduce low-level offences, such as anti-social behaviour, under-age drinking, dog fouling and minor traffic offences.

Underlying all this, the community requires that the RGP ensure that Gibraltar continues to be a safe place in which to live and work.

The coming into effect of new Criminal Legislation for Gibraltar will also challenge the RGP in the coming months. Already, the entire Force has received training in relation to the changes in the law. Officers will soon need to put their new knowledge and training into effect.

Finally, the Authority expects the RGP to seriously scrutinise its use of resources, during this Policing Year, and to introduce changes that will improve the efficiency and effectiveness of policing. This must include commitment to a continuing programme of training for all RGP officers.

Richard Garcia  
Chairman  
Gibraltar Police Authority

# 1: TACKLING CRIME

## Objectives:

- *To reduce levels of crime.*
- *To achieve crime detection levels of no less than 65%.*
- *To enhance the impact of crime prevention and reduction initiatives.*
- *To efficiently tackle serious crime and drug-related crime.*

The main enforcement objective of the RGP is to reduce crime. The necessary efforts should be made to achieve that goal in order to demonstrate the police's effectiveness and reassure the public.

Although the incidence of serious crime in Gibraltar remains relatively low, the RGP will nevertheless need to commit the necessary resources to reduce existing levels even further. Serious crimes include (but are not limited to) offences such as the trafficking and supply of illegal drugs, financial crime, transnational crime, robbery, very serious assaults, etc. The Gibraltar Police Authority welcomes the creation of a dedicated Unit under the Head of Crime Protective Services Division to deal exclusively with tackling serious crime. This Unit should liaise with external law enforcement agencies through recognised channels as required.

Gibraltar's reputation as a well-regulated and policed International Finance Centre needs to be upheld. The RGP should therefore continue to work closely with its local and international partners to prevent financial crimes, including money laundering and the financing of terrorism.

Given the serious concerns of the community, as reflected in the public consultation survey, the RGP must vigorously tackle the trafficking and supply of illegal drugs, with enforcement directed in particular at the suppliers and traffickers. Education and awareness programmes, with presentations and talks in schools and to the youth in general, should continue to be undertaken by the RGP in support of the Government's Drug Strategy and the Drug Strategy Co-ordinator.

The RGP, using the National Intelligence Model as a tool, should continue to use an intelligence-led and problem solving style of policing to enable them to proactively target prolific offenders and identify emerging problematic geographical areas or "Hot Spots".

The RGP should also commit appropriate resources to the creation of a specialised investigation unit dedicated to child protection and vulnerable adult issues. Domestic violence, in all its forms, should be tackled vigorously, tempered with empathy and understanding towards victims of violence. Existing partnerships in this area should be reviewed and where possible enhanced.

The following should underpin the concept of Neighbourhood Policing:

- ❖ To increase community support and public reassurance and have a positive impact on the quality of life in the community;
- ❖ To organise and maintain active community involvement in policing projects;
- ❖ To work closer with schools by dedicating officers exclusively to school liaison;
- ❖ To create a workable action plan in conjunction with the Youth Service so as to reach out to socially disadvantaged young persons;
- ❖ To effectively address crimes where children or vulnerable persons are victims;
- ❖ To continue tackling issues of domestic violence in all its forms;
- ❖ To have a positive impact on the reduction of criminal offences occurring within the neighbourhoods; and
- ❖ To increase public satisfaction levels in respect of the RGP.

Overall, the RGP will be expected to:

- Reduce crime by intelligence-led policing, working where appropriate within the Neighbourhood Policing style as described above.
- Strategically target drugs through enforcement and education.
- Improve the standards of investigation and achieve a high overall crime detection rate for serious crime.
- Tackle problem areas robustly, using the National Intelligence Model.
- Improve the effectiveness of the Crime Prevention and Reduction programme.
- Review and enhance existing Partnerships.

## Targets:

- ✓ *To reduce the level of overall crime through enhanced Crime Prevention and Reduction objectives*
- ✓ *To achieve a high percentage rate of detected crime, which should be no less than 65%.*
- ✓ *To focus on drug traffickers and suppliers of illegal drugs in the fight against drugs.*

## 2: SERVICE TO THE COMMUNITY

### Objectives:

- *To develop on the RGP's service delivery*
- *To improve public perception of the RGP*

The RGP should deliver a more personal type of service with a view to increasing community confidence and satisfaction in policing services. This does not detract from the RGP's current performance in crime detection. The RGP needs to further concentrate on increasing its visibility to the public in problematic geographical areas and where it matters to the public, and in interaction with members of the public. The community needs to perceive that RGP officers are fair, respectful and consistent in their dealings with the public and that fairness underpins the processes and procedures by which the Force makes decisions and exercises authority. This should result in further community support for the RGP. The RGP will be expected to use CCTV as a deterrent for antisocial behaviour in accordance with appropriate codes of practice.

