

GPA ANNUAL REPORT FOR THE PERIOD 1ST APRIL 2017 TO 31ST MARCH 2018

The Police Act 2006 (the “Act”) sets out the responsibilities and powers of the Gibraltar Police Authority (the “Authority”). Section 8 of the Act requires the Authority to produce an Annual Policing Plan (the “APP”) for the Royal Gibraltar Police (the “RGP”), setting targets to support objectives and priorities of policing for each calendar year commencing on the 1st April. The APP for the year ending 31st March 2018 was prepared and approved by the Authority in March 2017.

The APP reflects both the priorities of His Excellency the Governor, in respect of the aspects of policing for which he is responsible under the Act and the priorities of Her Majesty’s Government of Gibraltar (“HMGoG”), in relation to policing as conveyed to the Authority by the Chief Minister.

The APP is prepared in consultation with the Commissioner of Police (“CoP”) and takes into account the responses received from the general public to the prior public consultation questionnaire disseminated by the Authority.

The APP is prepared in full cognisance of the available resources, both human and budgetary, likely to be made available to the RGP for that financial year.

Section 10 of the Act requires the Authority to produce an Annual Report setting out the extent to which the RGP has fulfilled the APP for the previous year. This, therefore, is the Annual Report relating to the APP for the year ended 31st March 2018.

The RGP has provided the Authority with its assessment of performance during the year ended March 2018 (included as Appendix A of this report), together with a summary of crime statistics for the period under review.

THE POLICING PLAN FOR 2017/2018

The policing plan for 2017/2018 identified the following five key areas:

- Protecting our national security;
- Tackling crime proactively and effectively;
- Safe community and safe roads;
- Professional Service delivery;
- Effective communication.

THE RGP'S ASSESSMENT OF ITS PERFORMANCE

The RGP's assessment of its own performance is reproduced in full in the appendix to this Annual Report whereby the Senior Management Team provide a detailed analysis of performance against the five key areas set out in 2017/2018 APP.

THE AUTHORITY'S ASSESSMENT OF THE RGP'S PERFORMANCE

The following commentary highlights the main issues of significance revealed by the RGP's self-assessment.

Targets

The APP identified five key areas for the RGP to prioritise. The RGP sub-divided these key priority areas into a total of 79 targets. The report attached provides evidence of:

- 44 targets assessed as 'met';
- 22 target assessed as 'work in progress';
- 13 targets assessed as 'not met'.

The performance of the RGP within the five priority areas is now discussed in more detail below:

1. Protecting our National Security (18 targets met, 3 targets in progress)

As recent events have demonstrated, the threat from terrorism is very much a live one. The RGP is therefore charged with responsibility to discharge a leading role in protecting

Gibraltar's security together with its strategic partners. The RGP continues to enhance its intelligence gathering capabilities through the Force Intelligence Unit set up in 2015.

Key to the above has been the continued mitigation of the risks identified in the RGP's Strategic Threat and Risk Assessment (STRA – an RGP document) as well as paying heed to Gibraltar's National Risk Register (a Gibraltar Contingency Council register). Of note there has been the on-going work to develop a Gibraltar CONTEST (Counter Terrorism Strategy) based on the UK's own CONTEST strategy. A revised document has been submitted to the Gibraltar Contingency Council.

The RGP continues to pursue a formalised engagement with local and international partners to contribute towards the detection, mitigation and disruption of terrorist activity. As part of this strategy, the RGP is also seeking full integration with the United Kingdom's counter terrorism network. Senior RGP officers have visited and held meetings with the Metropolitan Police Service's Counter Terrorism Command (SO15, the UK's National leads for Counter Terrorism), the City of London Police and the Centre for the Protection of National Infrastructure (CPNI), the Security Service (MI5) and the Secret Intelligence Service (MI6). These meetings are part of the RGP's efforts to further develop its Counter Terrorism capabilities through the provision of specialised training as well as the establishing and consolidation of secure links and communications between itself and the UK Counter Terrorism Network.

The RGP is committed to pursuing capacity and capability building in the field of counter terrorist investigations and as such, work with SO15 is progressing; they are conducting a training needs analysis for the RGP with a view to rolling out a number of training courses.

