



POLICING PLAN

2022-2023



Royal Gibraltar
POLICE

*Delivering a Safer Gibraltar
through Excellence in Policing*

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ACRONYMS & ABBREVIATIONS

ASB	ANTI-SOCIAL BEHAVIOUR
ASBO	ANTI-SOCIAL BEHAVIOUR ORDERS
CT	COUNTER TERRORISM
DAPN	DOMESTIC ABUSE PROTECTION NOTICE
DAPO	DOMESTIC ABUSE PROTECTION ORDER
GCC	GIBRALTAR CONTINGENCY COUNCIL
GPA	GIBRALTAR POLICE AUTHORITY
GPF	GIBRALTAR POLICE FEDERATION
HMGOG	HER MAJESTY'S GOVERNMENT OF GIBRALTAR
HMICFRS	HER MAJESTY'S INSPECTORATE OF CONSTABULARY, FIRE & RESCUE SERVICES
MACA	MILITARY AID TO THE CIVIL AUTHORITIES
MAPP A	MULTI-AGENCY PUBLIC PROTECTION ARRANGEMENTS
ML	MONEY LAUNDERING
MOD	MINISTRY OF DEFENCE
MORILE	MANAGEMENT OF RISK IN LAW ENFORCEMENT
MOU	MEMORANDUM OF UNDERSTANDING
NIM	NATIONAL INTELLIGENCE MODEL
NPOCC	NATIONAL POLICE COORDINATION CENTRE
OCG	ORGANISED CRIME GROUP
RGP	ROYAL GIBRALTAR POLICE
RTC	ROAD TRAFFIC COLLISION



THE RGP VISION

The vision of the RGP is to ‘Deliver a Safer Gibraltar through Excellence in Policing’. Together with partner agencies and stakeholders, they will develop their people and professionalise the delivery of their service to the community they serve, striving to make Gibraltar a safer place in which to live and visit.

This GPA Policing Plan aligns directly with Her Majesty's Government of Gibraltar's aim to support a safe and thriving economy. The RGP, as the lead law enforcement agency in Gibraltar, will do this by continuing to lead on physical security in Gibraltar, continuing to maintain and further develop the already well-established relationships with partner agencies and stakeholders, and, overall, do its utmost to ensure a safer Gibraltar.



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NEW MOLE
HOUSE

Royal Gibraltar Police
Headquarters

POLICE

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FOREWORD

CHAIR OF THE GIBRALTAR POLICE AUTHORITY
Dr Joseph BRITTO

It is with great pleasure that I present the second iteration of our three-year Policing Plan. The plan continues to reflect the ongoing modernisation and transformation of the RGP and will continue to build on the significant improvements that have already been achieved in addressing the areas for development identified in the 2016 and 2020 HMIC&FRS reports. The RGP, the Authority is confident, will continue to improve and develop its capacity-building with the forward-looking approach that, I am happy to say, has already delivered dividends in its continued pursuit of excellence.

Ahead of the start of the new policing year which runs between the 1st April and 31st March, and, in line with last year's launch of the new format policing plan, the GPA and RGP reviewed issues of concern highlighted in the latest GPA Public Consultation Survey and compared these with the priorities outlined in last year's Annual Policing Plan. This exercise sought to confirm whether the priorities in question remain valid, and indeed, I am happy to confirm that there is a strong correlation and this has led to the principal 2021/22 priorities remaining in place for another year.

This new policing year will also see the RGP undertake additional thematic survey work outside the framework of the annual GPA public consultation survey, with a view to address a number of existing knowledge gaps and better understand the nature and scale of particular crime types, trends, community perceptions and awareness.

The priorities of both Her Majesty's Government of Gibraltar (HMGoG) and of His Excellency the Governor of Gibraltar have also been considered and were incorporated at the onset of the overall three-year plan. This plan has been designed to ensure that the RGP continues to work on the Recommendations and Areas for Improvement outlined by Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS) in their 2020 report, as well as continue the programme of measures introduced in 2020 aimed at dealing with bullying and perceived blame culture within the Force.

