



The Royal Gibraltar Police
Policing Strategy
2019 – 2021



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Commissioner's Foreword



As Commissioner of the RGP, I am fully aware of the multiple demands that are made on our organisation, requirements and exigencies which have increased exponentially in the past decade. We have to focus our efforts to deliver on all our commitments in the best way possible and this has to be achieved by having a workforce that is properly equipped and prepared to meet the emergent challenges.

Having been at the forefront of policing in Gibraltar for generations, the RGP is fully aware that this is not what it used to be and we must combine traditional expectations of what the police have to provide in the form of reassurance to the public through a highly visible presence, with contemporary realities which are perhaps not so public facing, but are equally harmful, capable of serious consequences and damage to the community. The two are not necessarily aligned.

The landscape of crime has changed and our strategic priorities must adjust to efficiently counter modern day dangers.

We look forward to embracing those challenges and working in partnership with other stakeholders in the community to deliver a safer Gibraltar. We will strive to be equal to the task, to confront and overcome any threat that does arise.

I would like to reiterate that an effective service greatly depends on the well-being of the people behind the organisation ensuring that our objectives are met. We will therefore direct the necessary energy to ensure the health and safety of our personnel.

Chair of the Gibraltar Police Authority Foreword



This new Strategic Plan sets the direction for the Royal Gibraltar Police over the next three years, and the Gibraltar Police Authority is pleased to support the Commissioner of Police during this journey. As the Chairman, it is my role to ensure that the Force keeps on working towards these priorities and objectives in order to be effective and efficient with everything they do.

Policing at times is extremely demanding and the challenges that the police will encounter will almost test their ability and resilience to continue delivering. It is for this reason that the Strategic Plan has been crafted, but it is also supported by the Annual Policing Plans. These which have been prepared by the Gibraltar Police Authority following consultation with the general public and the Royal Gibraltar Police, taking into consideration the requirements of Her Majesty's Government of Gibraltar and of His Excellency the Governor, will also provide clarity how we expect to have a police service that protects the people we serve from threats, both visible and unseen.

I look forward to discussing the progress of the Strategic Plan with the Commissioner of Police, which of course will need to be measured accurately, but the successful delivery of the plan will only be achieved with the support of partners and the community we serve.



Our Mission Statement

'Delivering a Safer Gibraltar through Excellence in Policing'

By developing our people and professionalising the delivery of our service to the community, we serve, and together with our partner agencies and stakeholders, we will strive to make Gibraltar a safe place to live in and visit.

Our Values



Royal Gibraltar
POLICE

*Delivering a Safer Gibraltar
through Excellence in Policing*

Priority One – The Community We Serve

The Royal Gibraltar Police [RGP] has a duty to protect and serve the community and we shall provide a level of service were people will have the confidence and trust to share their concerns with us. Furthermore, being visible and accessible through different means will allow us to understand better the needs.

Equally, Gibraltar by far is a safe place to live, work and visit, and we are determined to spare no effort in maintaining our National Security and working towards safeguarding international security.

Strategic Objectives	
1	<ul style="list-style-type: none"> Protecting and safeguarding vulnerable people
2	<ul style="list-style-type: none"> Tackling and minimising crime proactively, always supporting victims
3	<ul style="list-style-type: none"> Enhancing public trust and confidence with better customer focus and intelligence led policing
4	<ul style="list-style-type: none"> Providing solutions to issues that have an impact on our community, through better engagement and visible frontline policing
5	<ul style="list-style-type: none"> Upholding National Security
6	<ul style="list-style-type: none"> Continue to improve and enhance our road safety measures
7	<ul style="list-style-type: none"> Tackle the harm caused by drug abuse, targeting drug suppliers
8	<ul style="list-style-type: none"> Continue to understand the changing demands on policing and adapting our service delivery to meet these



Priority Two – Our People

The Commissioner of Police and the Command recognise that our people are our organisation's greatest assets and that their dedication to service, passion for their community and attitude towards *'getting the job done'* are the key factors that promote Gibraltar as being a safe place to be in. This however means that we need to be prepared for the changing demands faced by the RGP and therefore we need to be innovative with everything we do. Police officers and staff need to have the right tools to work with, the appropriate environment to work in and the level of support they deserve.

	Strategic Objectives
1	<ul style="list-style-type: none"> Recognise that staff health and well-being is key to the efficiency of the Force
2	<ul style="list-style-type: none"> Promote equitable work distribution by being a flexible workforce and responding to the needs of our community
3	<ul style="list-style-type: none"> Recruit diversely and train police officers effectively
4	<ul style="list-style-type: none"> Enhance professional development
5	<ul style="list-style-type: none"> Effectively manage our resources and demands
6	<ul style="list-style-type: none"> Effectively balance specialist skills to address those greatest risks to the Force
7	<ul style="list-style-type: none"> Build upon our values and leadership principles
8	<ul style="list-style-type: none"> Improve on our Information Technology capability
9	<ul style="list-style-type: none"> Ensure good governance and accountability
10	<ul style="list-style-type: none"> Better the working environment and real estate police officers and staff have to work in



Priority Three – Working with our Partners

Reducing crime and promoting public safety in Gibraltar cannot be delivered by the RGP alone. We all have an important role to play and therefore we will strengthen those partnerships we are already engaged in and forge new ones to make us better at what we do. Our objectives will feed the overall plan of how we wish to achieve this, seeking to address those issues that are pertinent to our communities and pose the greatest threats and risks to us. We wish to do this by understanding different working cultures and individual organisational priorities, but bringing together a better holistic approach.

	Strategic Objectives
1	<ul style="list-style-type: none"> Focus on and robustly address the emerging threats and risks to Gibraltar
2	<ul style="list-style-type: none"> Work towards delivering a co-ordinated emergency service response to major incidents and emergencies, using the Joint Emergency Services Interoperability Principles [JESIP]
3	<ul style="list-style-type: none"> Engage more with our international partners to tackle and thwart Organised Crime, Financial Crime and Terrorist Activities
4	<ul style="list-style-type: none"> Work closely with Her Majesty's Government of Gibraltar to provide improved and better legislation to make it harder for criminals to operate in Gibraltar
5	<ul style="list-style-type: none"> Jointly operate with local Law Enforcement agencies to combat crime holistically
6	<ul style="list-style-type: none"> Safeguard vulnerable children and people and protect their interests together with key stakeholders
7	<ul style="list-style-type: none"> Work with accredited professional bodies, to further develop us and make us better at what we do
8	<ul style="list-style-type: none"> In partnership with the Gibraltar Police Authority we shall continue to enhance our performance and governance, and be more accountable



Monitoring and Delivery

This is an RGP strategy, however we are accountable to the Gibraltar Police Authority on strategic performance delivery through the medium of the Annual Policing Plan and consequential Annual Reports that are laid before Parliament each year.

We have an accountability framework managed through the Strategic Coordinating Tasking Group [SCTG] chaired by the Commissioner of Police, to enable scrutiny of the strategic objectives as set out in this plan. Regular Command Team meetings support these too.

The Commissioner of Police also regularly briefs the Chair of the Gibraltar Police Authority on progress of the Strategic Objectives, including:

- Progress towards meeting the Goals of the Annual Policing Plan
- Performance Management
- Budget and Financial information
- Emerging threats and issues.



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