A number of officers have already undertaken training with the CPNI and the College of Policing. Two officers have also attended an International Terrorism Financing Investigation Unit (NTFIU) course and 12 officers and two GDP officers completed the Critical Incident Response course delivered by the Metropolitan Police Service's SO15. Under the specific banner of 'Project Servator', 17 officers have undertaken 'Disruptive Effects' training with the involvement of the CPNI, the City of London Police and the Metropolitan Police.

Although substantial progress has been achieved since the last policing year, a lot of ground still remains to be covered and this area remains, therefore, a 'work in progress'.

The RGP also delivered 10 CITADEL (Public Sector) presentations with no 'Stay Safe' presentations being delivered, as such. A change of strategy has been implemented with engagement being undertaken via traditional and social media channels, thereby reaching a wider audience than by presentations alone.

In addition to routine armed deployments at points of entry under operation AVALON, the RGP also conducted a number of Explosives Dog deployments: a total of 21 at the frontier and 11 at the airport.

An Armed Response Unit (ARU) was successfully created in October 2017 and, as part of its maintenance strategy, the RGP is looking to augment the number of officers from 13 to 15 to further enhance resilience. The optimisation of armed policing with the GDP is actively being pursued to further enhance the security position. Armed officers continue to be deployed as part of Operation AVALON patrol matrix and this is operated on a 24/7 basis with both the RGP and the GDP armed patrols deployed to key areas and points of entry. The maritime equivalent of AVALON is also operational and provides for a multi-agency patrol matrix whereby resources are optimised and patrol times and coverage are effectively maximised.

As part of its Cyber Security strategy, the RGP worked in association with partners from the Private Sector to bring a very successful Cyber Security Summit to Gibraltar; this saw the participation of over 250 delegates. In total, the RGP conducted or participated in three Cyber Security events across the community. The RGP eagerly awaits the approval of the GCC's overarching Gibraltar Cybersecurity Strategy so that it can develop an effective enforcement strategy for Cybersecurity.

2. Tackling Crime Proactively and Effectively (7 targets met, 7 targets in progress, 7 targets not met)

Gibraltar continues to be a relatively safe jurisdiction and the RGP is expected to maintain this by reducing recorded crime and maintaining levels of detection. The prevention and detection of crime and the protection of life and property are fundamental principles of policing and the RGP is expected to focus its resources effectively through intelligence-led enforcement and prevention. The authority has also tasked the RGP with the development of a strategy to combat Cyber-crime and Cyber-enabled crime.

The RGP has also developed a more meaningful methodology to its present 'Counting Rules' making them more victim focused and are aimed at providing more statistical detail. This is explained in more detail in page 45 of the Appendix.

The Authority notes that the RGP has managed to successfully reduce the levels of reported crime compared to 2016/2017. Crime reports stand at 2998 for the year 2016/2017 with 2464 reported during the course of 2017/2018 policing year; this represents a reduction of 534 in reported crimes. The RGP experiences difficulties in terms of arriving at final and accurate detection rates due to the time lag created by the extended bail periods currently being allocated to ensure that the RGP abides by the provisions of the Criminal Procedure and Evidence Act 2011. This essentially means that it takes longer to record crimes as detected. The RGP expects to publish the final figures in November and anticipates that the provisional figure of 57% (47% for 2016/2017) will be improved upon.

The changing nature of policing, combined with the requirement to maintain service levels in the face of ever increasing and competing demands, has forced the RGP to modify its operational processes through the implementation of a critical 'decision' model known as "THRIVE" (Threat, Harm, Risk and Investigation, Vulnerability and Engagement). This is used to assess the appropriate initial police response to an emergency call. Since its implementation in October 2017, the number of THRIVE prioritised calls stood at 3146; out of these, 525 were effectively prioritised as 'Emergency 1' calls. This model is identified by the RGP as a 'work in progress' given the need for THRIVE to be objectively evaluated through an evidence-based assessment and this has to be undertaken over time. There are

still two targets linked to the above in relation to which the RGP report that it has not managed to meet, namely the setting up of a 'First Contact Officer' system and the development of a minimum standards system of 'Criminal Investigation Approved Procedure'. The RGP state that this is due to resource issues and competing demands.