The Authority is confident that the RGP will continue to build upon and develop its partnerships with other law enforcement agencies, both locally, regionally and internationally, including the Gibraltar Defence Police and British Forces Gibraltar.



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FOREWORD

COMMISSIONER OF POLICE
Richard ULLGER



This is the second year of our three year policing plan, and I write with a renewed focus on the core priority activities to meet the objectives and the success measures in achieving them. This is done with the ultimate objective of *'Delivering a Safer Gibraltar through Excellence in Policing'*.

Policing Gibraltar will continue to face its challenges and we need to be prepared to do this by being more effective and efficient. The drive to achieve this has in part been linked to the implementation of the Recommendations and Areas for Improvement outlined by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in 2020, but also because of the reform we have undertaken to police the demands and risks that affect us most. This has involved using the Management of Risk in Law Enforcement tool, completing individual departmental and capability Strategic Demand and Organisational Risk Assessments, reviewing the Force Risk Register and biennial Force Strategic Threat & Risk Assessment (STRA), and drafting the RGP's first Force Management Statement. Completing these significant pieces of work has allowed us and will continue to allow us to be better prepared, address risk and become operationally resilient.

The results of the recent Gibraltar Police Authority's Annual Public Consultation Survey have shown just how closely our own assessments of priorities and the concerns and priorities of our community are aligned, and I am grateful and encouraged by this. I believe that part of this is attributable to the public being better informed of both our policing activity and the demands we face, through improved use of traditional and social media during the past year. Consequently, this reassures us that the policing priorities remain relevant to both the public and police service. We will continue to communicate and interact with our community regularly, seeking feedback, continuing to be innovative in the way we police and working collaboratively with our partners, locally, regionally and internationally.

We are also conscious that the public wants to see a more visible uniformed presence within the community, and we will proactively address this. Having said this, it is important for me to highlight that today's policing landscape also requires a range of specialist policing services that are largely "unseen," however, I can assure our community that such services continue to be delivered to excellent standards by committed staff, to protect the public, particularly our most vulnerable. We will invest in investigating financial crime better and explore solutions with which to enhance the management of our Information Technology.

Finally, our leadership style and learning culture continue to embed themselves in our teams, and we will embrace difference by being diverse and inclusive, but most importantly, by improving the service to victims of crime. We have done a considerable amount of work already to achieve this, but we need to continue to do more, in order to improve satisfaction levels and maintain public confidence.



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OVERVIEW



Our Area

Gibraltar is situated at the southern tip of the Iberian Peninsula. It is recognised historically as the southernmost point of Europe.

It thrives on its excellent reputation for integrating all of its communities as one, encouraging diversity and inclusion. Having an extremely busy sea port, an international airport and a busy frontier, it typically attracts over 12 million visitors a year from different nationalities and backgrounds. Today Gibraltar has a resident population of approximately 35,000, with an additional 14,500 cross-border workers commuting daily.



GPA Role

The Gibraltar Police Authority is an independent body that is responsible for ensuring that the RGP operates as efficiently and effectively as possible.

The Authority has 10 members. The Chairman who is appointed by the Governor acting on the advice of the Specified Appointments Commission; one member appointed by the Governor; one member appointed by the Chief Minister and the remaining seven members are appointed by the Governor, on the advice of the Public Service Commission.



About the RGP

The RGP enjoys a long and distinguished history as the oldest police force in the Commonwealth. Through their ethos of 'many faces, one team' they are equipped to meet the needs of our diverse and multicultural society by working proactively to develop effective engagement strategies with all community groups.

Presently led by Commissioner Richard Ullger, it numbers over 280 officers & support staff. Units range from Response, Marine, Roads & Community Policing, to CID, Public Protection, Economic Crime, CSI, Drug Squad, Force Intelligence & Special Branch, alongside the new Domestic Abuse and Victim Support teams, and a range of support functions.