Full delivery of the RGP's Policing Pledge will present the RGP with challenges that will test its resilience. To this end, the emphasis on Neighbourhood Policing in the fight against low-level crime in particular will demonstrate the Force's ability to reach out to the community and tackle issues of public concern. Building bridges to reach out to our youth and to any emerging groups within our society will need to form part of this strategy.

Delivery of Neighbourhood Policing should be significantly enhanced. Positively engaging the community is necessary, in parallel with a robust approach to dealing with persistent offenders and dealing as necessary with problematic geographical areas. Existing RGP partnerships with other agencies such as schools, tenants' associations and Social Services, should be further enhanced. New partnerships should be forged. Where appropriate, such partnership arrangements should be formalised in writing.

Greater impetus should also be given to crime prevention by the RGP.

The success of the RGP in delivering the service that the community wants and expects will be determined by levels of public satisfaction and confidence. These will be measured by the Authority through the annual public survey that it conducts and using other tools such as selective surveys.

The RGP will be expected to;

- Reduce low-level crime, including anti-social behaviour (including noise pollution) and underage drinking, through a visible police presence and proactive initiatives that will make our community safer.
- Through direct interaction with the community, address the concerns of the different sectors of our community with regard to policing.

### Targets:

- ✓ *To deliver Neighbourhood Policing, on a year-round basis, engaging the community at all levels particularly in housing estates, schools, the College of Further Education and youth clubs, to address the policing concerns of the community*
- ✓ *To develop formal links with partner agencies and others*
- ✓ *To put in place MoU's with partners where appropriate.*

- ✓ *To improve to 70% the satisfaction and confidence rating by the public of the overall services of the RGP in 2012/13*
- ✓ *To improve to 60% the perception that the services offered by the RGP have improved in 2012/13.*

### 3: SECURITY

#### Objectives:

- *To continue to play a part in devising and executing plans for the security of Gibraltar, our territorial waters and our people.*
- *To ensure effective plans are in place to deal with major incidents.*
- *To play a full part within Gibraltar and internationally in counter-terrorism strategies.*

Although Gibraltar is a safe place in which to live, work or visit, it is nevertheless subject to the challenges presented by the threat of international terrorism. The protection of the community from this threat should therefore remain a priority for the RGP. To this end, the RGP should review existing partnerships and develop new ones both nationally and internationally. The RGP should also deliver security awareness presentations to appropriate members / sectors of the community, as necessary.

Policing British Gibraltar Territorial Waters is an integral part of providing security for Gibraltar. Although the RGP is not the primary entity to protect British sovereignty over our waters, the presence of RGP marine resources help deter those who want to enter our jurisdiction for unlawful purposes.

Our safety is not only potentially threatened by international hostility but also by possible internal unrest. By engaging with the community, ascertaining the public's concerns regarding crime and security, reassuring the public and building confidence in the police, the RGP will find that it receives important intelligence provided voluntarily by members of our community.

The RGP must be ready to deal with major incidents and to play a leading role in emergency or civil contingency plans. To be effective, plans must be reviewed and updated regularly to accurately reflect the necessary requirements, procedures and human and technical resources. In particular, security co-ordination and preparedness and intelligence-sharing procedures which are fit for purpose need to be in place.

The RGP will be expected to:

- Continue policing British-Gibraltar Territorial Waters in accordance with standing procedures.
- Continue delivering security presentations to public, private and Non-Government Organisations, promoting security awareness and enhancing partnerships.
- Lead or participate in exercises to test emergency response and preparedness.
- Review existing and develop new Memoranda of Understanding with Security Intelligence agencies for the purpose of intelligence sharing.

#### Targets:

- ✓ *To review internal RGP Action Plans to handle serious incidents and ensure that these continue to be fit for purpose, updating them as necessary.*
- ✓ *To conduct an exercise to test the RGP's state of preparedness to deal with a major incident.*
- ✓ *To deliver at least 10 security presentations.*

## 4: ROAD SAFETY AND TRAFFIC FLUIDITY

Road safety and traffic issues are two of the major concerns for many people in our community, and an area of significant dissatisfaction with the activity of the RGP according to the Authority's surveys. It is for this reason that the plan continues to place emphasis in this area.