The RGP has conducted 24 anti-drug trafficking operations and 122 proactive operations designed to disrupt drug trafficking activity. A total of 85 anti-smuggling maritime chases were also engaged in. The total number of drug-related arrests for the period in question fell by 15 from last year's total of 41. The RGP reports, therefore, this specific sub-target as 'not met'.

In as far as engagement with the community for the purposes of fostering awareness, reassurance and crime-prevention advice, the RGP delivered a total of 92 presentations and talks to a wide-cross section of our community, covering a range of very relevant topics such as: 'Cybersecurity', 'Stranger Danger', 'Sexting' and 'Counter Terrorism Awareness', to name but a few.

Given that the APP tasked the RGP to work towards reducing repeat offending and repeat victimisation, a statistical evidence base is in the process of being collated for use as an objective benchmark against which to measure performance in this area. During the period under review, a total of 2043 instances of recidivism and 374 repeat offenders were identified. The RGP acknowledges these two important areas as being 'work in progress' in light of the fact that prior to this, there was no statistics being collected in this respect. Similarly, the number of repeat victims of crime stood at 138 and again, this is also acknowledged as 'work in progress'.

It is important for the RGP to keep up with the professional development of its officers in relation to cybercrime and 'cyber related' crime. Substantial progress has been achieved in this particular area with knowledge and expertise gaps identified and attempting to bridge these through the Small Island Nations Centre of Excellence for Cybercrime and 'Cyber Enabled' Crime (SINCERE). This is identified as 'work in progress' for the period under review and has also involved further augmentation of the 'High Tech Crime Unit' by deploying a

second officer; it may well be that the level of resourcing will have to increase, given the rapidly evolving nature of this area.

In terms of combatting child sexual exploitation, as highlighted in the APP for the period under review, very real progress has been achieved, although the Authority does acknowledge that there is no place for complacency. A total of 22 proactive investigations relating to offences against children were undertaken by the RGP during the course of the policing year. In relation to this particular area and quite apart from its engagement with local agencies, departments and authorities, the RGP works closely with the UK's Management of Sex Offenders and Violent Offenders Group (MOSOVO) and regularly engages with the National Crime Agency's Child Exploitation and Online Protection Command (CEOP). CEOP has recently reported favourably on the RGP's capacity and capability in this area even though they underscored that this was in spite of limited resources.

3. Safe Community and Safe Roads (10 targets met, 4 targets in progress, 2 targets not met)

Neighbourhood policing remains at the core of the RGP's service delivery to the community. The Authority expects the RGP to maintain and, where possible, to further develop and enhance its efforts in light of the Strategic Threat and Risk Management Assessment (STRA), especially in the areas of Public Protection and Victim Support. The Authority acknowledges that the RGP can only be expected to make advances in those areas that are within its gift to achieve.

Road traffic management continues to present a challenge especially in the context of road closures and diversions due to works, frontier queues and so on. The Authority expects the RGP to continue to review its strategic responses, including the strategies linked to Operation Roadwatch. The RGP also fully supports HMGoG's Sustainable Traffic, Transport and Parking Plan with proposals and contributions across all matters captured by this, this includes the enhancement of static speed cameras to detect motorcycles, alcohol and drug roadside testing, fixed penalty notices and providing advice on road markings, for example.

The implementation of the THRIVE model will undoubtedly go a long way to developing a more effective overall response system for the community. As highlighted elsewhere, this is still work in progress, along with the implementation of a First Contact Officer system.

Whilst the RGP has its own 'Victim of Crime Strategy' to enable it to discharge its own obligations, the APP nevertheless identified a need for the development of a more overarching, multi-agency approach to address the needs and concerns of 'Victims of Crime'. This is work in progress and is currently on the agendas of the partnering departments and agencies. In any case, the RGP's Neighbourhood Policing Unit continues to maintain contact with the various tenants' associations, youth and community groups and other representative organisations. The RGP has thereby established a conduit for communication with the community at large, over matters of concern. This is working well, as evidenced in the last GPA Public Survey. Moreover, the RGP is also a key player in the Ministry of Culture's recently set up 'Events Safety Group'.

The Authority notes that RGP has taken a lead role in this area even before the Event Safety Group was formalised by the Ministry.

High visibility policing in the community is an on-going priority for the Authority and it notes that the RGP has optimised visibility in key areas and has greatly enhanced the number of patrols in housing estates, for example. Each Response Team Officer has been allocated a sector as an area of responsibility and these patrols occur in a co-ordinated fashion to further optimise these intelligence-led deployments across our community.