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STATISTICS



We received **3,844** crime reports in 2021/22.



The age group most arrested by police was 18 year olds.

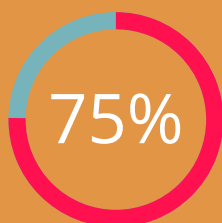


141

Reports of Burglary received in 2021/22

76%

76% Increase on last year



A total of **6,100** calls for service were received by the Command and Dispatch teams. 75% were calls requiring emergency or priority response.



Driving Under Influence Drink or Drugs

2020/21 - 68

2021/22 - 82

21%

Increase on Last Year



Traffic Fixed Penalty Notices

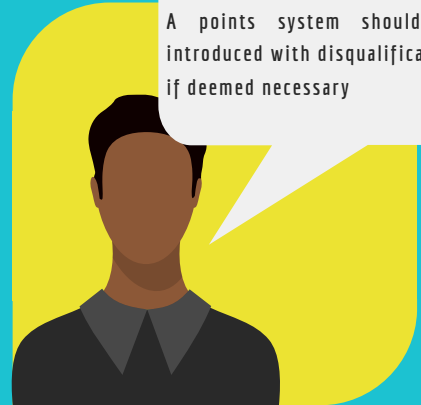
2021/22 - 1412



YOU TOLD US...



I feel that the biggest problem that Gibraltar faces is that of Drug Trafficking. We have a lot of youngsters consuming drugs



A stronger presence is needed on the roads, as that is the only time I feel unsafe..
A points system should be introduced with disqualification if deemed necessary



No visible police presence in the Town and other community areas to deter crime..
More emphasis on crime prevention by visibility



Generally more transparency communicating the status of cases where victims of domestic abuse are concerned
Domestic Abuse should be a priority



More should be done to tackle crimes by repeat and young offenders..
The Justice system and Social Services need to get on board with this