Gibraltar continues to attract many visitors, many of whom enter Gibraltar in their motor vehicles. It is estimated that over 10,000 motor vehicles and over 36,500 pedestrians enter Gibraltar every day. This is over and above our own local traffic. This has a massive impact on our roads. The Authority's concern is not only for those who drive on our roads, but for other road users, such as pedestrians, and in particular young children, the elderly and first time visitors. The public expects the RGP to have in place effective measures to prevent accidents and to reduce the amount of irresponsible driving on our roads.

The RGP should continue to work on improving road safety using tools such as Operation Roadwatch, which is designed to make our roads safe for all users. The RGP should regularly conduct operations to deter people from driving when under the influence of drink or drugs. Through education and awareness, drivers need to be reminded of the dangers and consequences of irresponsible driving.

The RGP also plays an active role in trying to achieve traffic fluidity on our roads. This is more difficult in the summer months when traffic diversions are necessary in certain areas or to maintain access for emergency response vehicles. The RGP should continue to work in partnership with other agencies to improve their systems and deliver greater traffic fluidity. The RGP should seek to be included in the consultation process when road engineering works are envisaged, in order to minimise inconvenience to road users.

The disruption to traffic fluidity is at times caused by inconsiderate motorists who park illegally. The RGP should support the Highways Enforcement Unit so that offending motorists are dealt with effectively. Particular emphasis should be given to the prevention of illegal parking at bus stops, in disabled bays, blue zones and loading/unloading bays.

Through education, the RGP should continue to reach out to children in schools and to Gibraltar's youth. The RGP should continue to offer road safety advice and raise public awareness of road safety issues.

The RGP will be expected to:

- Continue to focus on safety on our roads.
- Deter irresponsible and illegal driving on our roads through enforcement.
- Continue with proactive intelligence-led measures and high visibility to reduce traffic accidents.
- Keep the public informed on traffic management issues in a timely manner.
- Work with other agencies, to ensure a multi-agency approach to improved traffic fluidity and road safety.

### Targets:

- ✓ *To build on Operation Roadwatch, and develop new initiatives under it.*
- ✓ *To proactively target illegal or irresponsible driving, particularly individuals who speed, drive in a dangerous and careless manner or drive under the influence of drink or drugs.*
- ✓ *To maintain traffic fluidity around Gibraltar and maintain high visibility patrols to achieve this.*
- ✓ *To work closely with the different sectors of our community, to provide awareness and education in relation to road safety.*

## 5. MANAGEMENT OF RESOURCES

The RGP must continue to have a workforce that meets current and future community needs. It should continuously review current working practices and, where appropriate, develop innovative and sustainable human resource and training plans to support all RGP staff. This involves enhancing people management and development processes to facilitate changes in organisational culture and individuals' focus. During the coming year, the RGP should continue to support individuals within the Service, providing staff with the skills and vision to work successfully within a changing environment. This requires a focus on training and retraining.

The Policing Charter, which is endorsed by the Authority, demonstrates the RGP commitment to deliver an excellent service to the community. The RGP's officers and staff are its greatest asset. It is important that the RGP continue to use their skills, knowledge and experience in the best way possible to deliver high quality police services for Gibraltar.

Value for money has been embedded in RGP culture for many years. Good financial and people management are at the core of the effective and efficient policing services needed to tackle the other priorities in this Plan. The RGP should therefore review those tasks that could be more efficiently and effectively done by others, and engage in dialogue as appropriate with a view to passing on responsibility in these areas to others. The RGP should also look critically at which jobs presently done by uniformed staff could be done by civilian staff, and put in place strategies to ensure as far as possible that the maximum use is made of uniformed staff for tasks that require uniformed police officers.

The RGP, as part of its training needs analysis, should also focus on resilience and succession planning in particular in specialist areas.

The RGP will be expected to

- Produce a costed 3-year training needs analysis and deliver the first year of the programme.
- Undertake an internal review, aimed at releasing staff for frontline policing.
- Review the current RGP structure to deliver the Neighbourhood Policing services required by this Plan.
- Through appropriate methods of delivery, reduce the number of *substantiated* complaints against police officers.
- Enhance the use of IT, to improve efficiency and effectiveness.

### Targets:

- ✓ *Develop a full costed 3-year Force-wide training needs analysis.*
- ✓ *Prioritise and deliver the first year of the Training Strategy.*
- ✓ *Review and, where appropriate, amend the current RGP structure to deliver an improved use of human resources.*
- ✓ *Review the delivery of tasks carried out by the RGP.*
- ✓ *Develop and deliver an improved IT strategy for the Force.*