The RGP continues to monitor and improve the effectiveness of Operation Roadwatch in its ability to reduce road traffic collisions and accidents as well as improving the general safety of road users. Given that this is an ongoing exercise and it is currently live, the target is a work in progress due to the need to constantly modify and update Operation Roadwatch. The Authority notes that the number of serious road traffic accidents have fallen during the period under review from 130 recorded in 2016/2017 to 113 in 2017/2018.

Road Safety awareness continues to be prioritised by the RGP with radio and TV appearances ensuring that the public is kept informed through the more 'traditional' media

channels. Strategically placed posters are also used to further reinforce these road safety messages. The Authority also notes the successful use of social media by the RGP, quite apart from the usual seasonal campaigns, in relation to road safety. On average some 60 'Tweets' and 15 Facebook 'posts' per quarter are issued on Road Safety Awareness in order to maximise coverage of these issues.

4. Professional Service Delivery (5 targets met, 8 targets in progress, 2 targets not met)

The Authority recognises that the RGP is making great strides in trying to reconfigure itself to maximise its use of resources whilst meeting its obligations to the best of its ability. As a result of an ever-increasing demand profile, the Authority required the RGP to submit an evidence-based business case to HMGoG. This has been submitted and subjected to external audit review and as such is identified as 'work in progress' given that it is pending a decision by HMGoG.

The Authority expects the RGP to continuously assess its demand profile in order to determine the prioritisation of its operational responses. The implementation of THRIVE and the deployment of Command and Dispatch, Custody, Person History, Intelligence, Crime and Occurrence Book modules in the CYCLOPS system (a computer database that manages calls, crime, cases, intelligence and incidents) means that the RGP is successfully embarking on new and innovative methods of becoming more effective through the use of technological solutions (recommended in the HMIC report of 2016), as required of them by the Authority in the APP for the period under review. The RGP reports that the initial results are promising but point out that a longer period of time will be required for a fuller, in-depth assessment. Given that this will probably span across a number of years, it is identified as 'work in progress'. The Authority also notes that the Property and Road Traffic Collision modules are currently in testing phase for deployment during the year 2018/2019. After a sufficient volume of data becomes available, the CYCLOPS system will enable the RGP to reconfigure its structure and practices in the light of the efficiencies that will no doubt be identified through its use in the RGP's core operations.

The ethos of continuous self-assessment and internal review established in the RGP is welcomed by the Authority. The Authority, however, expects the RGP to further enhance its already robust systems of internal governance and accountability processes. As a result, the RGP has replaced its 'Continuous Improvement Forum' with a more streamlined working group called, much more appropriately, the Organisational Learning Group which better reflects the RGP's culture and values as a 'learning' organisation. In addition, the RGP has also initiated an internal governance regime which sees a monthly assessment of all areas; these reviews are, in turn, reviewed by the Office of the Assistant Commissioner.

A more specific area of professional development identified by the Authority is customer services training for all the RGP's Command and dispatch operators; 5 specific customer training courses have been delivered to staff during the period under review.

5. Effective Communication (4 targets met, 2 targets not met)

Effective communication is key to the success of the RGP but especially more so in the light of the public 'perceptual challenges' that the force may face in its day to day operations. Whilst the Authority acknowledges that the RGP has made great strides in ensuring that the public is kept informed effectively, it nevertheless urges it to persevere in its efforts to engage through communication via all possible channels, including, of course, Social Media. During the period under review, for example, the RGP issues 128 Press Releases and issued an average of 100 Tweets per month (10,000 'followers', at last count) in its efforts to reach as many members of the public as possible. The RGP plans on using its website as a vehicle to solicit community concerns but this is contingent on the website being ready. Once this is so, there will be a means for the public to express their concerns directly.

The RGP's own Communications Forum is tasked with assessing and advising on internal and external communications. As part of its remit, the Forum is working on a new website for the RGP which will be going live shortly.

The RGP's internal communications such as suggestion boxes, Senior Management Team (SMT) feedback and an open-door policy for staff is commended; the Authority encourages

the RGP to further embed this culture of openness across all SMT-staff relations and interactions.