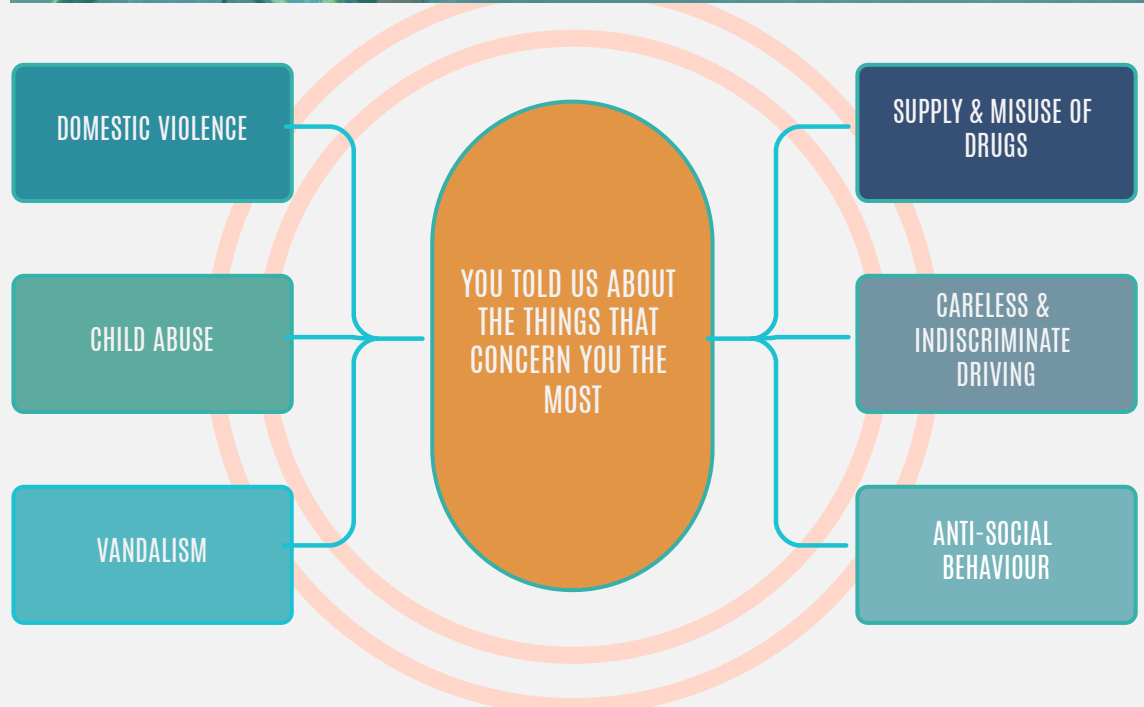


My main concern is the high levels of Anti-Social Behaviour..
Anti-Social Behaviour needs to be a priority

...WE LISTENED



We listened to your concerns and have ensured our policing plan priorities address them. The GPA and RGP believe that every victim, of whatever type of crime, should receive appropriate support and the services they are entitled to under the Victims Code of Practice. In delivering all our priorities we will support the RGP to provide a consistent, excellent service to victims and witnesses, and support vulnerable victims and witnesses through the Criminal Justice System. This approach will build the confidence of victims and witnesses to report crime and remain engaged with the Criminal Justice process.





PRIORITIES

1

A SAFER GIBRALTAR

Tackling terrorism and ensuring the continued safety of Gibraltar.



2

WORKING FOR OUR COMMUNITY

Our neighbourhood priority encompasses community safety and roads policing and includes tackling anti-social behaviour and cyber-bullying.



3

SAFEGUARDING OUR VULNERABLE

The RGP continues to focus on proactively addressing domestic abuse and protecting children and the vulnerable from harm through a consistent enforcement approach.



4

REDUCING THE HARM CAUSED BY DRUGS

The RGP will address the issues of drug trafficking, drug dealing and misuse, reducing the impact on our community.



5

REDUCING FINANCIAL & ACQUISITIVE CRIME

The RGP are committed to reducing levels of financial crime which includes domestic burglaries and cyber-enabled acquisitive crime, while increasing money laundering detections related to organised crime group activity.



6

TRANSFORMING & IMPROVING OUR SERVICE

To further improve the RGP by engaging, supporting and listening to our community and continue to develop and foster an internal learning culture and a diverse, inclusive organisation which encourages and recognises excellent performance.



A SAFER GIBRALTAR

The RGP will continue working with partners to identify and monitor national security threats whilst strengthening their engagement with the community. Through this, they will ensure a secure and resilient Gibraltar, by protecting our people, economy and infrastructure.

The RGP will achieve this priority by:

- Supporting the Gibraltar Contingency Council (GCC) to develop Gibraltar's capability and capacity in line with the priorities of the National Risk Register (NRR) by mitigating risks through deliverable projects and operations.
- Proactive deployment of armed resources.
- Deploying Project Servator officers trained to deter, detect and disrupt terrorism as well as other criminal activity, while providing a reassuring presence for members of our community and visitors to Gibraltar.
- Improving our ongoing collaborative intelligence work with our partners within the UK Counter Terrorism Policing network, the UK Intelligence Community, local, regional and international partners, whilst outlining a framework for Military Aid to the Civil Authorities (MACA) in the event of a terrorist incident.
- Working with key strategic partners in strengthening our borders, providing protective measures and solutions in securing critical national infrastructure and most importantly offer protection to the people from harm.



The RGP will measure success by:

- Counter Terrorism Security Advisor (CTSA) surveys, awareness briefings and events.
- Percentage of Project Servator deployments resulting in a positive outcome.
- Percentage of people who feel safe from a terrorist attack (RGP survey).
- Number of suspicious activity reports linked to terrorism received via the RGP website
- Number of ports-policing enquiries which includes individuals stopped & screened at points of entry.
- Number of security-related enquiries.

WORKING FOR OUR COMMUNITY

The RGP will continue to engage with communities and stakeholders to better understand their policing needs. In partnership, continue to work to address concerns such as anti-social behaviour, road safety and cyber-bullying.

The RGP will achieve this priority by:

Anti-social Behaviour

- Engaging with community groups and partners to identify and address the Anti-social Behaviour (ASB) concerns of individuals and groups.
- Making best use of available tools including Anti-social Behaviour Orders (ASBOs) to deal with incidents of ASB.

Roads Safety

- Conducting awareness campaigns to promote safer driving, educate road users to deter them from breaking traffic laws thereby putting themselves and other road users at risk.
- Proactively targeting offenders who use the roads to cause danger to themselves and other road users by adopting a zero tolerance approach to offences such as Drink/Drug Driving, Dangerous Driving and Speeding.

Cyber Safety

- Working closely with partner agencies and stakeholders including schools to support those who are victims of Cyber-bullying.



The RGP will measure success by:

Anti-social Behaviour

- Increased public confidence in the police response to ASB (GPA survey).
- An increase in the number of Anti-social Behaviour incidents detected.
- New intervention initiatives.

Road safety

- Number and type of traffic offences recorded
- A reduced number of Road Traffic Collisions (RTCs) with serious injuries.

Cyber-bullying

- General public cyber awareness (RGP survey).
- Number of cyber-bullying incidents reported.



SAFEGUARDING OUR VULNERABLE

The RGP will ensure a strategic and coordinated allocation of responsibilities with key partner agencies in identifying and supporting the most vulnerable in our society. They will do their utmost to reduce the harm caused by Domestic Abuse taking positive action and working with key stakeholders to identify new ways to protect our children and those vulnerable from harm.

The RGP will achieve this priority by:

Domestic Abuse

- Continuing to police incidents of domestic violence and abuse in accordance with HMGOG Strategy.
- Continuing to train and develop frontline professionals to recognise the signs of domestic abuse, how to respond, and where to obtain further assistance.
- Bringing those who cause physical, emotional or psychological harm to justice.
- Improving approaches to tackling domestic abuse through interventions aimed at changing behaviour and reducing repeat victimisation.

Protecting the Vulnerable

- Engaging with the Department of Education, the Youth Service and parents to promote awareness of the risks and dangers of online child sexual exploitation.
- Multi-Agency Public Protection Arrangements (MAPPA) to reduce the risk of re-offending by violent and sexual offenders.
- Targeted enforcement activities to reduce the selling of alcohol to minors.



The RGP will measure success by:

Domestic Abuse

- A reduction in the number of repeat victims and offenders.
- Number of new Domestic Abuse Protection Notices (DAPNs) and Domestic Abuse Protection Orders (DAPOs).
- Interventions including referrals to partner agencies.
- Increased detection rate for domestic abuse related offences.

Protecting the Vulnerable

- Interventions including referrals to the Care Agency and other partner agencies.

PRIORITY 4

15

REDUCING THE HARM CAUSED BY DRUGS

Drug related crime continues to be a significant concern for the public. The RGP will continually review their strategies to combat this through effective enforcement, education and awareness programmes. The RGP will strive to detect and deter those who wish to engage in Drug Misuse and the Supply of Drugs, including participation in ancillary activities such as the refuelling of seagoing vessels for Drug Trafficking or providing other logistical support.

The RGP will achieve this priority by:

Drug Trafficking

- Continuing to target those involved in the supply of drugs and those with intent to cause harm to our society.
- Working closely with Law Enforcement Agencies and other key stakeholders, forming part of the HMGoG Drug Strategy to better deal with the social blight associated with the supply of illegal drugs.

Drug Misuse

- Continuing to liaise with partner agencies and stakeholders to support the Government of Gibraltar's drive to address issues related to drug misuse.
- Having a co-ordinated approach to the problem of drug misuse with key stakeholders including educational programs to educate and deter drug misuse.
- Proactively targeting those engaged in drug related crime.



The RGP will measure success by:

Drug Trafficking

- Number of Drug Seizures by class, weight and street value.
- Number of persons charged in relation to Drug Supply & Trafficking.

Drug Misuse

- Number of Drug Misuse offences detected.
- Public satisfaction in the police response (GPA survey).



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PRIORITY 5

16

REDUCING FINANCIAL & ACQUISITIVE CRIME

The RGP will continue to work towards strengthening their capability to disrupt, prevent and robustly investigate Financial & Acquisitive Crime, including Cyber-enabled Acquisitive Crime and target those responsible for Domestic Burglaries.

The RGP will achieve this priority by:

Financial Crime

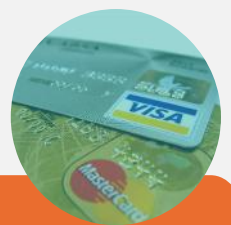
- Proactively and robustly investigating financial crimes including the facilitation and funding of terrorist activity, money laundering across all typologies and fraud related offences, by seeking more investigative resources to do so.
- Reclaiming criminals' unlawful benefit of crime through seizures and confiscations.
- Improving financial crime detection rates by addressing the recommendations made by MoneyVal.

Domestic Burglary

- Combatting acquisitive crime, with a focus on targeting those responsible for committing Domestic Burglaries.
- Continuing to provide support for victims of burglary, particularly those who are vulnerable, and prevent them being re-targeted and becoming repeat victims.

Cyber-enabled Acquisitive Crime

- Enhancing our understanding of complex new and changing crime types including cyber-enabled acquisitive crime.



The RGP will measure success by:

Financial Crime

- Increase in persons charged for Money Laundering (ML) offences.
- Increased number of cash seizures.
- Increased number of confiscation orders.
- Increasing the resources to investigate crimes

Domestic Burglary

- Public feelings of safety in their home (RGP survey).
- Reduction in the number of domestic burglaries.

Cyber-enabled Acquisitive Crime

- Reduction in the losses incurred through cyber-enabled acquisitive crime.
- Public awareness of Cybercrime (RGP survey).



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PRIORITY 6

17

TRANSFORMING & IMPROVING OUR SERVICE

The RGP are committed to a wide range of organisational change projects in line with the implementation plan for 'Delivering a safer Gibraltar, through Excellence in Policing'. As they encounter new and sometimes unprecedented policing challenges, they will continue to seek cooperation with partners and stakeholders to better the police service for the public.

The RGP will achieve this priority by:

- Implementing the recommendations and areas for improvement set out in the 2020 HMICFRS report and developing a learning culture that is underpinned by the Code of Ethics, and by working closely with the Gibraltar Police Federation (GPF) to address issues raised by the workforce.
- Developing their leadership and wellbeing capacity by providing strong visible leadership, embracing difference in their people and building on the ethos of diversity and inclusion.
- **Recruiting** diverse, able individuals who promote differences, **training** them to the best available approved standards and **retaining** their skills and expertise for a career in public service through forward thinking leadership.
- Building and developing operational co-operation in the new post BREXIT environment.
- Working in partnership with key stakeholders to develop support networks, allowing for greater resilience in the face of emerging and developing threats.
- Improving IT functions within the RGP, through better management processes



The RGP will measure success by:

- HMICFRS inspection review.
- Internal staff feedback (GPF & other internal surveys).
- Improving the service's retention rate.
- Joint operations with international counterparts.
- Ensuring that threats and risks identified through Organisational Assessments are addressed, mitigated and reflected in the Force Management Statement, to better align resources with future predicted demand.
- Increased engagement with individual software developers and HMGoG ITLD, more streamlining of processes and increased investment in enhancing existing IT infrastructure.



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